

**COMPREHENSIVE OPERATIONAL  
ANALYSIS & MANAGEMENT PLAN  
FY 2018-2022**

**June 2017**

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The preparation of this report was financed in part by the Federal Highway Administration, the Ohio Department of Transportation, the Ohio Department of Public Safety, and local units of government. The contents of this report do not reflect the official view and/or policies of the Federal Highway Administration, the Ohio Department of Public Safety, the Ohio Department of Transportation, or local units of government. This report does not constitute a standard specification or regulation.

## 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 the rationale needed to justify the use of federal/state/local monies in the provision of such services.
2. In CY 2016 the ACRTA reflected a seven (7) member Board of Trustees with an executive director, a financial director, an operations director, a maintenance manager, two (2) street supervisors, five (5) mechanics, three (3) dispatch operators, thirty-one (31) transit operators (18 full-time, 13 part-time), one (1) administrative assistant, and two (2) Greyhound counter clerks, for a total of forty-eight employees.
3. The weekday route structure covered 1,604.5 miles per day, 142 trips by providing 123.5 hours of service each weekday. The average system speed during CY 2016 was 12.99 miles per hour. The ACRTA provided 257 weekdays of service in 2016. Saturday service covers 367 miles per day, sixty (60) trips and fifty-one (51) hours of service. The average speed for Saturdays in CY 2016 was 11.1. Saturday service accounted for an additional 51 days of service bringing total service to 308 days in 2016. Total fixed route ridership in 2016 was 349,809 and an additional 36,459 passengers using demand response services.
4. The ACRTA owns fourteen (14) fixed route buses, fifteen (15) paratransit vehicles, one (1) maintenance truck and one (1) administration vehicle. All vehicles of the Fixed Route System are now lift-equipped with hydraulic kneeling capability and/or with low floors to facilitate travel for the mobility impaired. In addition, all paratransit vans in the Uplift fleet are lift-equipped with transit style entry doors for direct entry.
5. The fixed route system profile found customers/clients racially mixed; 44.36 percent African-American, 43.97 percent White, 2.84 percent Hispanic and 8.51 percent "Other". Further analysis showed that 53.06 percent of ACRTA's clients were female. In terms of their trip purposes, respondent's reasons for using the ACRTA were as follows: work related, 25.06 percent; shopping, 25.53 percent; school, 9.69 percent; medical, 17.12 percent; recreational/social/family 15.37 percent; and, nutritional or other, 7.09 percent. Examining usage, 65.11 percent of the passengers rode the ACRTA every day or almost every day, and another 25.54 percent rode twice a week.
6. Of those surveyed on the fixed route system, 59.53 percent felt current services were excellent and 26.04 percent stated that the services were good. Only 5.02 percent felt that services offered by the ACRTA were unsatisfactory.
7. The FY 2018-2022 Comprehensive Operational Analysis and Management Plan 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. Addressing Environmental Justice (EJ) requirements, the ACRTA, working with the MPO, reviewed the existing fixed routes, current ridership, and the residence as well as employment characteristics of low income and minority populations in the Lima Urbanized Area. The MPO supported the ACRTA expenditures as necessary to maintain public transportation service as an alternative mode of travel, providing accessibility, choice, and travel opportunity to the community's transportationally disadvantaged.
8. Federal and state grant allocations, as well as operational costs, outlined in Section 4. Table 4-3 documents expenses and revenue for CY 2016, showing a shortfall of \$120,091.

Section 5 reveals an ongoing deficit of roughly \$1.16 million over the 2017-2021 period unless additional revenue is found or operating costs are reduced significantly.

9. From a capital improvement perspective, rolling stock, improved dispatching capabilities and automated vehicle locators are of major importance to maintaining ACRTA's mission of providing transport to the needy maximizing efficiencies and supporting the coordination of paratransit service between and amongst local non-profit agencies.
10. Average passengers per mile on the fixed route system was up .11 from 2015 while cost per mile was down by \$1.10 per mile. Cost per hour for Demand response dropped by \$12.95.

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## **SECTION 1 INTRODUCTION**

Evident by the late 1800's, 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; and, whereas cable cars performed admirably between 1860 and 1890, 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, they 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. The effect that motorized transport had upon the system of transportation in the urban environment and its internal structure was immense. 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. Their 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, for with this new freedom of movement came the decentralization of activities, both residential and employment, and the elimination of the transport monopoly enjoyed by fixed route transit.

An irreversible decline in ridership seems to have befallen public mass transit since the end of World War II in all but the largest urban centers. For as income increased, so did automobile ownership and non-work related trips that furthered the decentralization of employment sites and residential preference to the suburbs. The reason public mass transit was losing its share of the market seemed due to the fact that it was not patterned to compete effectively with the automobile in terms of out-of-pocket commuting costs, travel time, comfort and safety; for mass transit was still structured to service the typical downtown-oriented travel commutes. As a result, mass transit has increasingly drawn its market share from captive riders or those who have no other choice.

Although the automobile is now the predominant and preferred mode of transportation within the region, recent research has indicated generational support for public transportation services. Several recent trends affecting the Baby Boomer generation (those born between 1946 and 1964) and now the largest generation ever, the Millennials (those born between 1982 and 2003), may broaden the customer base of public transit. Consider the fact that our workforce is graying — not just because the population as a whole is growing older, but because older adults are staying in the labor force longer. This trend intensified during the recession and reflects a variety of factors including: (1) the need for older Americans to reenter the workforce, or (2) to delay retirement and keep working because of economic conditions, declining investment returns, or reductions in government benefits; and, (3) the overall health of older residents permit many to stay employed longer. From a transportation perspective, the continued employment of seniors coupled with the aging process suggests a definite need for employment-based public transportation services.

Looking forward, there is a tendency for the Millennials, especially the young professionals, to delay the purchase of a car and more likely to “opt-in” to car ownership – as part of a multi-modal strategy. The Millennials want options for getting around. Millennials are less likely to feel they have to have a car to get to the places they need to and more likely to use multiple transportation options on a daily basis. Millennials are more health conscious, economically-

mindful and aware of their carbon footprint than those in the Baby Boomer generation and prefer walking, biking and public transit over automobiles because they are more frugal and mindful of the environmental impacts of the auto.

Recent literature has also emphasized that even among captive riders (the poor, the aged, and the disabled) public 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 can be costly in terms of time are all too often necessary to get from some neighborhoods to suburban sites, while the elderly and disabled find it difficult to utilize public transit due to associated walks to and from bus stops, long waits, the need to step in and out of vehicles, the lack of adequate seating space, and the rapid acceleration/deceleration of vehicles.

Taken collectively, data suggests a sizeable segment of our population is forced to, or prefers to, rely upon public transit to satisfy employment, medical, school and/or personal travel needs. And 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 and develop a Comprehensive Operational Analysis & Management Plan (COA) for the Allen County Regional Transit Authority (ACRTA) so as to better enable the ACRTA to accommodate the travel needs of area 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 465 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 Comprehensive Operational Analysis & Management 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 COA. 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 herein.

## **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 2018-2022 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 Public Participation**

The LACRPC, as the Metropolitan Planning Organization (MPO), has an adopted Public Involvement Plan and participatory process that was submitted and accepted by the Ohio Department of Transportation (ODOT) and the Federal Highway Administration (FHWA). The LACRPC provides planning services to the Transit Authority under a Memorandum of Understanding as prescribed by ODOT, the MPO and the Transit Authority. The adopted Public Involvement Plan receives regular attention in order to serve as the public participation process for the ACRTA program of projects, meeting the requirements of Section 5307 (b) as prescribed in FTA C 9030.1E DATE 1/16/2014. As such, the public participation was designed to include but not limited to: (1) press release sent to the media making the document available for citizen review and comment; (2) a one-page summary made available on the MPO and Transit Authority website with document availability upon request; (3) a hard copy of complete document available at the offices of the LACRPC, Transit Authority, City of Lima Mayoral Office as well as that of Board of County Commissioners of Allen County, Ohio and the Lima Public Library; complete document is also available at <http://LACRPC.com> for download; (4) complete document provided to members of various LACRPC committees; (5) ACRTA and LACRPC staff attended meetings to discuss the COA with neighborhood associations and service organizations; and, (6) one-on-one communication soliciting comments from transit riders while conducting ridership surveys.

### **1.4 Overview**

This study is composed of several distinct sections. The Introduction is followed by a Demographic Overview that provides information of the area's population and income, travel generators, and demand for transit. Section 3 provides an overview of the ACRTA fixed route system, the paratransit system, the ACRTA fare structure and the ACRTA budget. Section 4 provides an overview of service developments and improvements. The emphasis in Section 4 falls into four areas: (1) operations planning; (2) service improvements; and, (3) coordination of services; (4) funding. Section 5 presents a review of transit development program goals established by the ACRTA for the FY 2018-2022 period, as well as policies and practices associated with realizing such goals. Following a Report Summary, an Appendix provides ridership surveys for both fixed route and demand response services.

## SECTION 2 DEMOGRAPHIC OVERVIEW & DEMAND FOR ESTIMATION

The City of Lima, located in Allen County, Ohio, is part of the only urbanized area in west central Ohio. Allen County's size is 410 square miles with 13.7 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

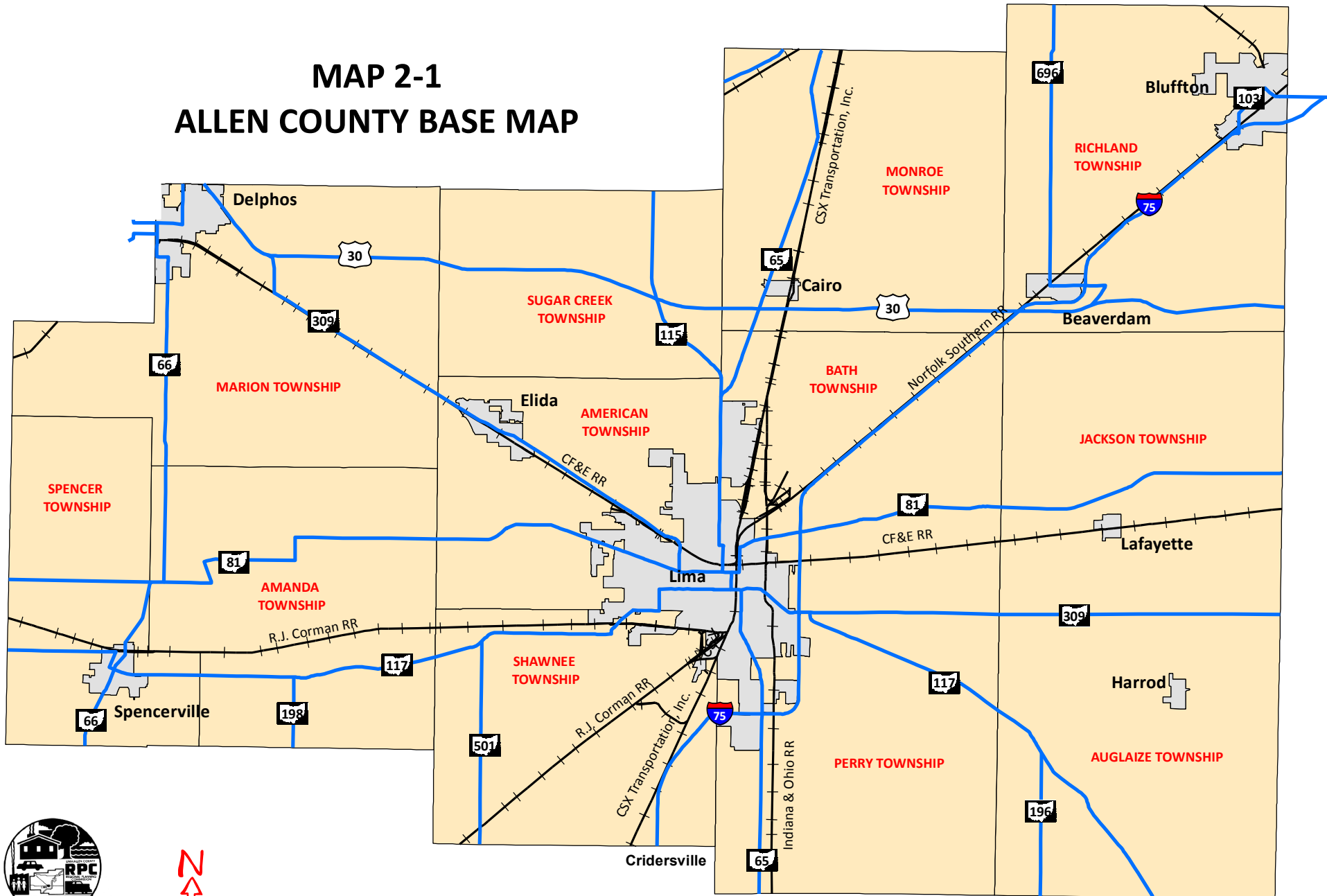
Population figures released in the most recent census report suggest that Allen County had a population of 106,331 residents in 2010 with the City of Lima having a total population of 38,771 individuals. Reviewing 2000 and 2010 census figures, Allen County realized a 2.0 percent decrease in population while the City of Lima experienced a 6.8 percent loss. The County's more urbanized area, including the City of Lima, combined with the four surrounding Townships of American, Bath, Perry and Shawnee, comprise 72.4 percent of the County's 2010 population. Table 2-1 reveals Allen County population figures from 1980 through 2010 by political subdivision.

<b>TABLE 2-1 ALLEN COUNTY POPULATION BY POLITICAL SUBDIVISION 1980-2010</b>							
Subdivision	1980	1990	% Change 1980-1990	2000	% Change 1990-2000	2010	% Change 2000-2010
Allen County	112,241	109,755	-2.2	108,473	-1.2	106,331	-2.0
Amanda Township	1,769	1,773	0.2	1,913	7.9	2,071	8.3
American Township	12,825	12,407	-3.3	14,019	13.0	12,476	-11.0
Auglaize Township	2,548	2,778	9.0	2,850	2.6	2,366	-17.0
Bath Township	9,997	10,105	1.1	9,819	-2.8	9,725	-1.0
Jackson Township	2,702	2,737	1.3	2,936	7.3	2,611	-11.0
Marion Township	2,734	2,775	1.5	2,872	3.5	2,777	-3.3
Monroe Township	1,621	1,622	0.1	1,720	6.0	1,702	-1.0
Perry Township	3,586	3,577	-0.3	3,620	1.2	3,531	-2.5
Richland Township	1,628	1,821	11.9	2,015	10.7	1,955	-3.0
Shawnee Township	12,344	12,133	-1.7	12,220	0.7	12,433	1.7
Spencer Township	925	832	-10.1	871	4.7	844	-3.1
Sugar Creek Township	1,242	1,311	5.6	1,330	1.4	1,283	-3.5
Village of Beaverdam	492	467	-5.1	356	-23.8	382	7.3
Village of Cairo	596	473	-20.6	499	5.5	524	5.0
Village of Elida	1,349	1,486	10.2	1,917	29.0	1,905	-0.6
Village of Ft. Shawnee	4,541	4,128	-9.1	3,855	-6.6	3,726	-3.3
Village of Harrod	506	537	6.1	491	-8.6	417	-15.1
Village of Lafayette	488	449	-8.7	304	-3.2	445	46.4
City of Lima	47,827	45,549	-4.8	41,578	-8.7	38,771	-6.8
Village of Spencerville	2,184	2,288	4.8	2,235	-2.3	2,223	-0.5
Village of Bluffton*	3,237	3,206	-1.0	3,719	16.0	3,952	6.3
City of Delphos*	3,984	3,901	-2.1	3,972	1.8	3,938	-0.9
* Pertains to Allen County portions only.							
1990 Urbanized Population – 64,389      2000 Urbanized Population – 75,059      2010 Urbanized Population – 78,801							

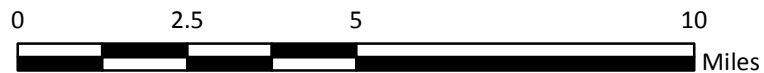
### 2.2 Area Employment

Lima and Allen County are not very different from other small, urbanized, Midwestern cities. 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.

# MAP 2-1 ALLEN COUNTY BASE MAP



2-2



Date: May 2017  
Dwg by: DD

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, Westinghouse and Sundstrand.

Allen County's economic base continues to undergo transition out of the Great Recession and is experiencing renewed growth in various sectors with the number of business establishments expanding. Over the past two decades, 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. And while manufacturing has declined, recent data suggests a resurgence in the manufacturing sector. Based upon historical precedents, available land, existing infrastructure, educational investment, as well as the area's strong work ethic, such growth is expected to continue.

### **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 fixed route system of the ACRTA.

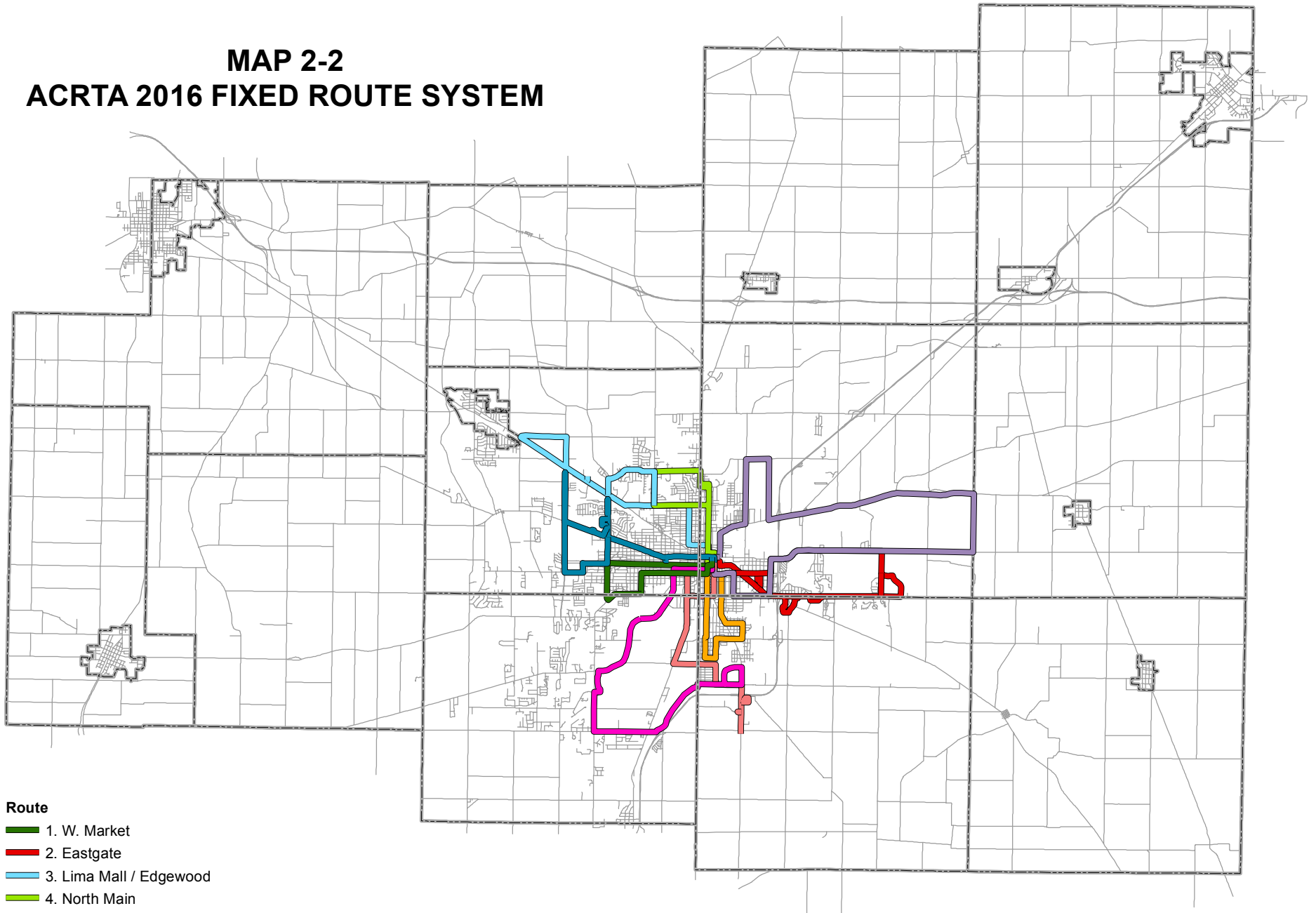
The related processes of decentralization, global mergers, and corporate downsizing have resulted in the loss of several large transit demand generators. Employment growth moving out of the central business district (CBD) and into the suburbs increased the travel distance to work/services for the general public. In addition, this migration resulted in increased pressure to enlarge the public transit service area. Despite the loss of the aforementioned generators and the associated population decline, ACRTA has refined its service to generate almost 350,000 fixed route trips in 2016. However, the current fiscal capacity of ACRTA simply does not allow for a major extension of the service area without a significant increase of fiscal support from local political subdivisions and/or taxes and levies. In sum, the consumer market for the ACRTA has changed its location and its customers, and the continuation of system services is dependent upon the ability to secure adequate and stable funding.

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 2016 FIXED ROUTE SYSTEM



2 - 4

### Route

- 1. W. Market
- 2. Eastgate
- 3. Lima Mall / Edgewood
- 4. North Main
- 5. South Main
- 6. West North
- 7. North East / PG Shuttle
- 8. South Metcalf / JFS
- 9. South Shawnee / Apollo



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 the Lima Mall, located in American Township, or St. Rita's Medical Center, located at 730 West Market Street 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.

Table 2-2 identified those employers within the fixed route service area by site location number. Map 2-3 reveals the location of such employers by site number. Detailed maps depicting major employment sites along each of the nine (9) routes can be found in Appendix C. Map 2-4 reveals the location of private and public social service agencies that tend to be major generators within the City of Lima. Map 2-5 reveals the location of the various shopping facilities servicing the Allen County population and Map 2-6 depicts the location of the healthcare facilities within the region. Table 2-3 provides the identity of the respective facilities by site identification number and map number.

Collectively, the maps reveal the extent to which the area employers, the 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 travel 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 reveal that while the majority of the area's social service agencies, healthcare facilities, and shopping centers are being serviced, there are several generators that are presently excluded, including such major employers as Superior Forge, Joint Systems Manufacturing Center, and Scot Lad Foods.

## **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 at the tract level census data. Map 2-7 documents the parameters of the individual census tracts within the Lima Urbanized Area. In an attempt to use sociodemographic variables as barometers of an area's demand for service, Maps 2-8 through 2-12 depict the present transit service area's character. Map 2-13 examines local employers by size of their work force and their location within the service area.

TABLE 2-2 LIMA AREA EMPLOYERS BY SITE LOCATION FOR MAP 2-3			
Site	Employer	Site	Employer
1	St. Rita's Medical Center	26	ODOT
2	Lima Memorial Hospital	27	East of Chicago Pizza
3	Ford	28	PCS Nitrogen
4	Proctor & Gamble	29	Mid-American Cleaning
5	Lima Refinery	30	Orthopaedic Institute of Ohio
6	Allen County Correctional Institution	31	Menards
7	General Dynamics	32	Coleman Professional Service
8	Dana	33	Lima Convalescent Home
9	UNOH	34	WOCAP
10	Nickles Bakery	35	Institute for Orthopaedic Surgery
11	Walmart-Eastgate	36	OSU
12	Interim Health Care	37	INEOS
13	Spartan Stores	38	Texas Roadhouse
14	Walmart -Allentown	39	Sam's Club
15	Meijer	40	Pepsi
16	National Payroll Service	41	Lowe's
17	Bob Evans Foods	42	Accubuilt
18	Lima Community Health Center	43	YMCA
19	High School of Multi Intelligences	44	SCCI Hospitals of Lima
20	Rhodes State College	45	Shawnee High School
21	Apollo	46	Kohl's
22	Lima Memorial Professional Corporation	47	City of Lima
23	Crothall Laundry	48	UPS
24	Metokote	49	Allen County Educational Service
25	Shawnee Manor	50	Superior Forge

TABLE 2-3 TRAVEL GENERATORS BY SITE LOCATION NUMBER					
Map 2-4		Map 2-5		Map 2-6	
Site	Social Service Providers	Site	Shopping Facilities	Site	Medical/Residential Care Facilities
1	Area Agency on Aging	1	Eastgate Shopping Center	1	St. Rita's Medical Center
2	Senior Citizens Service	2	Lima Mall	2	Lima Memorial Hospital
3	Goodwill Industries	3	Meijer	3	Lima Community Health Center
4	Association for Retarded Citizens	4	Northland Plaza	4	Shawnee Manor Nursing Home
5	Lutheran Social Services	5	Sam's Club	5	Orthopedic Institute of Ohio
6	West Ohio Community Action Partnership	6	Clock Tower Plaza	6	Lima Convalescent Home
7	Allen County Council on Aging	7	Westgate Center	7	Plus Management Services
8	Marimor Industries	8	Lima Plaza	8	SCCI Hospitals of Lima
9	United Way of Greater Lima	9	Eastgate Walmart	9	Lima Manor
10	U. S. Social Security Administration	10	Lima Center	10	Springview Manor Nursing Home
11	Allen County Dept. of Job & Family Services	11	Eastown Plaza	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	Gastro Intestinal Associates
16	Allen County Board of DD			16	Lima Senior Living
17	Children's Development Center			17	Champaign Residential Services
18	Mental Health & Recovery Services			18	OB/GYN Specialists of Lima
				19	Burton's Ridge

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 101, 103, 106, 108, 109, 113, 114, 116, 118, 119, 120, 121, 130, 133, and 140 with significant concentrations in 101, 108, 116, 119, and 120. Map 2-9 suggests that census tracts 110, 123, 124, 127, 129, 134, 136, 137, 138, and 141 have the highest proportion of persons below the poverty level, with significant amounts found in 127, 129, 134, 137, and 141. Map 2-10 suggests that tracts 102, 116, 119, 122, 124, 127, 132, 133, 134, 136, 137, 138, and 141 have a significant proportion of persons suffering from mobility disabilities. Tracts 109, 119, 122, 124, 126, 127, 129, 132, 133, 134, 136, 137, 138, and 141 identified in Map 2-11, had the highest proportion

of households with no vehicle available, with significant numbers in 127, 129, 134, 137, and 141. Map 2-12 suggests that tracts 110, 112, 122, 124, 126, 127, 129, 130, 132, 133, 134, 136, and 137 have the highest percentage of minorities. In addition, with respect to the major employers discussed in Section 2.4, Map 2-13 identifies tracts 112, 112, 122, 124, 126, 127, 129, 130, 132, 133, 134, 136, 137, 138, and 141 as having the highest number of employees.

<b>TABLE 2-4 DEMOGRAPHIC SUMMARY OF CENSUS TRACTS WITHIN STUDY AREA</b>						
<b>Census Tract</b>	<b>Total Population</b>	<b>Percent Over 65</b>	<b>Percent Minority</b>	<b>Percent with Mobility Limitation</b>	<b>Percent Below Poverty Level</b>	<b>Percent with No Vehicle Available</b>
101	4,433	20.6	5.0	5.6	6.9	4.6
102	4,105	15.4	1.1	8.0	1.7	2.4
103	1,533	16.4	0.3	3.5	3.0	1.5
106	5,052	15.8	5.1	6.9	5.5	3.3
108	7,673	20.2	4.4	5.7	1.1	4.0
109	4,796	16.8	16.1	6.3	6.0	8.9
110	5,796	14.9	19.0	7.3	19.1	3.0
112	2,635	8.6	27.6	7.1	0.0	4.7
113	7,419	19.7	6.5	5.4	3.7	2.9
114	2,988	16.6	0.3	6.3	3.9	1.4
115	2,748	12.5	3.5	7.2	5.6	4.4
116	2,768	20.1	3.4	8.0	5.4	4.7
118	2,606	19.1	12.8	5.8	3.9	0.5
119	3,025	22.3	7.3	11.1	2.1	7.9
120	2,243	22.6	5.4	5.0	1.0	0.4
121	3,467	17.4	11.6	6.2	2.1	2.1
122	3,559	9.8	33.1	9.6	16.7	13.1
123	3,855	10.0	16.0	5.6	18.4	4.4
124	2,630	7.9	24.3	9.5	22.7	20.7
126	1,969	13.7	19.0	4.4	16.6	8.4
127	1,898	5.6	40.9	11.4	39.8	22.8
129	1,483	7.9	37.0	5.5	33.1	24.2
130	4,392	18.1	17.9	6.8	13.2	7.6
131	2,347	13.2	16.1	3.0	5.4	3.6
132	1,914	10.0	39.5	8.2	8.7	11.8
133	1,308	18.4	46.9	16.5	6.1	21.9
134	2,457	13.1	37.6	17.6	47.8	34.3
136	1,290	7.1	51.2	13.1	20.7	11.2
137	1,165	9.2	61.5	14.8	30.2	25.7
138	2,827	11.9	65.0	12.0	19.4	22.1
139	3,347	13.6	1.9	6.6	0.1	5.3
140	3,413	19.9	5.0	4.5	4.9	4.3
141	2,055	6.0	50.8	11.7	26.0	30.1

Mobility, vehicle, and poverty level figures reflect 2015 ACS data. Numeration varied between the 2000 and 2010 census tracts with 125, 117 and 135 respectively.

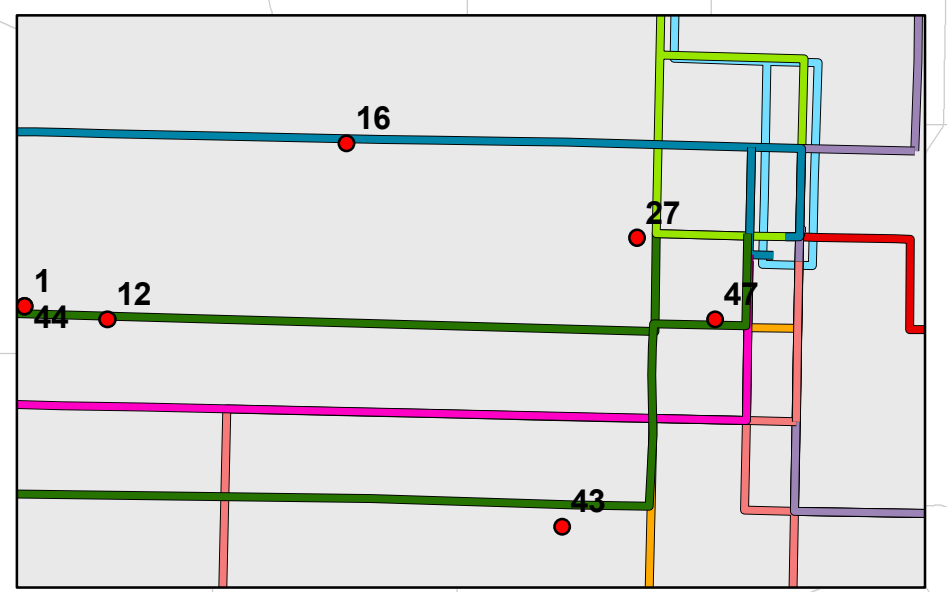
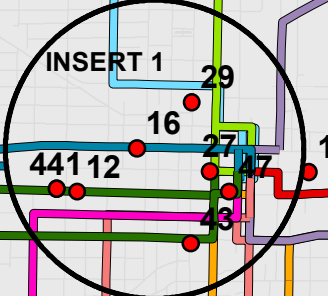
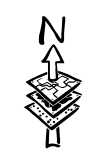
There are also correlations, which can be seen throughout the maps, between the census tracts discussed above. Several demographic characteristics discussed are prevalent throughout tracts 124, 127, 133, 134, 136, 137, 138, and 141. These tracts indicate the highest propensity to use and/or need public transportation, provided that the system services these areas.



# MAP 2-3 MAJOR EMPLOYERS WITHIN THE FIXED ROUTE SERVICE AREA

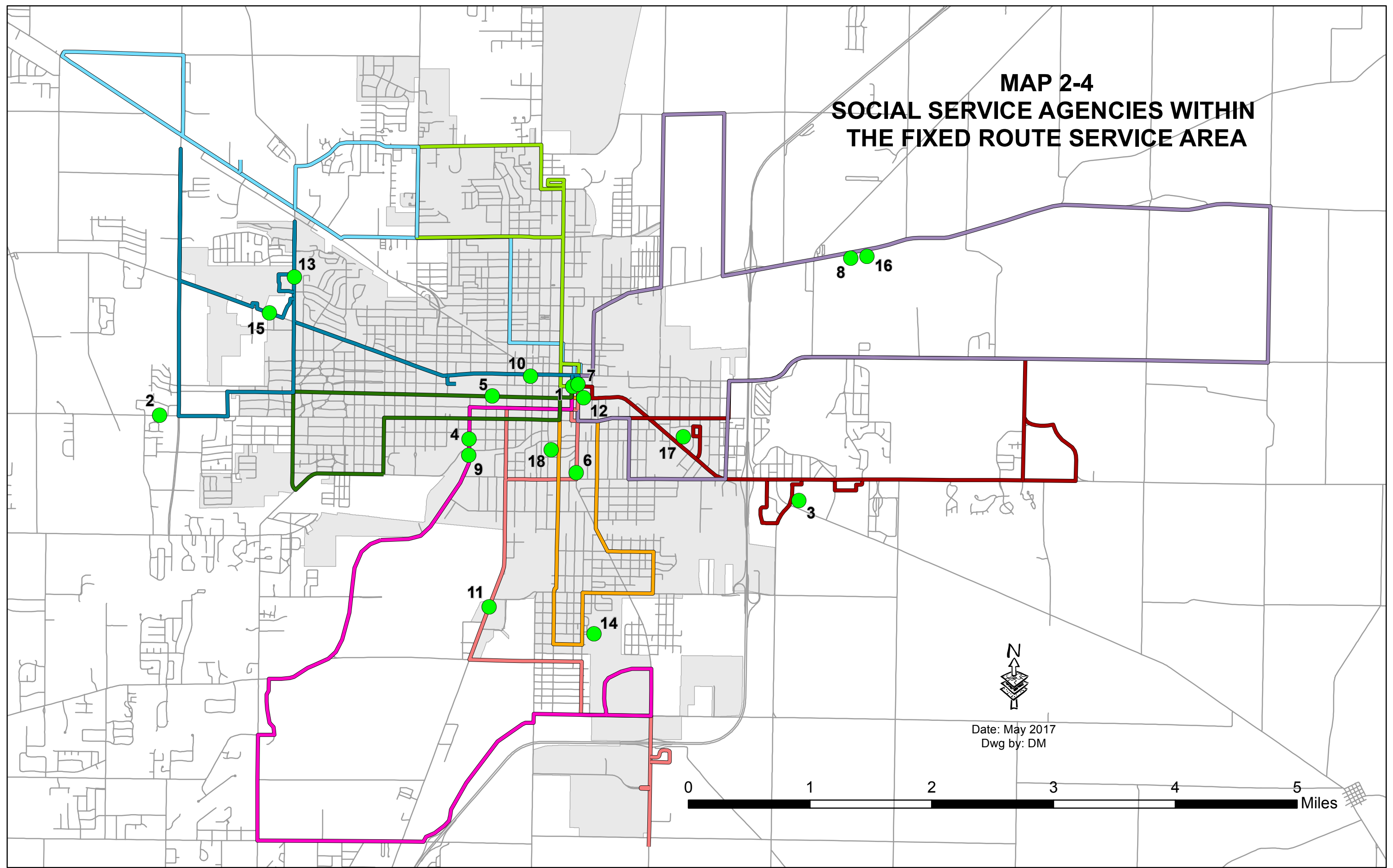
- Route**
- 1. W. Market
  - 2. Eastgate
  - 3. Lima Mall / Edgewood
  - 4. North Main
  - 5. South Main
  - 6. West North
  - 7. North East / PG Shuttle
  - 8. South Metcalf / JFS
  - 9. South Shawnee / Apollo
  - Employer Location

DATA SOURCE: 2016 ES202  
DATE: MAY 2017  
DWG BY: DM



INSERT 1

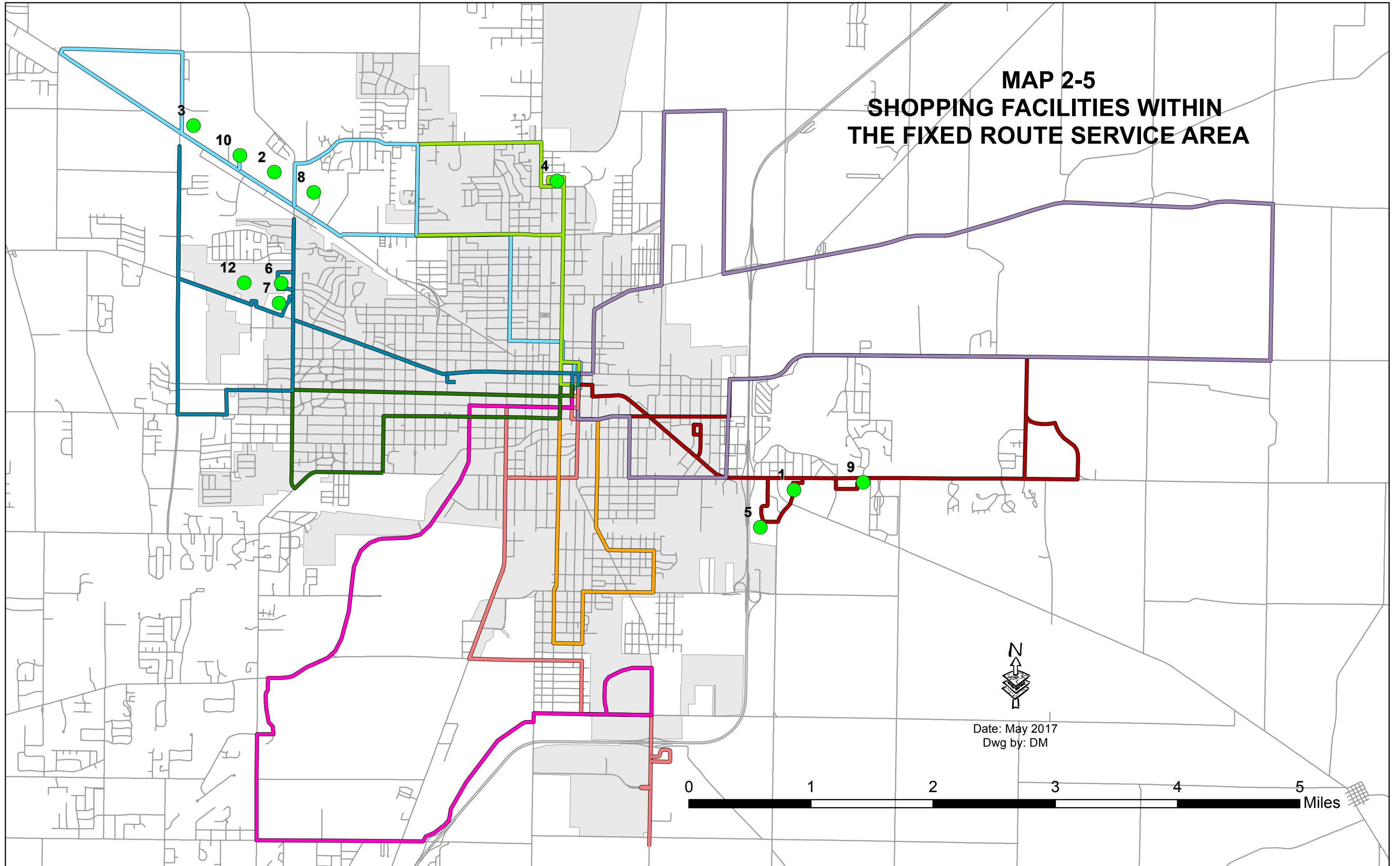
# MAP 2-4 SOCIAL SERVICE AGENCIES WITHIN THE FIXED ROUTE SERVICE AREA



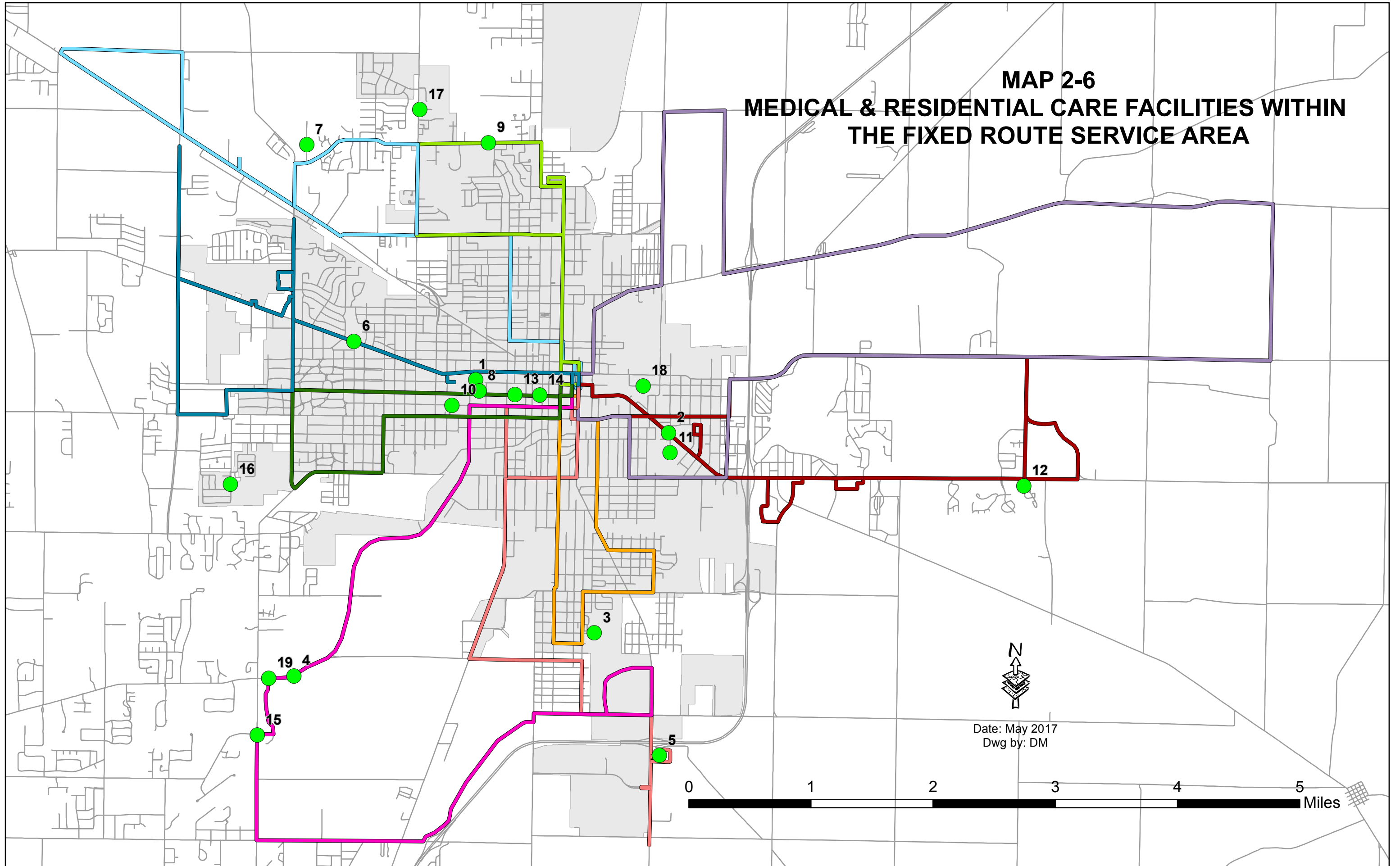
Date: May 2017  
Dwg by: DM



# MAP 2-5 SHOPPING FACILITIES WITHIN THE FIXED ROUTE SERVICE AREA

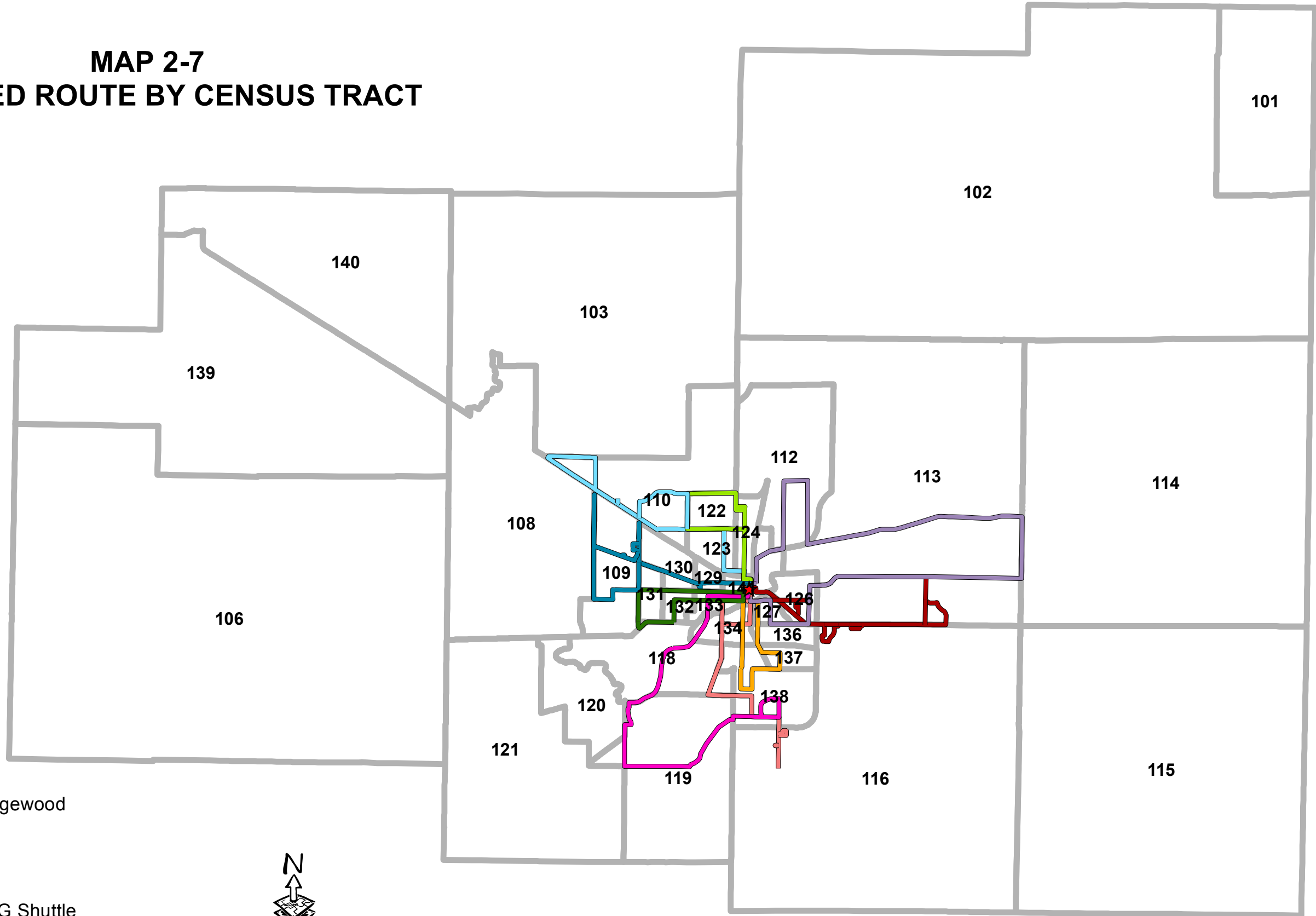


# MAP 2-6 MEDICAL & RESIDENTIAL CARE FACILITIES WITHIN THE FIXED ROUTE SERVICE AREA



# MAP 2-7 RTA FIXED ROUTE BY CENSUS TRACT

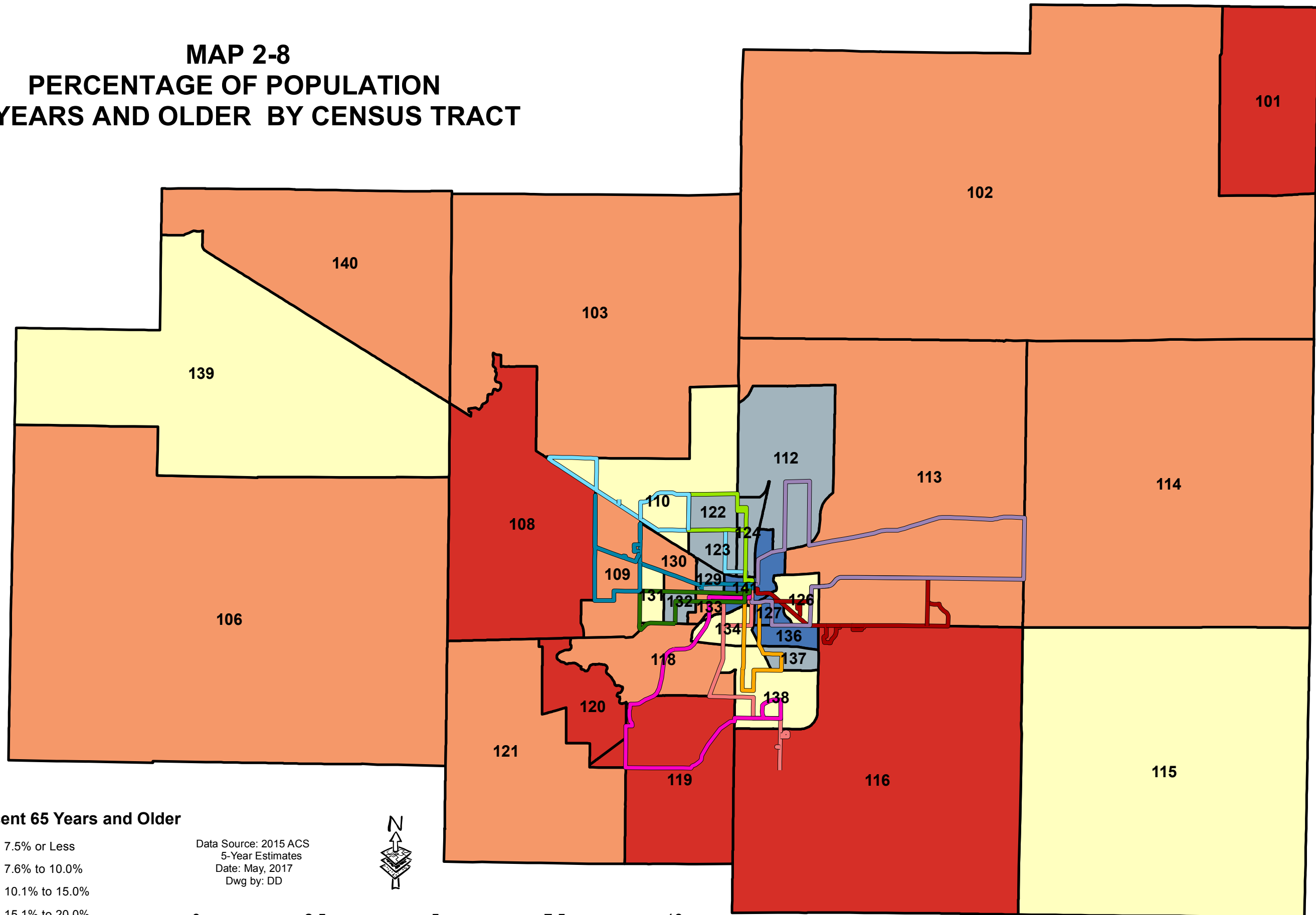
- Route**
- 1. W. Market
  - 2. Eastgate
  - 3. Lima Mall / Edgewood
  - 4. North Main
  - 5. South Main
  - 6. West North
  - 7. North East / PG Shuttle
  - 8. South Metcalf / JFS
  - 9. South Shawnee / Apollo
- Census Tracts  
★ Transit Center



Data Source: 2010 Census & ACRTA  
 Date: May 2017  
 Dwg by: DD



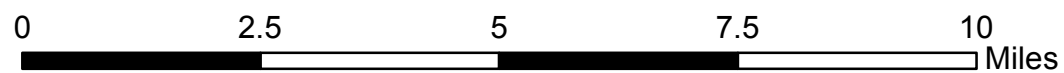
# MAP 2-8 PERCENTAGE OF POPULATION 65 YEARS AND OLDER BY CENSUS TRACT



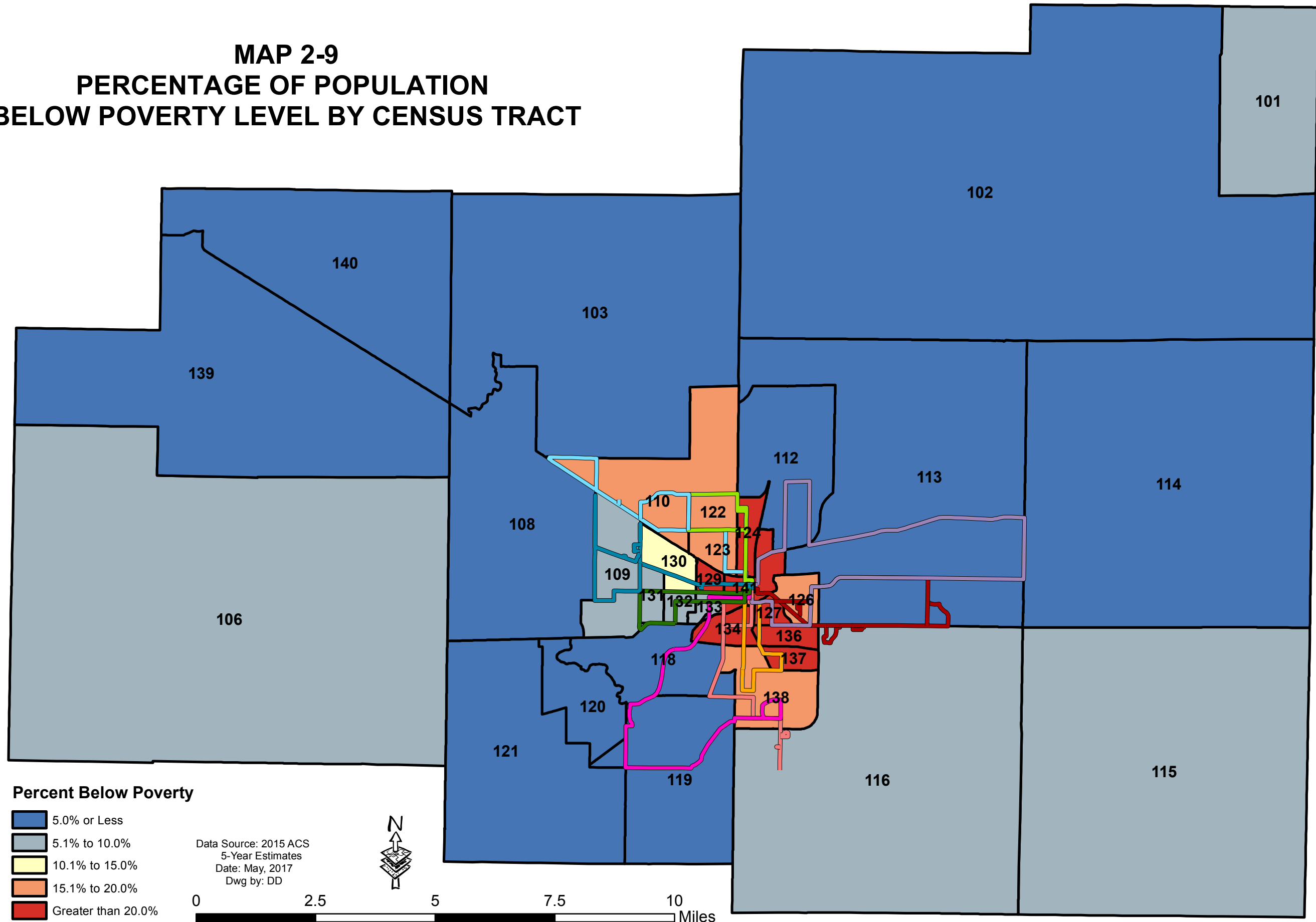
### Percent 65 Years and Older

- 7.5% or Less
- 7.6% to 10.0%
- 10.1% to 15.0%
- 15.1% to 20.0%
- Greater than 20.0%

Data Source: 2015 ACS  
5-Year Estimates  
Date: May, 2017  
Dwg by: DD

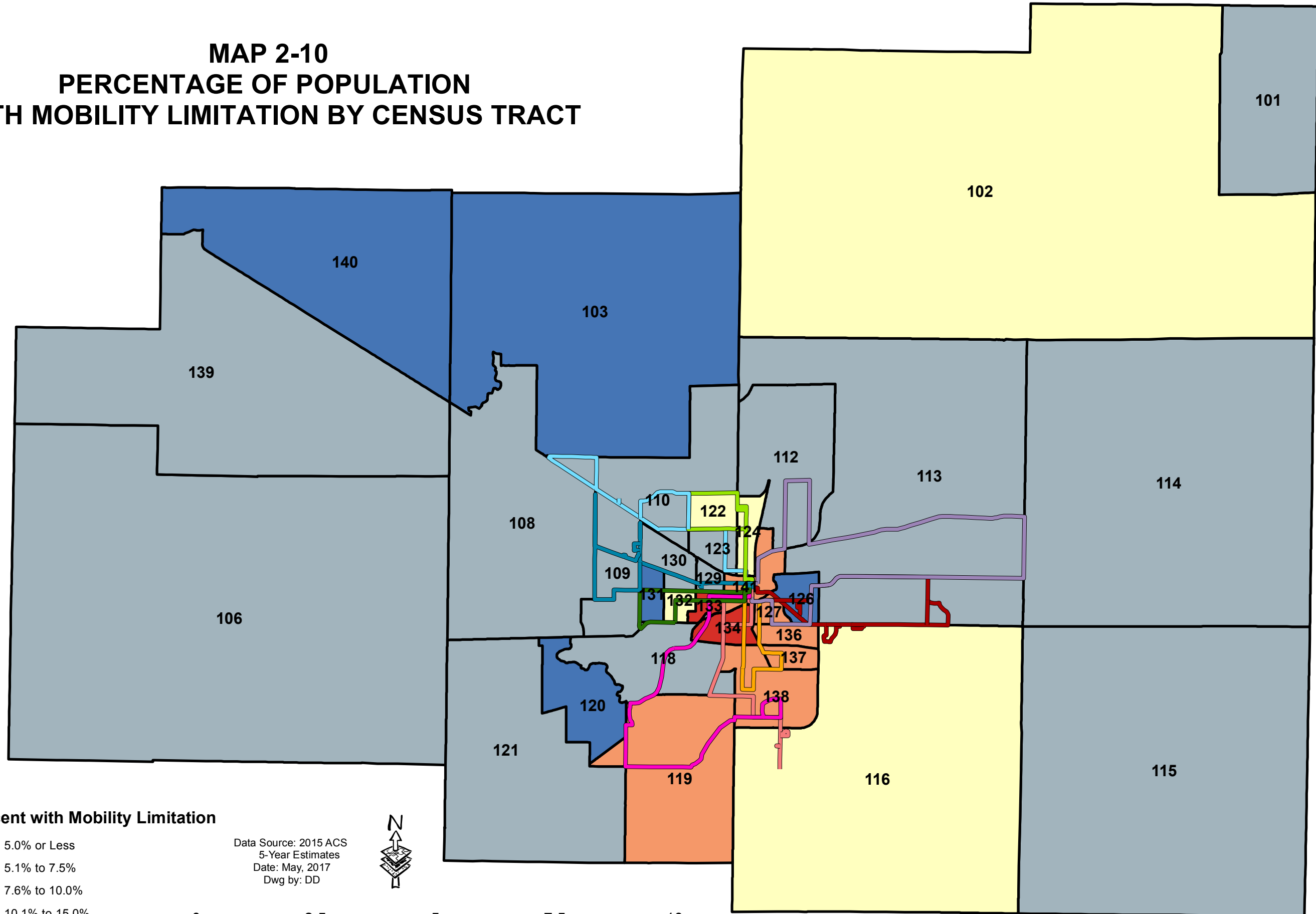


# MAP 2-9 PERCENTAGE OF POPULATION BELOW POVERTY LEVEL BY CENSUS TRACT





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



### Percent with Mobility Limitation

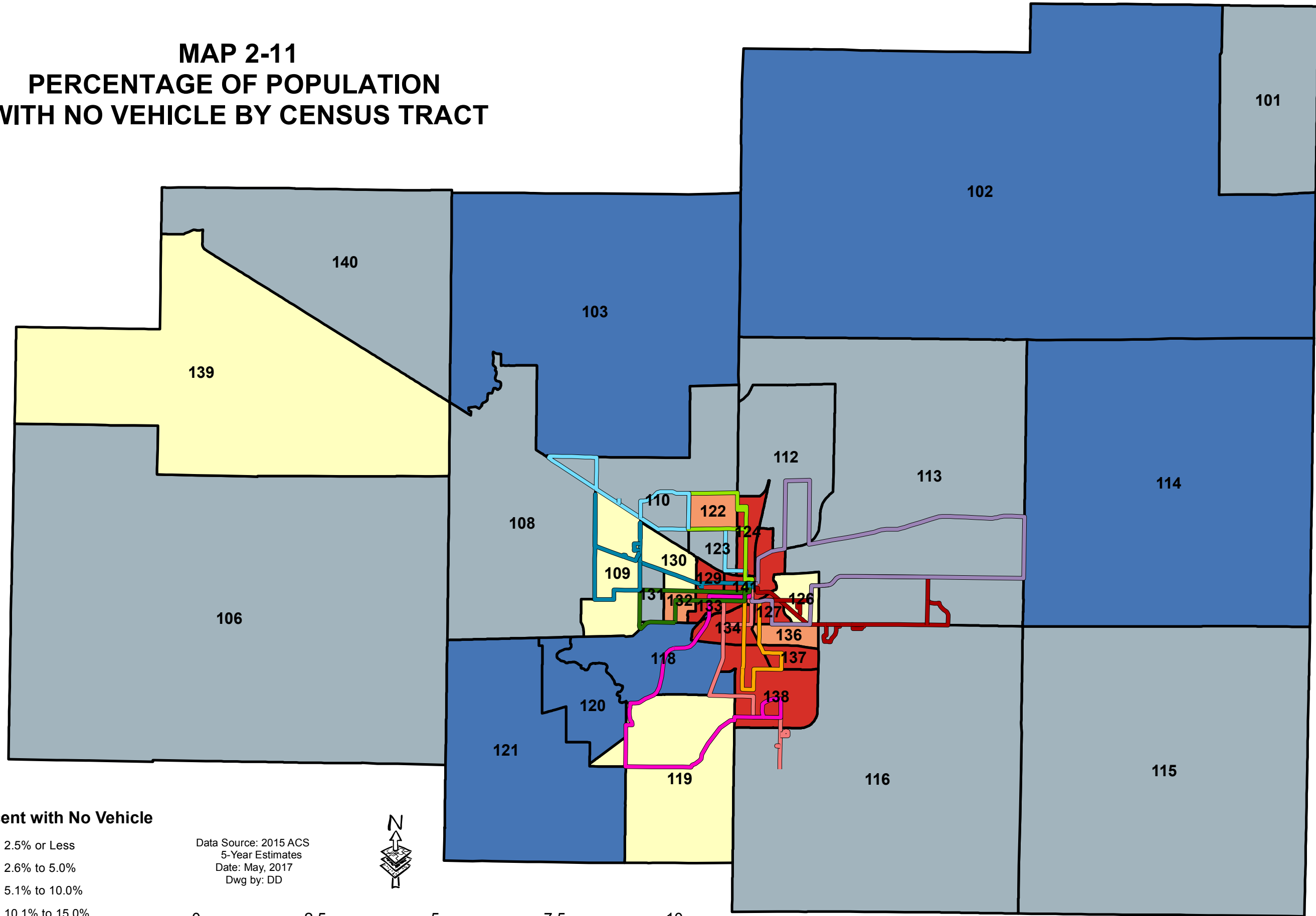
- 5.0% or Less
- 5.1% to 7.5%
- 7.6% to 10.0%
- 10.1% to 15.0%
- Greater than 15.0%

Data Source: 2015 ACS  
5-Year Estimates  
Date: May, 2017  
Dwg by: DD





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



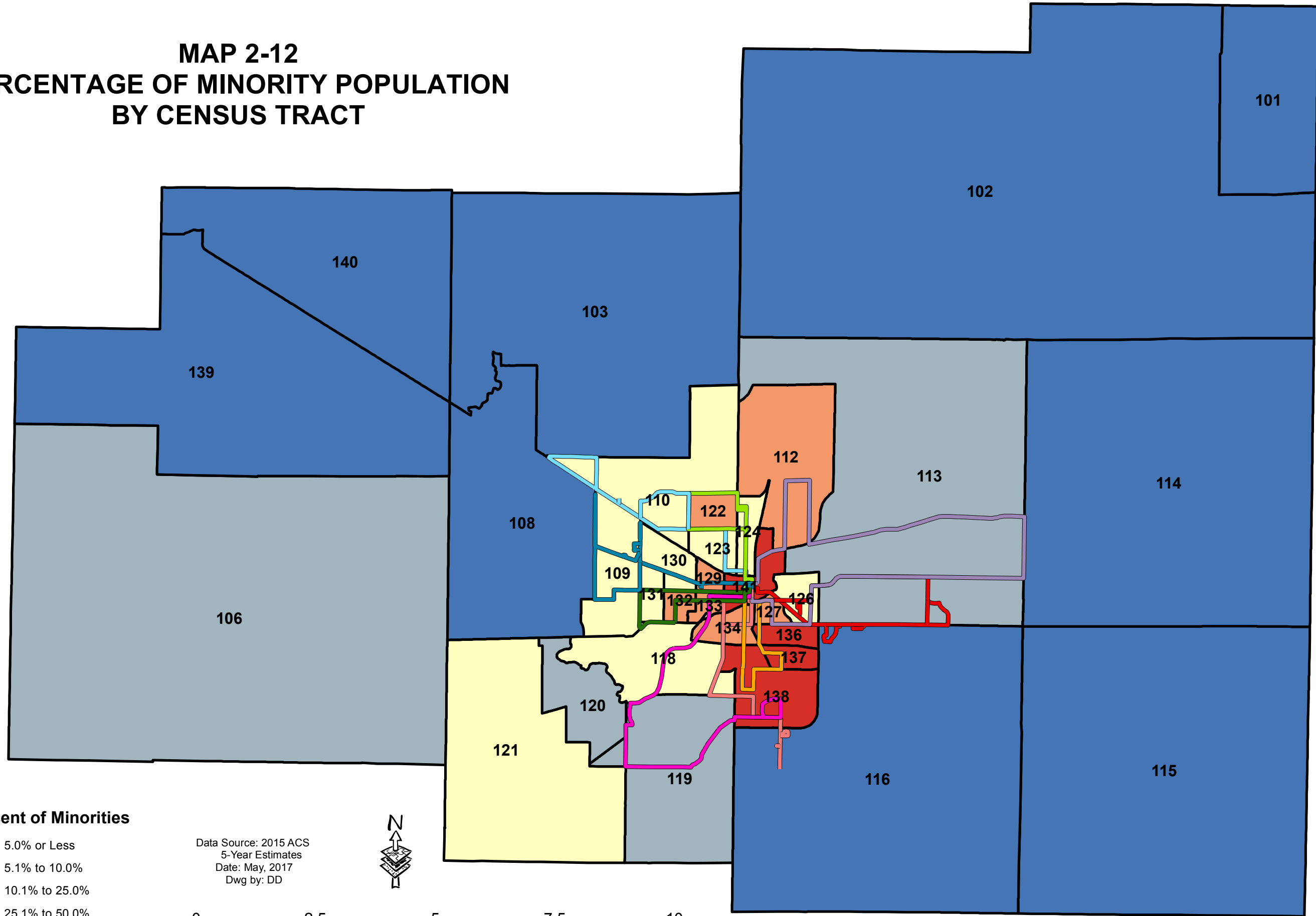
### Percent with No Vehicle

- 2.5% or Less
- 2.6% to 5.0%
- 5.1% to 10.0%
- 10.1% to 15.0%
- Greater than 15.0%

Data Source: 2015 ACS  
5-Year Estimates  
Date: May, 2017  
Dwg by: DD



# MAP 2-12 PERCENTAGE OF MINORITY POPULATION BY CENSUS TRACT



### Percent of Minorities

- 5.0% or Less
- 5.1% to 10.0%
- 10.1% to 25.0%
- 25.1% to 50.0%
- Greater than 50.0%

Data Source: 2015 ACS  
5-Year Estimates  
Date: May, 2017  
Dwg by: DD



# MAP 2-13 WORK SITES BY NUMBER OF EMPLOYEES WITHIN FIXED ROUTE SERVICE AREA

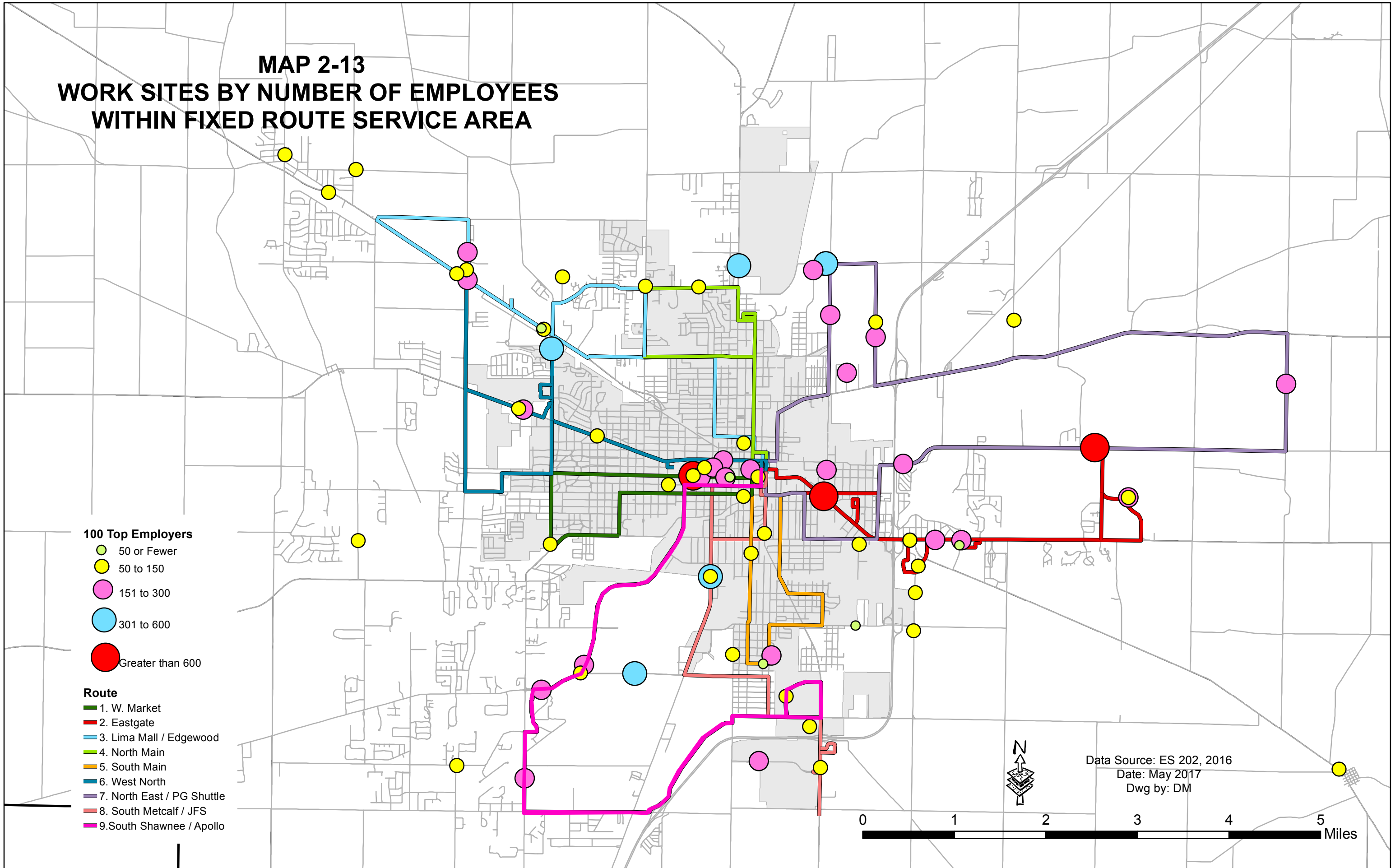
## 100 Top Employers

- 50 or Fewer
- 50 to 150
- 151 to 300
- 301 to 600
- Greater than 600

## Route

- 1. W. Market
- 2. Eastgate
- 3. Lima Mall / Edgewood
- 4. North Main
- 5. South Main
- 6. West North
- 7. North East / PG Shuttle
- 8. South Metcalf / JFS
- 9. South Shawnee / Apollo

Data Source: ES 202, 2016  
Date: May 2017  
Dwg by: DM



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 134, 137, and 141 are presumed to have the highest level of need for public transit, tracts 124, 127, 133, 136, and 138 also suggest a strong demand for such services. Examination reveals that all of these tracts are located within the RTA'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, between 6:45 a.m. and 5:15 p.m., incorporates the needs for users of public transportation to get to work in a timely and predictable fashion and the needs of major employers for a steady, dependable workforce. In addition to serving the major employers in the CBD, the ACRTA also serves major retail and service developments located in or near the Lima and American Malls, 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 38.7 square miles.

With respect to complementary paratransit, the ACRTA provides curb-to-curb service to individuals residing within three 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 that is prohibited from using the ACRTA regular fixed route bus service, and who is within Zone 1 or Zone 2, approximately three miles off the fixed route, is eligible for the specialized transportation service. The Uplift service area encompasses 68.5 square miles.

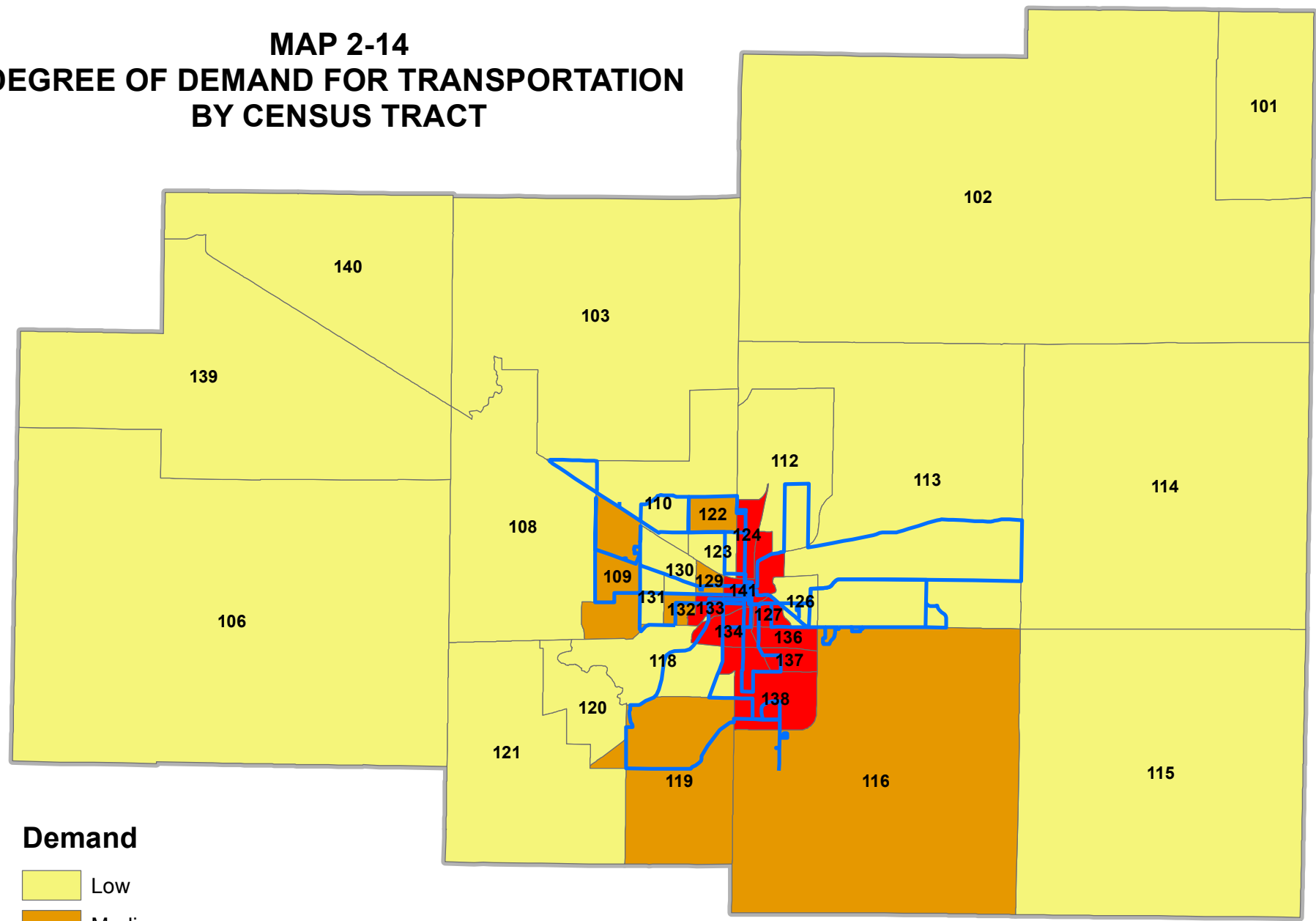
Although ACRTA service is concentrated in the City of Lima, it provides limited service to adjacent political subdivisions of American, Bath, Perry, Marion, and Shawnee Townships. The remainder of this chapter will provide a basic history of the ACRTA fixed route system as well as a discussion of operations, ridership, and route changes that has had an impact on that system's ridership in 2016.

## **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 also been the overall trend for the outlying area, as ten out of twelve Townships showed population loss. 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.

# MAP 2-14 DEGREE OF DEMAND FOR TRANSPORTATION BY CENSUS TRACT

2 - 20



**Demand**

- Low
- Medium
- High
- Fixed Routes



Data Source: 2015 ACS  
5-Year Estimates  
Date: May, 2017  
Dwg by: DD



## **SECTION 3 OVERVIEW OF ACRTA SYSTEM**

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.

The remainder of this Section will provide an overview of transit system services within Allen County in an attempt to provide the means to assess the transit system's efficiency and effectiveness and determine any warranted amendments to system services and/or Agency goals and objectives addressed in Section 5.

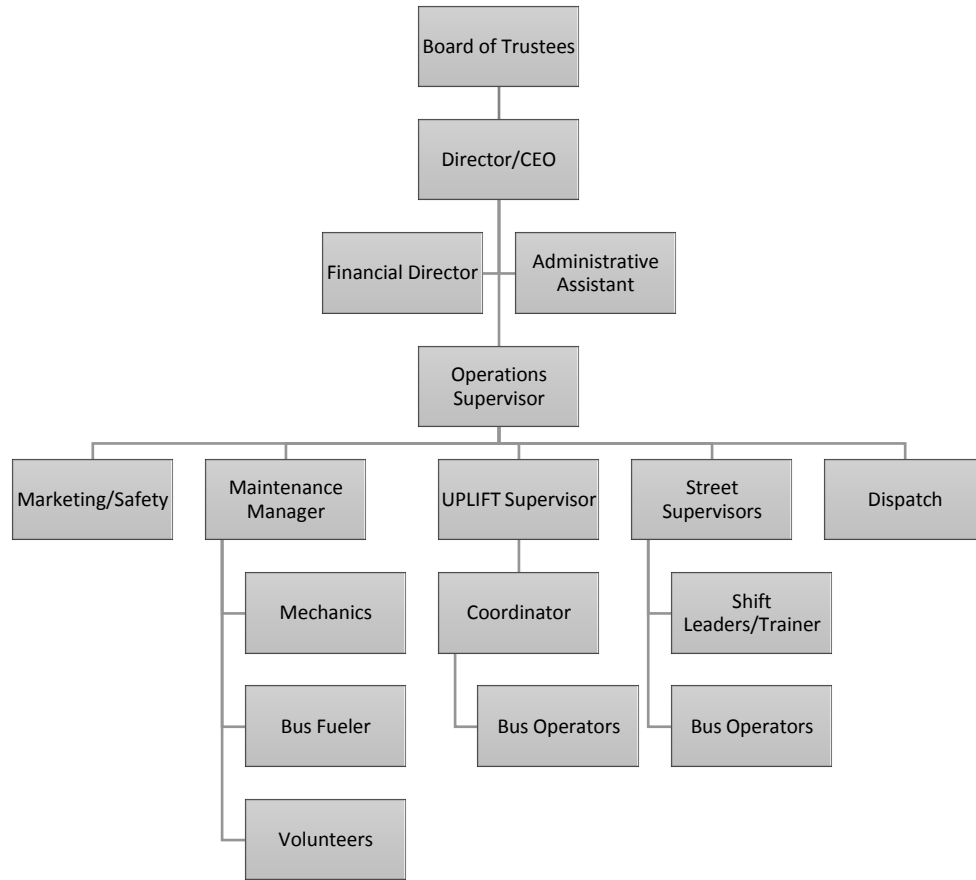
### **3.1 Management Structure & Operating Personnel**

In CY 2016 the ACRTA reflected a seven (7) member Board of Trustees with an executive director, a financial director, an operations manager, a maintenance manager, two street supervisors, five (5) mechanics, three (3) dispatch operators, thirty-one (31) transit operators (18 full-time, 13 part-time), one (1) administrative assistant, and two (2) Greyhound Bus counter clerks. In all, there were forty-six (46) employees under the supervision of the executive director, see Illustration 3-1.

### **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.

**ILLUSTRATION 3-1  
MANAGEMENT STRUCTURE & OPERATING PERSONNEL**



**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 Lakefront 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 who support the coordination of transportation services for dependent populations.

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 in 2016, the ACRTA initiated a search for a larger site to serve as a maintenance facility and bus garage.

### **3.2.2 Transit Vehicles**

The ACRTA owns fourteen (14) fixed route buses, fifteen (15) paratransit vehicles, one (1) maintenance truck, and one (1) admin vehicle. With respect to mass transit vehicles, the fleet reflects: two (2) 1998 Gillig buses, three (3) 2009 Gillig buses, two (2) 2013 Gillig buses, two (2) 2013 Eldorado buses, two (2) 2014 Gillig buses, a 2016 Gillig bus and a BlueBird purchased in 2007. There are two (2) conversion vans for paratransit services, purchased in 2007 and 2009. In 2012 five (5) Tesco LTV's were purchased. There are two Chevrolet LTVs a 2011 and a 2015. In 2016 six (6) Ford 450 vehicles were purchased. All paratransit vehicles contain wheelchair lifts and appropriate tie downs.

The seating capacity of the fourteen (14) buses currently within the fleet range from twenty-five (25) to thirty-two (32) seats per vehicle. The Tesco vehicles have a capacity of 20 - 22 passengers. The Ford 450s can seat 21 passengers each. The mean age of the buses within the fleet is 6.7 years. The bus fleet's mean number of vehicle miles based on December 31, 2016, mileage figures are 192,049 miles. The mean mileage of the paratransit vans is 57,352, with a mean age of 2.8 years. Table 3-1 reveals pertinent information pertaining to the service fleet.

The entire transit fleet is accessible by wheelchair. Currently a replacement schedule has been developed to support the necessary rolling stock with three (3) Gillig 35' buses to be delivered in the spring of 2017 to replace the last of the 1998s. Four (4) MV1s are also scheduled to be delivered in 2017. In 2016 ACRTA donated a Dodge van to Church Ministries and a Ford van to Soldiers of Honor, both of the vehicles were past their useful life.

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 converted vans in order to provide direct entry. Although this does negatively impact the available seating capacity of the vans 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.

<b>TABLE 3-1 ACRTA SERVICE FLEET DECEMBER 31, 2016</b>				
<b>Make/Model</b>	<b>Quantity</b>	<b>Total Seating</b>	<b>Wheelchair Accessible Seating</b>	<b>Mileage</b>
1991 Chance Trolley	1		Special Events	184,872
1998 Gillig Bus	2	31	2	444,310 435,347
2004 Gillig bus 35'	1	34	2	227,670
2007 Blue Bird	1	26	2	214,243
2007 Ford E450	1	14	2	151,745
2009 Tesco LTV -25'	1	20	4	133,073
2009 35' Gillig Bus	2	37	4	278,724 258,698
2009 30' Gillig Bus	1	25	2	303,594
2011 Chevrolet 25' LTV	1	14	3	59,858
2011 Ford F250	1		Service Vehicle	9,760
2012 Tesco LTV	5	20 22	4 2	85,694 100,366 88,858 61,133 64,607
2013 Ford Explore	1		Service Vehicle	19,082
2013 Gillig	2	32	2	151,997 139,590
2013 Eldorado Bus 35'	2	33	3	33,781 31,004
2014 35' Gillig Bus	1	37	4	77,836
2014 30' Gillig Bus	1	27	2	78,880
2015 Chevrolet 25' LTV	1	22	3	48,737
2016 30' Gillig Bus	1	25	2	13,025
2016 Ford 450	6	21	3	10,555 12,243 9,850 6,741 12,944 13,882

Note: Mileage as of December 31, 2016

### 3.2.3 Bus Shelters

Interior and exterior passenger shelters are located onsite 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, racks, and signage are extremely limited. A few offsite bus stop signs were installed in 2016 with more scheduled in 2017. 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 current ACRTA fixed route system service area encompasses 25.2 square miles.

The ACRTA's paratransit program is a complementary paratransit program that serves the mobility limited within Allen County. With complementary paratransit, the ACRTA provides curb-to-curb 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 service area encompasses 46.3 square miles.

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. ACRTA has been able to add demand response in the recent past using FTA JARC and New Freedom Program funds to help support needed paratransit service. The JARC and New Freedom funds underwrote ACRTA's ability to add additional hours in the morning and evenings allowing passengers the ability to get to and from work. In 2017 JARC and New Freedom funds will no longer be available.

### **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".<sup>1</sup>

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 2016, the basic fare for an adult passenger utilizing the fixed route service was \$1.00. Discounted fares in CY 2016 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. Monthly passes of the \$1.00 fare are available to all others. The higher fares required for complementary paratransit services provided by the paratransit program reflect the higher level of service. The FY 2016 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 forty-five (45) minute period and are not valid on the bus route that issued the transfer.

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

<b>TABLE 3-2 2016 ACRTA FARE STRUCTURE</b>	
<b>Cash Fares</b>	
Adults	\$1.00
<i>Senior Citizens (65+ with ACRTA ID Card)</i>	\$0.50
<i>Disabled (with ACRTA ID Card)</i>	\$0.50
<i>Medicare Cardholder (with ACRTA ID Card)</i>	\$0.50
<i>Youth (2 to 18)</i>	\$0.75
Infants (Under age 6)	Free
Paratransit	\$2.00
<b>Monthly Pass</b>	
Adults	\$34.00
<i>Senior Citizens (65+ with ACRTA ID Card)</i>	\$17.00
<i>Disabled (with ACRTA ID Card)</i>	\$17.00
<i>Medicare Cardholder (with ACRTA ID Card)</i>	\$17.00
<i>Youth (6 to 18)</i>	\$20.00
<b>Ten Ride Tickets</b>	
Adult	\$9.00
<i>Youth (6 to 18) Ten Ride Tickets</i>	\$6.00
<i>UPLIFT zone 1</i>	\$20.00
<i>UPLIFT zone 2</i>	\$60.00

### 3.6 Fixed Routes & Schedules

Fixed route services are those provided on a repetitive, fixed schedule basis along specific routes with vehicles stopping to pick up and deliver passengers; each fixed route trip serves the same origins and destinations. The ACRTA runs weekdays between the hours of 5:50 a.m. and 9:50 p.m. and on Saturday from 7:50 a.m. to 4:50 p.m. No services are provided on Sundays or six (6) major holidays. In CY 2016, the ACRTA provided 308 days of public transportation services.

The ACRTA presently serves nine (9) fixed routes utilizing fourteen (14) vehicles Monday through Friday. Fifteen (15) lift-equipped vans are utilized to meet the travel needs of the mobility-limited citizens in the ACRTA's demand response service on a daily basis. All fixed routes emanate from the centralized transfer facility located at 218 E. High Street in Lima's Central Business District (CBD). The routes operate on a hub or pulse concept, which brings seven (7) of the routes into the transfer facility at ten (10) minutes before the hour and two (2) of the routes into the facility at twenty (20) minutes after the hour.

<b>TABLE 3-3 ACRTA WEEKDAY OPERATING ROUTE PROFILE 2016</b>				
<b>Route Name</b>	<b>First Time Out</b>	<b>Last Time Out</b>	<b>Frequency</b>	<b>Total Trips</b>
1. W. Market	6:20 a.m.	9:20 p.m.	60 min	15
2. East Kibby	5:50 a.m.	8:50 p.m.	60 min	15
3. Lima Mall	6:50 a.m.	8:50 p.m.	60 min	14
4. N. Main	5:50 a.m.	9:50 p.m.	60 min	17
5. S. Main	5:50 a.m.	9:50 p.m.	30 min	33
6. W. North	6:50 a.m.	8:50 p.m.	60 min	14
7. Marimor-NE	5:50 a.m.	5:50 p.m.	60 min	10
8. JFS Shuttle	5:50 a.m.	4:50 p.m.	60 min	12
9. S. Shawnee/Apollo	6:20 a.m.	9:20 p.m.	60 min	12

The radial route network in Lima, emanating from the transfer facility, provides good route coverage to the majority of the City's residents, as well as some areas outside the City limits. Considering the spacing of the different routes, most residents are within a

0.25 mile to 0.375 mile radius of a transit route. Such coverage meets general industry guidelines for medium density areas whose population is classified as low income with low automobile ownership ratios. Although there are a few geographically isolated areas that fall between a 0.5 to 1.0 mile radius from a transit route, those districts are located in areas of low population density. The current route network services most major traffic corridors, residential districts, commercial areas, institutional facilities, and other generators.

### 3.7 Utilization of Fixed Route Services

The ACRTA provides needed transit services to residents in Allen County. Residents from a wide cross-section of the community use its services in their commute to work, school, medical appointments, shopping, social and recreational activities. The current weekday route structure in 2016 covered 1,604.5 miles over 142 trips by providing 123.5 hours of service each weekday. The average system speed for weekdays in CY 2016 was 12.99 miles per hour. The ACRTA provided 257 days of weekday service in 2016. Table 3-4 provides a profile of weekday operations in CY 2016.

In 2016, Saturday service covered 367.3 miles; providing 60 trips, and 51 hours of service on Saturdays. The average system speed for Saturdays in CY 2016 was 11.12 miles per hour. The ACRTA provided 51 days of Saturday service in 2016. Table 3-5 provides a profile of Saturday operations in CY 2016.

TABLE 3-4 ACRTA WEEKDAY ROUTE SERVICE MILES PER HOUR 2016				
Route Name	Trips Per Day	Miles/Day	Hours	Miles Per Hour
1. W. Market	15	99.0	16	6.19
2. East Kibby	15	184.5	16	11.53
3. Lima Mall	14	197.4	15	13.16
4. N. Main	17	122.4	8	15.30
5. S. Main	33	204.6	16.5	12.40
6. W. North	14	197.4	15	13.16
7. Marimor-NE	10	176.0	12	14.66
8. JFS Shuttle	12	182.4	12	15.20
9. S. Shawnee/Apollo	12	241.2	13	18.55
<b>Total</b>	<b>142</b>	<b>1,604.5</b>	<b>123.5</b>	<b>12.99</b>

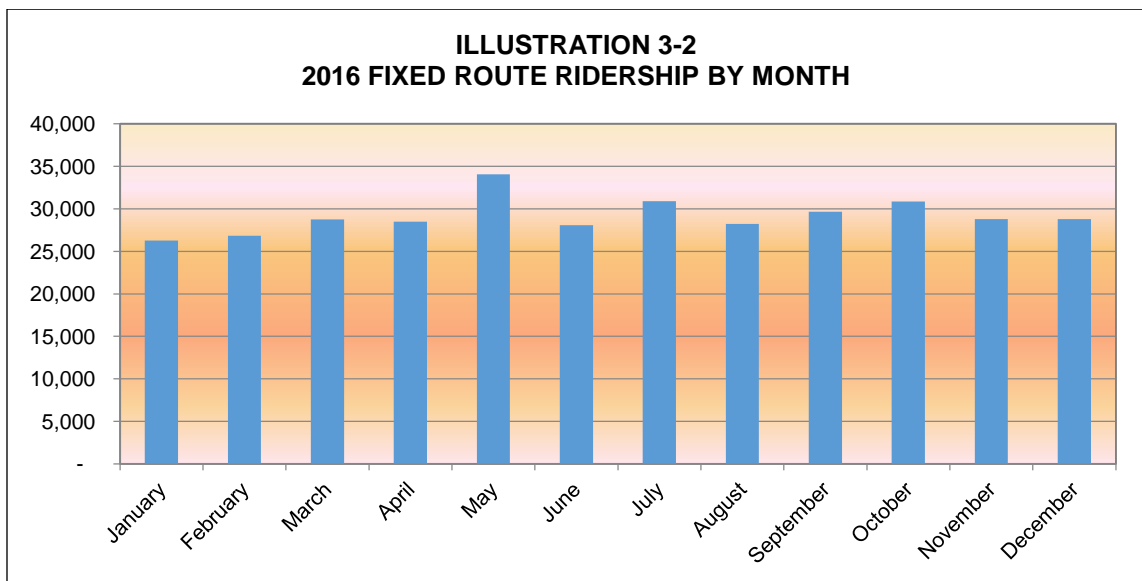
TABLE 3-5 ACRTA SATURDAY ROUTE SERVICE MILES PER HOUR 2016				
Route Name	Trips Per Day	Miles/Day	Hours	Miles Per Hour
1. W. Market	8	52.8	8	6.60
2. East Kibby	8	98.4	8	12.30
3. Lima Mall	9	126.9	9	14.10
4. N. Main	9	64.8	9	7.20
5. S. Main	18	111.6	9	12.40
6. W. North	8	112.8	8	14.10
<b>Total</b>	<b>60</b>	<b>367.3</b>	<b>51</b>	<b>11.12</b>

The ACRTA tracks all trips, revenue miles and revenue hours for each route during the year. In 2016 ACRTA experienced a single missed trip because of a train and 1

because of a medical emergency. Table 3-6 shows ridership by route for 2016. Illustration 3-2 shows ridership variations by month.

In CY 2016, the ACTRA serviced an average of 0.83 passengers per mile serving a total ridership of 340,040 on the fixed route service with an additional 9,769 special service passengers. The ACRTA also provided 5,345 paratransit and 31,114 demand response trips. Thus, total trips provided by ACRTA in CY 2016 were 386,268, of which approximately 93.0 percent were fixed route trips.

<b>TABLE 3-6 ACRTA FIXED ROUTE SERVICE STATISTICS JANUARY-DECEMBER 2016</b>				
<b>Route Name</b>	<b>Ridership</b>	<b>Per Mile</b>	<b>Per Hour</b>	<b>Per Trip</b>
1. W. Market	39,897	1.40	8.89	9.43
2. East Kibby	52,625	0.99	11.73	12.43
3. Lima Mall	45,323	0.78	10.58	11.25
4. N. Main	47,240	1.34	18.90	9.85
5. S. Main	75,314	1.27	16.13	8.06
6. W. North	49,657	0.87	11.73	12.48
7. Marimor-NE	10,754	0.24	3.51	4.21
8. JFS Shuttle	17,029	0.36	5.56	5.65
9. S. Shawnee/Apollo	2,201	0.08	0.66	1.42
<b>Total</b>	<b>340,040</b>	<b>0.83</b>	<b>9.97</b>	<b>9.00</b>
Special Services/Trolley/Events	7,539	12.22	72.14	NA
Community	2,230	0.32	7.61	NA
<b>Total</b>	<b>349,809</b>	<b>13.00</b>	<b>90.00</b>	<b>NA</b>



### 3.8 Paratransit Service Program

The requirements of 49 CFR Part 37 address requirements for complementary paratransit service provided by public entities operating a fixed route system and provision of nondiscriminatory accessible transportation service. Sections 3.8 through 3.9, inclusive, reflect those specific requirements as provided by the ACRTA's paratransit program. The paratransit program serves the mobility limited within the service area which encompasses 46.3 square miles within Allen County.

### **3.8.1 Paratransit Hours & Days of Service**

Paratransit's service is made available to qualified individuals on the same days and during the same hours as the ACRTA's regular fixed route services. During weekdays, the service operates between the hours of 5:50 a.m. and 9:50 p.m. Saturday service runs from 7:50 a.m. to 5:15 p.m. No service is provided on Sundays or six (6) of the major Holidays. Trip requests for ADA paratransit are available through voicemail messaging during ACRTA non-working hours.

### **3.8.2 Paratransit Eligibility**

In order to utilize the paratransit program service, formal certification is required. Eligibility is based on an evaluation of mobility impairments in three (3) areas: (1) movement; (2) vision; and, (3) cognition. Initial eligibility for service is determined by the ACRTA staff. A doctor's or medical professional's signature on the individual's Program application must verify disabilities. Once certified, the individual receives a Program ID verifying his/her eligibility for service. Since service eligibility is based upon the duration and degree of impairment, a temporary condition would warrant service only for as long as the service is needed, whereas a permanent condition would sanction program eligibility without temporal conditions. The criteria the ACRTA utilizes for eligibility is compatible with the mandates and requirements established in the ADA legislation.

### **3.8.3 Paratransit Ridership Scheduling**

The ACRTA provides paratransit services on a next day basis, whereby requests for services will be accommodated when received by certified individuals anytime during the preceding day. Trip reservations can be made up to fourteen (14) days in advance. On days when the ACRTA administrative offices are closed, voicemail messaging is utilized in order to process the requests for next day services.

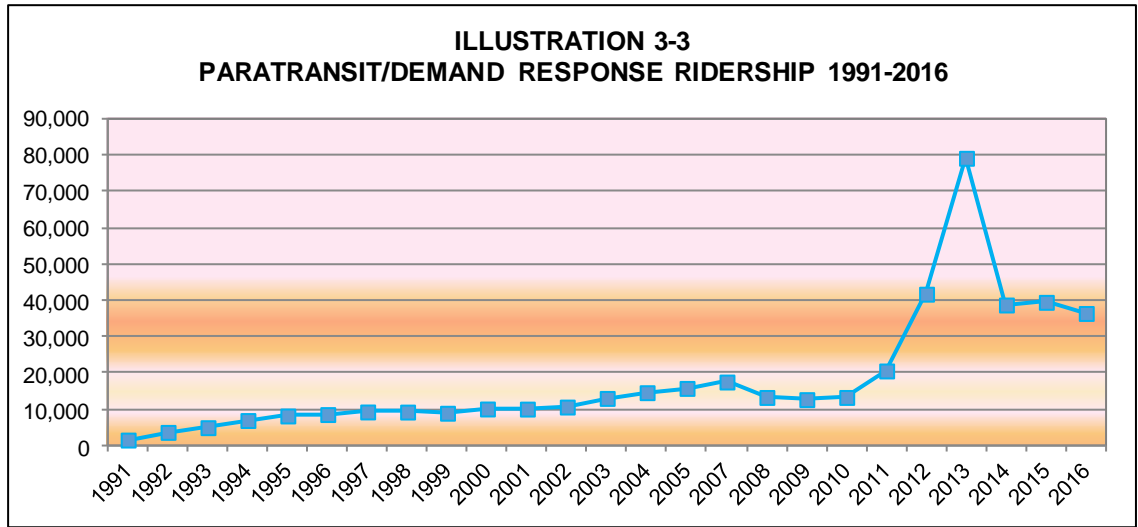
Demand Response Service consists of regularly scheduled trips for people who go to and from the same place at the same time on the same days of the week. ACRTA service to subscription riders currently makes up over 82.6% percent of all rides. If the system were to reach maximum capacity, the ACRTA would need to limit subscription based services to 50.0 percent of paratransit operations per CFR 37.139. Therefore, if capacity is reached, the ACRTA will reserve the right to limit demand response trips. In CY 2016 Demand Response trips served the Allen County Board of Developmental Disability, Area Agency on Aging 3, Jobs and Family Services, Allen County Schools, and many others. ACRTA became a Medicaid provider in July of 2016 and in the last six months of the year 6,562 of the demand response trips were Medicaid eligible.

The ACRTA currently utilizes eight (8) wheelchair lift equipped, fourteen (14) to twenty-two (22) seat LTV vans for paratransit. The ACRTA also uses eight (8) Ford 450 vehicles with seating capacity for twenty-one. The ACRTA also has mutual aid agreements with local paratransit operators who will loan the ACRTA paratransit vehicles should the need ever arise.

## **3.9 Demand Response Services**

In 2013, the Transit Authority saw the number of paratransit trips explode by nearly 90 percent as a result of increased coordination and the availability of JARC and New Freedom funding. In 2014 The ACRTA decided to add demand response services so that many of the trips that were being done under paratransit could be done as a demand response trip and more people could be transported at one time. In 2016 The

ACRTA again made changes to some of the fixed routes to help some of the demand response riders use the fixed route system. The result has been extremely effective.



### 3.9.1 Complementary Paratransit Services

Only 17.3 percent or 5,345 trips of all paratransit trips facilitated by the ACRTA in 2016 were classified as complimentary paratransit pursuant to FTA rules regarding ADA paratransit services. With regards to the ACRTA service area, Map 3-1 depicts the fixed route services and the mandated complimentary paratransit services often referred to as paratransit within the three-quarter (3/4) mile service area as measured from the fixed route. The residential locations of paratransit patrons are depicted in red. Rules of ridership eligibility are stringently adhered to. To be eligible to use the ACRTA paratransit service, the patron must fill out an application; a portion of which must be completed by a physician. The application is then reviewed by the ACRTA for eligibility based on specific criteria to determine the clients' level of eligibility, from full eligibility to partial, and/or temporary, by trip location.

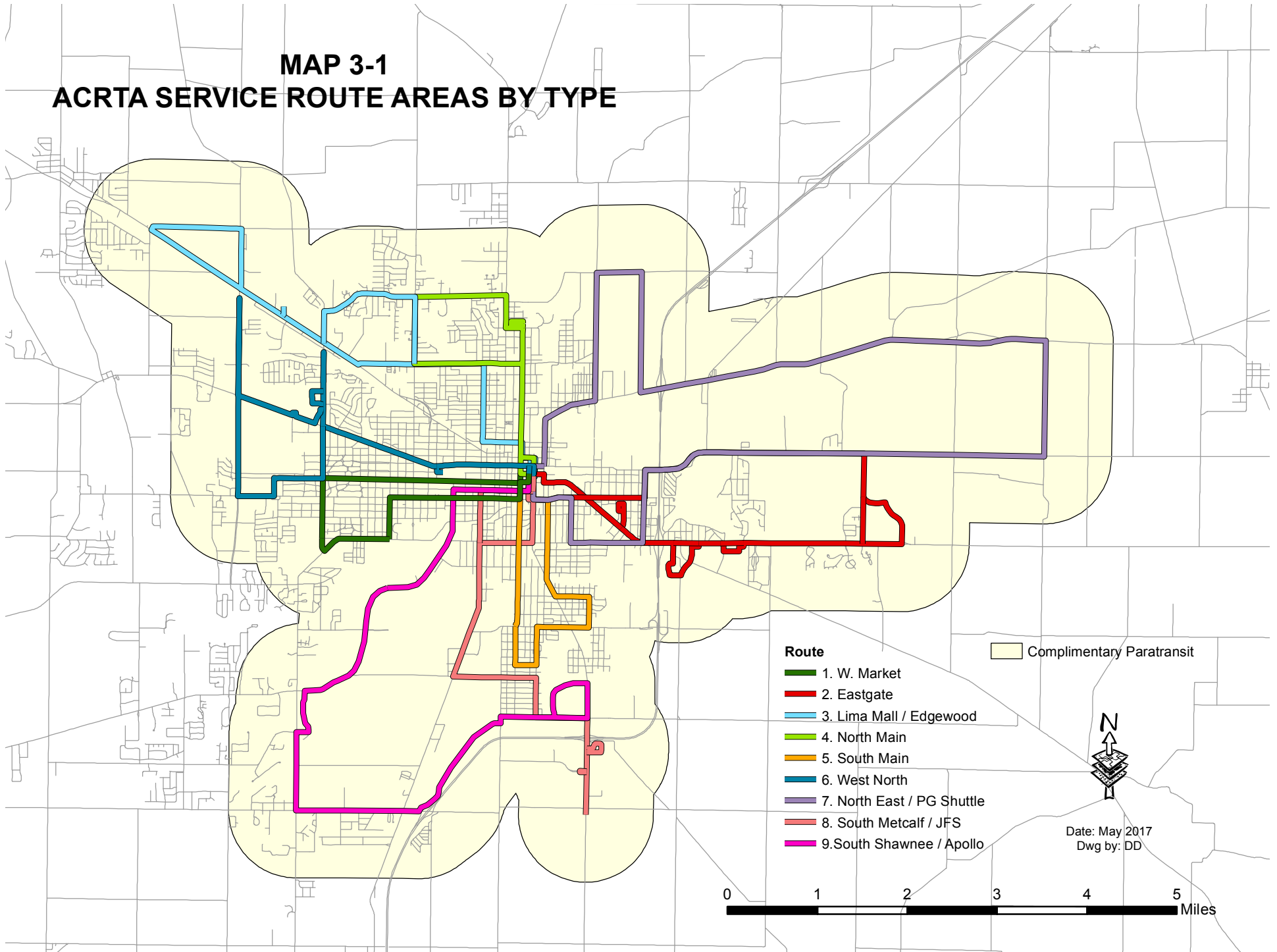
Paratransit hours and days of operation mirror the fixed route system. At the end of 2016 the paratransit service was running from 5:50 a.m. to 9:50 p.m. Monday through Friday and from 7:50 a.m. through 5:15 p.m. on Saturday. No trip restrictions are placed on client request nor does a prioritization process based upon the purpose of the service exist. The ACRTA does not restrict nor imply restrictions upon the number of times a client may use its services. The paratransit services performed admirably with zero (0) missed trips recorded in 2016.

Table 3-7 is provided as a summary of that criteria identified by the ADA and supported by FTA as mandatory service criteria and will summarize ACRTA's compliance with each of the service issues. Table 3-7 reveals that the ACRTA meets all of the ADA Service Criteria that was expected in CY 2016.

### 3.9.2 Coordinated Demand Response Services

In an attempt to meet the ever increasing demands of an aging population and rising disability rates, the Transit Authority has worked with other community

# MAP 3-1 ACRTA SERVICE ROUTE AREAS BY TYPE





stakeholders to provide and coordinate services beyond traditional fixed route public transit service and complimentary paratransit. Table 3-8 shows the number of clients for each of the demand response areas as well as the number of no shows and cancelations for each. A no show is recorded when the Transit vehicle arrives to pick up a client for a trip that was set up and the client doesn't take the trip. No shows not only cost the ACRTA money but also cut back on the number of trips that can be offered to other clients. A cancelation is shown when the client makes arrangements for the trip and then before the van leaves to pick the client up the client calls and cancels the trip.

<b>TABLE 3-7 CY 2016 ADA SERVICE CRITERIA*</b>	
<b>Service Issues</b>	<b>Status</b>
<p><b>Service Area:</b> Origins and destinations within the defined area.</p>	<p><input checked="" type="checkbox"/> <b><u>Criteria met.</u></b> ACRTA provides its complementary paratransit service to those eligible applicants for locations within three-quarter (3/4) mile of the current fixed route system. In addition, ACRTA provided increased services at a zonal rate for those customers outside of the three-quarter (3/4) mile area.</p>
<p><b>Response Time:</b> Requests accepted during normal business hours for service on "next day" basis, requests accepted on all days prior to days of service.</p>	<p><input checked="" type="checkbox"/> <b><u>Criteria met.</u></b> Eligible program applicants can request paratransit service by telephoning the ACRTA during regular business hours on Monday through Friday. Messages can be left on ACRTA's voicemail to schedule trips when their office is closed. Trip reservations will be accepted up to fourteen (14) days in advance. All trips not delivered within one (1) hour of the time requested will be logged as a missed trip.</p>
<p><b>Fares:</b> No more than twice the base fixed route fare for eligible individuals within three-quarter (3/4) miles of the fixed route, compliance with companion fare requirement and compliance with personal care attendant fare requirement.</p>	<p><input checked="" type="checkbox"/> <b><u>Criteria met.</u></b> Eligible program applicants receive paratransit services within three-quarter (3/4) miles of the fixed route for twice the fixed route fare, \$2.00. Paratransit services requested beyond the three-quarter (3/4) mile area are subject to an additional rate.</p>
<p><b>Days and Hours Service:</b> Paratransit provided during all days and hours when fixed route service is in operation.</p>	<p><input checked="" type="checkbox"/> <b><u>Criteria met.</u></b> Paratransit services are provided during the same days and hours of regular fixed route services.</p>
<p><b>Trip Purposes:</b> No restrictions on types of trip purposes and no prioritization by trip purpose in scheduling.</p>	<p><input checked="" type="checkbox"/> <b><u>Criteria met.</u></b> The ACRTA subjects no trip restrictions or priorities on paratransit program clients.</p>
<p><b>Capacity Constraints:</b> No restrictions on the number of trips an individual will be provided, no waiting lists for access to the service, no substantial numbers of significantly untimely pickups for initial or return trips, no substantial numbers of trips with excessive trip lengths, and when capacity is unavailable, subscription trips are less than 50.0 percent.</p>	<p><input checked="" type="checkbox"/> <b><u>Criteria met.</u></b> The ACRTA places no restrictions on the number of trips a client can use paratransit. The ACRTA has no waiting list for paratransit services. As the ACRTA has not reached capacity constraints, subscription services are at 82.7 percent without any negative consequences to the level of service.</p>
<p>*Per CFR 37.139 (b) (10) and CFR 37.131 (d) (4)</p>	

**TABLE 3-8  
2016 DEMAND RESPONSE SERVICE DELIVERY TO STAKEHOLDERS**

<b>Demand Response</b>	<b>Completed</b>	<b>No Shows</b>	<b>Cancelled</b>	<b>% of No Shows</b>
Medicaid	6,562	640	483	9.6%
Allen County VA	66	1	2	1.5%
General Public	765	38	169	5.0%
ADA Uplift	5,345	293	1,878	5.5%
AAA3	1,542	179	560	11.6%
County Board of DD	9,683	640	850	6.6%
JFS	4,637	359	1,894	7.7%
Lima City School	2,876	414	386	7.1%
Elida School	1,595	162	176	10.2%
Bath School	117	3	16	2.6%
Bluffton School	325	5	79	1.5%
<b>Total</b>	<b>36,459</b>	<b>2,734</b>	<b>6,493</b>	<b>7.5%</b>

## **SECTION 4 TRANSIT SERVICE DEVELOPMENT**

Federal legislation provides the legal framework that guides the transportation planning process. As it affects transportation, the legislative process is both an incremental and historical process in that each bill defines specific federal policies and establishes regulatory language to address specific issues at a particular point in time. Each subsequent bill then builds upon prior legislation in effect, producing a cumulative impact of incremental actions. Collectively legislative initiatives passed by Congress have incrementally impacted the manner and extent to which transportation programs, including transit, must address accessibility, safety and the environment.

Consider that the Americans with Disabilities Act (1990) built on Section 504 of the Rehabilitation Act of 1973 which built on the Architectural Barriers Act of 1968. The Clean Air Act of 1990 required states to integrate both air quality and transportation planning in order to effectively reduce automobile emitted pollutants. ISTEA (1991) required states to fully integrate the larger transportation system with pedestrian walkways and bicycle transportation facilities. In 1994 and later in 1997, USDOT finalized Executive Order 12898 and Environmental Justice (EJ) regulations which prevented the denial of, or reduction in, benefits, and the avoidance of disproportionately high negative impacts on minority and low income populations. TEA-21 (1998), required transit, bicycle facilities and pedestrian walkways be considered, in conjunction with all new construction/reconstruction projects. SAFETEA-LU (2005) elevated the importance of safety by creating a new core safety program and amended the environmental review process. In 2015 President Obama signed into law the Fixing America's Surface Transportation Act (FAST Act).

The FAST Act established a new National Surface Transportation and Innovative Finance Bureau within the Department to serve as a one-stop shop for state and local governments to receive federal funding, financing or technical assistance. The act includes a number of items that strengthen workforce training and improve regional planning. Reviewed collectively, these Acts have addressed and integrated the needs of all Americans with that of the environment providing not only dedicated funding streams but governmental mandates to do so.

In cooperation with its various funding sources, the ACRTA has committed to servicing the Lima community with those public transportation services necessary to satisfy local customers and to comply with state and federal regulatory controls. The ACRTA recognizes that the nature and scope of such service varies across the community's diverse population. Acknowledging such, the ACRTA is interested in, and obligated to, developing the necessary partnerships with local political subdivisions, neighborhood associations, fellow service providers and community service groups, as well as its current customers to better understand and address those diverse needs. The remainder of Section 4 reviews and discusses the major issues confronting the ACRTA at the present time. These issues involve events that have recently transpired, or are now underway, and raise issues that will face transit planners in the near future.

### **4.1 Operational Efficiency & Effectiveness**

The ACRTA maintains that operational efficiency reflects the extent to which the Transit Authority produces the expected output of services with the least possible use of resources. Effectiveness is 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 local government and the needs of its citizens.

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.

#### 4.1.1 Operational Planning

Operational 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 statistical measures are cumulative and show average annual changes in performance.

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 16 years.

TABLE 4-1 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

#### 4.1.2 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.

In 2016, the ACRTA addressed passenger demands in the proximity of existing fixed route service by using route deviation and by adding/changing routes to meet the needs of the public. Under the new policy ACRTA fixed route vehicles may deviate from the route alignment to serve destinations within a prescribed distance of the route.

TABLE 4-2 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
No Depreciation accounted for.				

#### 4.1.3 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) increased efficiency; (2) improved vehicle life and reliability; and, (3) reduced operating costs per unit of service.

In CY 2016, ACRTA staff continued to engage the area's human service agencies and paratransit operators providing transportation to the public. The ACRTA reviewed the home/workplace locations of Allen County Board of Developmental Disabilities (ACBDD) clients to better facilitate their travel needs and maximize route productivity.

#### 4.2 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, especially City monies, in its efforts to finance those capital acquisitions and support the operation of transit services. Transit operations are heavily dependent upon federal and state subsidies, changes at the federal and/or state levels have had significant impacts on local service. As federal/state grants require local fiscal contributions, the City of Lima contributed \$95,000 in CY 2016; no other political subdivision contributed funding for operating or capital needs.

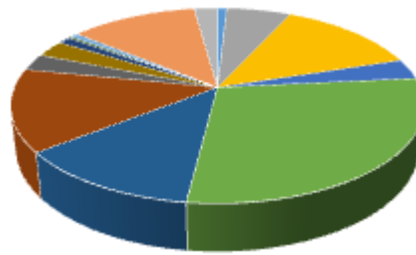
In 2016, along with the aforementioned public, federal and state monies, total operational funds also include those funds generated by fares for service, vending machine sales, lottery ticket sales, the sale of advertising (bus signage, route schedules, interior bus signage), demand response to the Allen 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. State monies have been successfully employed to subsidize the transportation services provided to the elderly and disabled. However, local monies are necessary and required to match federal and state funds in the grant allocation process. In CY 2016 the City's fiscal contribution covered 2.71 percent of the total ACRTA operating expenses. The total cost of operating public transit services within Allen County derived from passenger fare revenues, demand response, special services, and revenues generated through coordinated activities was 38.08 percent in 2016. The remaining 61.92 percent of operating costs were covered by federal and state funds.

Funding public mass transit within Allen County continues to be a significant issue. What's more, securing local match monies places increasingly more financial pressure on the ACRTA to meet public transportation demands. Table 4-3 reveals the actual operating revenues and expenses of the ACRTA for CY 2016. Capital expenses are not accounted for in this tables or the following charts. Table 4-4 reveals the Transit Authority's revenue stream over the past five (5) years.

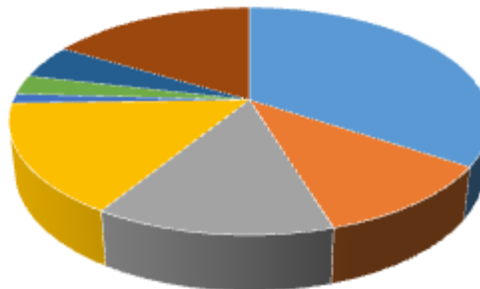
<b>TABLE 4-3 ACRTA ACTUAL REVENUE EXPENSES – ENDED DECEMBER 31, 2016</b>			
<b>Operating Expenses</b>		<b>Revenues</b>	
Salaries/Wages	1,197,247	Planning Funds	29,466
Fringe Benefits	385,674	Interest on Working Capital	9
Services	473,535	Fare Revenue	203,512
Materials and Supplies	548,397	Demand Response & Special Services	444,898
Utilities	47,132	Federal ADA Assistance	113,736
Casualty/Liability Costs	95,614	Federal Operating Assistance	963,093
Other Expenses	169,939	Federal Capitalized Maintenance	420,901
<b>OPERATING EXPENSES</b>	<b>2,917,539</b>	Federal Funding	461,444
Depreciation	577,678	State Operating Assistance	94,197
<b>TOTAL OPERATION EXPENSES</b>	<b>3,495,217</b>	Local Operating Assistance	95,000
		State E&D Assistance	38,790
		Advertising	10,885
		Contributed Labor	24,053
		Other Local Revenues Service	401,592
		Maintenance Service	73,550
		<b>TOTAL REVENUES</b>	<b>3,375,126</b>

**ILLUSTRATION 4-1  
2016 REVENUE**



- Planning Funds
- Fare Revenue
- Federal ADA Assistance
- Federal Capitalized Maintenance
- State Operating Assistance
- State E&D Assistance
- Contributed Labor
- Maintenance Service
- Interest on Working Capital
- Demand Response & Special Services
- Federal Operating Assistance
- Federal Capital
- Local Operating Assistance
- Advertising
- Other Local Revenues Service

**ILLUSTRATION 4-2  
2016 EXPENSES**

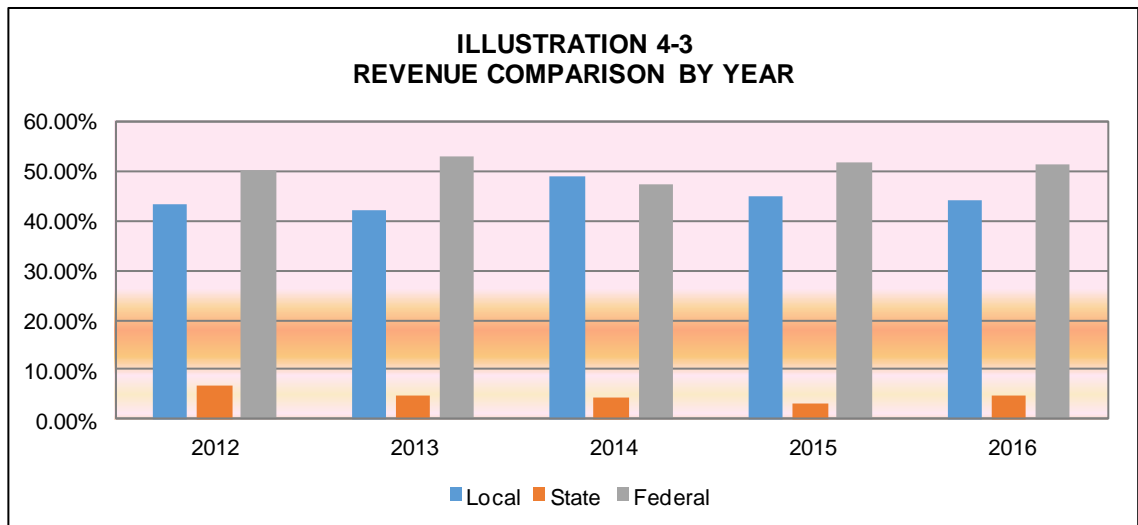


- Salaries/Wages
- Fringe Benefits
- Services
- Material and Supplies
- Utilities
- Casualty/Liability Costs
- Other Expenses
- Depreciation

Transit system costs are divided into three (3) categories: capital, planning and operating. Operating expenses, those expenses that are consumed in a single year, include items such as labor, materials and supplies. Capital costs are typically nonrecurring or infrequent costs of long-term assets, such as land, buildings, and vehicles and often reflect related expenses such as depreciation. Capital costs tend to be fixed costs, those costs that remain relatively constant irrespective of the level of operational services. Operating costs are more associated with variable costs or those expenditures which are affected by the respective level of transportation services provided, including the frequency of service, the hours of service or the service area and would necessarily include insurance, fuel and vehicle maintenance. Illustration 4-3 shows operating revenue for the past five (5) years and where those funds come from. Federal funds are the main source of income for ACRTA and have been in the past. While federal funds are still the main source for 2016, it is easy to see that local funding has become more important than ever.

<b>TABLE 4-4 FIVE YEAR REVENUE COMPARISON</b>					
<b>Revenues</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Planning Funds	87,663	42,322	69,744	90,614	29,466
Interest on Working Capital	195	653	0	0	9
Fare Revenue	152,360	159,430	167,954	193,033	203,512
Contract & Special Services	664,537	617,868	1,030,615	644,062	444,898
Federal ADA Assistance	90,429	90,671	131,019	93,583	113,736
Federal Operating Assistance	1,000,566	997,251	1,486,541	1,185,946	963,093
Federal Capitalized Maintenance	290,289	331,332	259,955	383,315	420,901
Federal Funding					461,444
State Operating Assistance	152,385	99,790	130,741	106,888	94,197
Local Operating Assistance	75,000	75,000	75,000	95,000	95,000
State E&D	35,838	31,388	35,857	0	38,790
Advertising	11,235	17,188	9,615	14,556	10,885
Contributed Labor	37,109	39,025	0	0	24,053
Other Local Revenues	149,077	161,046	585,027	401,663	401,592
Maintenance Services	14,736	17,763	4,817	7,373	73,550
<b>Total Revenues</b>	<b>2,761,419</b>	<b>2,680,737</b>	<b>3,986,885</b>	<b>3,216,033</b>	<b>3,375,126</b>

<b>TABLE 4-5 REVENUE BY PERCENTAGE</b>					
<b>Source</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Local	43.16%	42.16%	48.73%	44.97%	44.03%
State	6.82%	4.89%	4.18%	3.32%	4.56%
Federal	50.02%	52.94%	47.09%	51.70%	51.40%



While operating funds continue to be a problem funding for capital items has been easier to obtain in the past several years. In 2016 ACRTA received \$461,444 in Federal capital funds.

Expanding on the information presented earlier in Sections 3 and 4, the ACRTA has monitored and continued to support a series of measures intended to improve its financial position and allow it the opportunity to support and maintain a viable and fiscally



responsible public transportation service in the community. In 2016 certain routes were redirected to offer exposure to more densely populated neighborhoods along with allowing service to newly identified generators on request. Fixed route service subsidies received from the ACDJFS, ACBDD as well as a subsidy from the Ohio State University/Rhodes State College route are examples of local generators willingness to support their clients with public transportation services.

#### **4.3 Summary**

- Special services have furthered the needs of a number of non-profit agencies while at the same time providing the ACRTA with positive public exposure and the opportunity to raise sorely needed revenues. Advertising has remained steady as has contributed labor and donations.
- Capital Funds have been easier to obtain in the past several years.
- Operating funding remains an issue: As the demand for transit continues the cost of operations continues to rise. Federal and State funding have remained fairly static. ACRTA is always looking for ways to increase local funds.
- In 2016 federal funds covered 51.70 percent of ACRTA operating revenue, 44.97 percent was covered by local funds.
- In 2016 ACRTA was able to reduce the cost per mile of fixed route by \$1.10 and the cost of demand response by \$1.47.
- In 2016 there was a decrease of cost per hour of over \$20.00 for fixed route and \$13.00 for demand response while at the same time increasing passengers per hour in both fixed route and demand response.

## **SECTION 5 TRANSIT DEVELOPMENT PROGRAM GOALS**

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. This section of the report establishes the goals and respective programming of the ACRTA for the FY 2017 through FY 2021 time period. In order to realize the goals put forth herein, this section presents an overview of the proposed ACRTA transit development program composed of management and capital improvement plans that are intended to be utilized in the ACRTA's quest to support the delivery of quality public transportation services. The management and financial subsection establish specific goals and objectives that reflect the ACRTA's interest in improving mode choice and further developing access for the community and it's transportationally disabled over the next five (5) year period.

### **5.1 Management Plan**

While achieving operational efficiencies and increased effectiveness results from organizational decisions that force improvements in service, and successful fiscal management reflects the balancing of competing capital, planning and operating activities, successful management must rely on established goals that guide decisive actions. Management plans are developed to achieve specific goals and to provide a measured level of direction and accountability. Transit management plans usually identify several broad goals espoused by a public transit agency 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 are specific statements designed to fulfill realization of the goals. Taken collectively, they form an agency's policy. However, policy alone will not bring goals to fruition. Tasks and specific actions need to be developed and concluded to realize the objectives of each respective goal. The report does not identify specific tasks. The goals of the report have been constructed in such a manner so as to address: the system's need for adequate funding; safe and efficient service; ensuring service for residents, especially those who are transportationally disadvantaged; and, guaranteeing compliance with FTA, FHWA and ODOT regulations.

More specifically, the goals adopted by the ACRTA are to:

- Deliver quality transportation services to customers safely and in a cost effective manner.
- Increase citizen, community leaders, and local official's awareness of the range and nature of ACRTA's public transportation services, and their role in the community's development, environmental quality and economic growth.
- Improve mobility by providing transportation opportunities, services, and amenities to the greatest number of potential users.
- Ensure the long term financial stability necessary to maintain high quality public transportation.
- Develop an employee team that is well trained, takes initiative, sustains high expectations, and values diversity in an atmosphere of dignity and respect for all.
- Increase fixed route utilization by paratransit customers, students, and the general public.

## 5.2 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.

### **GOAL #1: Deliver transportation services to ACRTA's customers that are safe, high quality, dependable and cost effective.**

#### **Status/Objectives:**

- Strive for continuous improvement in safety by developing a safety culture through training, safety awareness, safety messages and displays, and employee recognition of performance.
- Collaborate with the Allen County Emergency Management Agency in preparation for community disaster response.
- Achieve a standard of no more than four (4) collision accidents per 100,000 miles.
- Maximize customer satisfaction on fixed routes by monitoring timeliness of service.
- Operate fixed route service no less than 90 percent on time performance and paratransit service no less than 95 percent on time.
- Ensure compliance with the Americans with Disabilities Act and implement measures to improve the calling of due points and requested stops.
- Maintain at least 10,000 miles between road calls.
- Perform preventative maintenance inspections on all buses and vans within 300 miles of the inspection mileage interval, 98 percent of the time.
- Assure the cleanliness and cosmetic appearance of buses by performing, at a minimum, a thorough interior/exterior cleaning daily.
- Purchase new driver uniforms and enforce professional dress code.
- Perform monthly safety inspections of buildings and equipment.
- Install camera systems on all rolling stock transporting clients.
- Introduce a Transit Asset Management Policy.
- Implement a Safety and Security Policy which includes Public Safety.
- Lima City Police Officers will ride the fixed route to get to know the passengers.
- Partner with First Responders for emergency plans and training.
- Start a study for operation of a Bike Share program.
- Implementation of Electronic Farebox system.

The ACRTA has continued to work toward meeting the service delivery goal in 2016. Consider the following narrative. Over the past 12 months, ACRTA has continued to: conduct monthly safety meetings for personnel; performed annual employee evaluations to address safety concerns and performance; safety posters and safety messages are displayed in all ACRTA facilities, transit mailings and pay checks; established and promoted safety awards and an annual safety banquet. Cameras were installed on all vehicles carrying transit passengers and are monitored. The MPO serves on the Emergency Management Agency's Local Emergency Planning Committee as Transportation Chair and communicates with the Transit Authority as to changes in protocol and training exercises. The ACRTA monitors on-time performance of both fixed route and demand response services monthly both had over 90% on time performance rating. The practice of calling all due points and requested stops has been integrated into the ACRTA driver training program and operations manual and added additional annunciator equipment to Fixed Routes Buses that is operated on a GPS software. Drivers understand that passengers need and expect this courtesy. Dispatchers announce during the day a two minute warning when the buses will be leaving the

terminal to assist with the on time performance and on time exits of the terminal. A review of preventative maintenance found scheduled performance to be completed 100 percent of the time. Vehicle cleanliness is extremely important to driver comfort and ACRTA's image. Vehicles are washed every day, inside and out. ACRTA purchases employee uniforms and rigorously enforces dress code policies. Management personnel conduct thorough safety inspections of all facilities monthly and immediately after a reportable incidents.

**GOAL #2: Increase citizens, community leaders, and local official's awareness of the range and nature of ACRTA's public transportation services, and their role in the community's development, environmental quality, and economic growth.**

**Status/Objectives:**

- Establish contact with neighborhood associations and other appropriate organizations to share information and solicit input about the ACRTA services with presentations and brochures.
- Establish a Transit Advisory Committee to obtain public input on issues concerning compliance with ADA and the quality of ACRTA services.
- Develop an outreach program to address current/potential transit customers, stakeholder agencies, community groups and service clubs including: (a) conducting phone surveys (b) awareness interviews with Transit riders, connecting the community with radio interviews, TV interviews and advertising; and (c) developing testimonials to personalize the value of transit service and use in print, website and media.
- Expand partnerships with community organizations and resources, such as Lima City Schools, Lima Public Library, and Lima Parks Department, to jointly improve access to educational and recreational opportunities through the use of transit. Advertise with school events, provide maps and brochures in lobbies.
- Provide year-round youth passes or reduced fare programs to improve access to educational and recreational opportunities through the use of transit.
- Determine feasibility of bus wraps to promote ACRTA services, local businesses and community institutions. Now providing in-house advertising.
- Attend quarterly update meetings with the Lima City Council and Allen County Commissioners, presenting informational briefings on ACRTA plans and programs.
- Continue to give presentations of Transit Awareness at local organizations
- Participate in community events for RTA awareness

The goal of expanding public awareness through outreach efforts was somewhat limited in 2016. The Transit Authority is an active member of the MPO's Citizens Advisory Committee and communicates directly to neighborhood associations serving on the same committee. The Executive Director attended local neighborhood and service organization meetings to communicate directly with the public. The MPO regularly meets with neighborhood associations and distributes transit brochures and provides updates on available transit services. The ACRTA has established an internal committee (TRAC) to address ADA concerns and services. Management does review every customer complaint and takes decisive action when required to eliminate customer concerns. Management lacked funding to develop and implement an effective marketing and outreach program in 2016; although a marketing and communications plan was drafted in 2010, it shares the same fiscal constraints. The Transit Authority recognizes this as a necessary undertaking and will examine funding options to initiate a low budget marketing campaign. The aforementioned tasks need to be completed in order to resolve the perception that public money used in subsidizing public transit services are utilized wisely. ACRTA has developed a relationship with the Lima City Schools, parks,

and recreation centers to expand student access. There was a summer parks program that ACRTA provided transportation for in 2013-2015 as well as a demo at local schools on how to ride the buses and change routes for school access. The Transit Authority does offer student and youth passes at reduced fares. The ACRTA has utilized “perffs”, which are advertising wraps on windows, along with bus tail advertising and inside bus advertising. The increased advertising increases local revenue without negatively obscuring a passenger’s vision. The wrap allows passengers to see out but denies vision into the transit vehicle, thereby increasing the security and comfort of the transit ridership. The “perffs” also serve to cool the vehicles in the summer months as the radiant energy is reflected from entering the transit vehicle. The Transit Authority met with the Allen County Commissioners extensively in 2009, 2010 and 2014 to establish cause; the county terminated any funding to the ACRTA shortly thereafter. Such funding has not been re-established even though the Transit Authority has continued communications with the Allen County Commissioners. The ACRTA did meet with Lima City officials and have recently received increased funding in the amount of \$95,000 annually.

**GOAL #3: Improve mobility by providing transportation opportunities, services and amenities to the greatest number of potential users.**

**Status/Objectives:**

- Review current route structure to ensure the ACRTA routes are servicing the greatest area of riders and their destinations.
- Expand the travel training program to encourage use of fixed route transit by persons without access to personal transportation, especially the elderly, disabled, students, and low income populations.
- Support efforts to improve the efficiency of community transportation services offered by public and private non-profit agencies through coordination of activities such as planning procurement, dispatching, brokerage, and service delivery.
- Work with American Billboard (owner of bus shelters) and local governments to review all bus stop shelters for correct ADA requirements on current routes.
- Changing from “flag stop” service to “bus stop” service is currently in process for a two year plan; bus stops are currently being placed throughout each route.
- Implement scheduling software for paratransit program service.
- Implement voice box equipment on fixed route buses for ADA annunciators.
- New webpage design with updated maps and added software to assist in trip planning.

The Transit Authority continued its efforts to maximize services to area residents in 2016 with route changes and added routes #7, 8, & 9. Given fiscal constraints with lack of funding and decreased grants, ACRTA was successful in implementing and maintaining monthly monitoring reports detailing productivity and ridership with special emphasis on routes modified with no additional employees. With the support of the MPO, the ACRTA documented EJ requirements across existing and proposed route alignments in 2016; no negative bias or findings were identified. The Transit Authority began addressing the topic of travel training; they have a trainer that will ride with someone to show them how to ride the bus. The ACRTA has taken the buses to several organizations and to the schools to let people become more familiar with the system if they have never ridden public transit in the past. The ACRTA will work to identify other community organizations that provide such services and identify opportunities for coordination and collaboration. The Transit Authority has and will continue to support local coordination efforts both with staffing and financially. The ACRTA has been working closely with Jobs and Family services to transport their clients to and from work sites and became Medicaid certified in 2016 in order to continue to transport ACDD clients. The ACRTA has a rental contract

to house the Area Agency on Aging and support the Mobility Manager, the Dial-A-Ride service and other coordination projects efforts with space, and access and training to the scheduling and dispatching software. The Transit Authority has identified and mapped all of the shelter locations and documented conditions as to transit passenger amenities and would like to include a bike share program in conjunction of the current bus shelters or additional shelters in the future. The ACRTA has reviewed the on-time performance factors of each of its routes and worked to identify increases in the level of service accompanying the elimination of flag stops. The Transit Authority commits to expediting the delivery and capabilities of the computer software to further increase efficiency in its paratransit program service but also to integrate passengers across a wider fleet of vehicles operating under the coordination umbrella.

**GOAL #4: Ensure the long term financial stability necessary to maintain high quality public transportation.**

**Status/Objectives:**

- Develop with an ACRTA legislative committee strategies to support increased transit funding at the federal, state and local levels.
- Produce a presentation to be used with local officials that demonstrates the value of investment in public transit.
- Review fare structure.
- Prepare, review, and maintain annual budget, with the goal of expenses not exceeding revenues with significant variances reviewed by the Board of Trustees.
- Coordinate planning efforts with LACRPC to ensure federal project programming and implementation.
- Develop strategies to better control and/or reduce transportation cost per mile with more efficient vehicles, utilize smaller buses for Saturday services.
- Prepare for and complete FTA Triennial Review with no significant deficiencies in the twenty three (23) program review areas.
- Develop five (5) year Capital Plan outlining vehicle replacement, vehicle refurbishment, estimated costs, and sources of funding.
- Survey the community for possible Levy structure.
- Continue to research Federal and State Grants with 100% capital purchases.
- Continue Fuel Sales Contracts with local non-profits and consider future Fueling Station with propane or CNG.

The Transit Authority must work with state and local officials to develop increased fiscal support for transit and paratransit services if local services are expected to sustain a minimal level of service. The Transit Authority will need to work with OPTA (Ohio Public Transit Authority) and national organizations to solicit further federal and state funding under the next Transportation Bill in Congress and establish a better understanding of the impact of transit on local elected officials. The ACRTA will need to work toward documenting the service in terms of its economic and social impact on the local community. No formal presentation outlining the impact of transit has been initiated locally; support of OPTA and the MPO will be necessary. The ACRTA has not raised its fixed route fares since 2002. However, ACRTA established zone and mileage fares for paratransit services which effectively raised the expanded paratransit service fees. The ACRTA continues to monitor the increasing fare box recovery ratio of fixed route services and is cognizant that a review of fares should be undertaken every 5 years. The ACRTA has instituted a number of new accounting software reports that provide the Transit Authority with financial and performance based documentation. Financial reporting reflects daily, monthly, and year to date expenditures as well as profit/loss data on a line item basis. Management reports document performance on a monthly, year to

date, and previous year basis. The Transit Authority works with the MPO on a regular basis. From a capital planning perspective, the MPO develops the region's TIP and assists the ACRTA in developing the Agency's Capital Improvement Plan. Management will need to identify additional performance measures to ensure the system is realizing continuing improvements and balance any independent cost savings that challenge the LOS and sustainability of the larger organization. The Federal Transit Authority will initiate the Triennial Review in 2016. Management will need to work with the MPO to ensure available documentation. Table 5-2 identifies the capital needs of the Transit System.

**GOAL #5: Develop an employee team that is well trained, takes initiative, sustains high expectations, and values diversity in an atmosphere of dignity and respect for all.**

**Status/Objectives:**

- Maintain current job descriptions for all ACRTA employment positions which accurately describe job duties, responsibilities/requirements.
- Continue regularly scheduled meetings to develop ACRTA staff.
- Establish ACRTA employee recognition programs to increase overall performance.
- Continue monthly safety meetings with emphasis on safety, security, maintenance issues, operation procedures, wellness, etc.
- Produce and provide reporting documents related to the ACRTA on services provided, financial status, operations and maintenance.
- Annual employee evaluations will be conducted for line staff to recognize employee's achievements and accomplishments, provide feedback on the quality of their work and their overall performance as indicated by supervisor input, customer comments and the extent to which they met the Agency's expectations.
- Department promotion and training programs available.
- Additional training and promotion opportunities are being provided in house for shift leaders and street supervisors.
- Bus build inspections are now done in-house so drivers, mechanics and supervisors can experience and give feedback of each bus build.
- CDL driver training is now completed in-house in order to widen the hiring availability of the community.

Objectives of Goal 5 have been or are in the process of being realized. The ACRTA has an effective employee policy and procedures manual that identifies employee job descriptions, and employee responsibilities. Management should review the policy manual on an annual basis to assess amended federal policy, local wellness programs and health insurance issues, training requirements, etc., to address warranted modifications and ensure personal information is current. Staff meets monthly to address safety and routing issues of concern. Management maintains an open door policy but should convene regularly scheduled meetings of its administrative staff to ensure a broad based and mutual understanding of issues affecting the overall system (e.g. maintenance, security, performance, fiscal issues, etc.). Employee recognition programs have been limited to safety. Management should review potential benefits of behavioral/motivational possibilities and make recommendations for the Board's consideration. Management has continued mandatory quarterly safety meetings.

**GOAL #6: Increase fixed route utilization by paratransit customers and students.**

**Status/Objectives:**

- Provide incentives to leave car at home (Dump the Pump campaign).
- Provide reduced and free fares for new customers and coordinating organizations.

- ☑ Launch annual ad campaign to reach targeted populations; especially people too young to drive, older drivers, people who cannot afford a car, people tired of paying high gas prices, people who are unaware of the public transportation system, and people who are uneasy about the public transportation system.
- ☑ Define the benefits of public transit services to students, families, and school personnel.
- 🕒 Identify methods that will encourage paratransit customers to use fixed route system.

Goal 6 has been integrated into the management plan; most of its respective objectives have been addressed by the Transit Authority. No travel demand management program has been developed by the MPO. Peer mentoring has been established in the driver training program. Mentoring has not gravitated beyond the driver position and no formal training budget exists. No travel trainer position has been established by the ACRTA, although a current UpLift Coordinator will act as a travel trainer if the need arises. A recent position, a “Transit Ambassador”, has been established using federal funding in an attempt to establish a liaison with local generators and targeted audiences of the transportationally disadvantaged. Try Transit Week activities have included free fares, Senior Free Fare month, which takes place in May, includes presentations performed by ACRTA staff at various senior citizens facilities, and flyers are presented on the buses along with TV interviews as a partner with AAA3. Establishing public transit’s benefits to students, families and schools has been explored at community expo events and college open house events; however, this activity should be pursued to garner increased ridership and greater political support. Management has reviewed the potential implications of moving paratransit ridership to fixed route services, but on-time performance concerns and limited secured seating remains to be addressed.

### **5.3 Financial Management**

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,
- Selling its transit services and reaffirming the general public's faith and interest in public mass transit.
- Passing a levy dedicated to transit services in Allen County.

The aforementioned 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 operating management plan, a projection of costs and revenues is presented in Table 5-1.

<b>TABLE 5-1 ACRTA FINANCIAL PLAN</b>					
<b>Income</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Passenger Fares	215,532	221,998	228,658	235,518	242,583
Federal Income	1,015,358	1,035,665	1,056,378	1,077,506	1,099,056
State Income	189,074	190,965	192,874	194,803	196,751
Local Income	95,000	95,000	95,000	95,000	95,000
Special Service	254,647	259,740	264,935	270,234	275,638
Other	545,360	554,308	563,417	572,687	582,124
<b>Total</b>	<b>2,314,971</b>	<b>2,357,676</b>	<b>2,401,262</b>	<b>2,445,747</b>	<b>2,491,152</b>
<b>Expenses</b>					
Wages	1,475,701	1,496,587	1,531,036	1,556,717	1,577,770
Benefits	117,744	120,099	122,501	124,951	127,450
Supplies	569,108	580,496	592,075	603,905	615,971
Services	429,427	438,016	444,816	457,845	468,105
Utilities	49,920	50,919	51,937	52,976	53,736
Insurance	108,872	111,043	116,581	122,395	128,499
Other	90,971	95,720	120,854	79,480	80,256
Depreciation	<b>593,776</b>	<b>605,652</b>	<b>617,765</b>	<b>630,120</b>	<b>642,722</b>
<b>Total</b>	<b>3,435,519</b>	<b>3,498,531</b>	<b>3,597,564</b>	<b>3,628,389</b>	<b>3,694,510</b>
<b>Difference</b>	<b>(1,120,548)</b>	<b>(1,140,855)</b>	<b>(1,196,302)</b>	<b>(1,182,642)</b>	<b>(1,203,358)</b>

#### 5.4 Capital Improvement Program Planning

In order to comply with federal mandates within the ADA and the Rehabilitation Act, and support ACRTA's responsibility to service local citizens, 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 in replacement of vehicles that have passed their useful life and mileage. In 2016, ACRTA was able to obtain 1 Gilig Bus and 6 Ford 450s with 100% federal funding. 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.

The lack of local fiscal commitment has increasingly become more problematic for continued ACRTA operations.

The ACRTA and MPO prepared this section of the report cognizant of the fact that: (1) some needed capital items are expected in late FY 2017; 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 5-2) 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 year 2018 through 2021, the requisite local match is still unidentified for the out years. In 2019 and 2020, the ACRTA will receive an additional 2 buses with MPO funding.

ACRTA will need to come up with additional operating funds to cover the loss of the JARC and New Freedom funds which accounted for over one million per year.

With optimistic hopes, ACRTA personnel constructed a CIP based on existing LOS. 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 31-passenger heavy-duty buses, cut-a-way vehicles and converted vans to continue fixed route and requisite complementary paratransit services. Table 5-2 reflects those CIP items deemed necessary to fulfill the ACRTAs public transportation responsibilities but as yet mostly unfunded.

The acquisition of needed capital items and their respective financing have been reviewed in earnest. These were recommended by ACRTA to the MPO for subsequent consideration and programming within current and future TIPs should federal, state and local funding become available.

<b>TABLE 5-2 PROPOSED ACRTA CAPITAL IMPROVEMENT SCHEDULE (2017-2021)</b>					
<b>Fiscal Year</b>	<b>Description of Improvement</b>	<b>Total Project Cost</b>	<b>Federal Transit Funding</b>	<b>MPO CMAQ/STP Funding</b>	<b>Local Funding</b>
2017	2 Transit FR Vehicles	890,000	890,000		(20,109)
	1 Transit DR vehicle	130,000		130,000	
	Maintenance Project Phase I	580,000	580,000		
	Fareboxes for FR	387,000	387,000		
2018	1 Transit Bus	440,500			
	1 Transit DR Vehicle	60,000		60,000	60,000
	1 Transit DR Vehicles	96,375			
	Maintenance Project Phase II	900,000	900,000		
2019	1 Transit Bus	440,500			(40,500)
	1 Transit DR Vehicles	96,375		400,000	(72,175)
	Maintenance Project Phase III	900,000	900,000		
2020	1 Transit Bus	450,500			
	1 Transit DR Vehicle	96,375		425,000	(25,500)
	Maintenance Fuel Phase IV	900,000	900,000		
2021	1 Transit Bus	460,500			
	1 Transit DR Vehicles	96,375			
	Maintenance Fuel Phase V	900,000	900,000		

# **APPENDICES**

## APPENDIX A FIXED ROUTE SURVEY RESULTS

In order to provide the most efficient and effective public transit system, a survey of the ACRTA fixed route ridership was conducted to provide critical information on travel patterns, demographics, travel options and mode choice for transit-using residents. From October 3, 2016 through October 14, 2016, ACRTA's fixed route passengers were provided with a questionnaire by LACRPC staff while riding fixed route buses. Passengers, selected randomly, were asked to follow the simple instructions and return the survey when completed. The questionnaire, with a total of 21 questions, was distributed to riders on all eight of the ACRTA's fixed routes. The survey tool can be found as an attachment at the end of this document; survey results follow.

In all, 279 surveys were returned, forming the basis of the ridership profile. Many respondents did not answer every question on the survey, so results are based on the number of actual responses per question. As the ridership survey was conducted in an uncontrolled environment, results should be scrutinized thoughtfully and projections considered with care.

### A.1 Demographic Overview

The Ridership Survey revealed the demographic make-up of the ACRTA riders during the selected survey period; the results of that survey are depicted below. Table A-1 presents a breakdown of the respondents' race/ethnicity, while Table A-2 depicts gender. Survey data indicated that passengers were generally evenly split along racial and gender lines. Of the respondents, just under half (44.02%) self-reported their race as "African American"; while, 42.47 percent were "White", 2.70 percent were "Hispanic", 5.68 percent were American Indian and 4.63 percent were "Other". Under other the respondents classified themselves as Mixed (3), Biracial (5), American (4) and Haitian (1). In terms of gender, 53.06 percent of the riders were female.

<b>TABLE A-1 RACE/ETHNICITY OF RESPONDENTS</b>		
	<b>Number</b>	<b>Percentage</b>
African American	114	44.02%
Hispanic	7	2.70%
White	110	42.47%
Asian	1	0.39%
American Indian	15	5.76%
Other	12	4.63%
<b>Total</b>	<b>259</b>	<b>100.00%</b>

<b>TABLE A-2 GENDER OF RESPONDENTS</b>		
	<b>Number</b>	<b>Percentage</b>
Female	130	53.06%
Male	115	46.94%
<b>Total</b>	<b>245</b>	<b>100.00%</b>

Table A-3 depicts age cohorts of respondents; while, the age of the riders varied, those aged 25 to 34 comprised the largest ridership group, accounting for 1 in 5 of the fixed-route population, those over 60 years-of-age accounted for 13.57 percent overall. In addition, those surveyed between 8 and 19 were 8.91 percent and 25-34 accounted 21.71 percent.

When examining the employment status of survey respondents, 4 in 10 (40.30%) were employed. Approximately 11 percent of passengers were attending school, or unemployed; while 21.67 percent were on disability.

TABLE A-3 AGE OF RESPONDENTS		
	Number	Percentage
8-19	23	8.91%
20-24	24	9.30%
25-34	56	21.71%
35-44	41	15.89%
45-54	54	20.98%
55-59	25	9.69%
Over 60	35	13.57%
<b>Total</b>	<b>258</b>	<b>100.00%</b>

TABLE A-4 EMPLOYMENT STATUS OF RESPONDENTS		
	Number	Percentage
Employed	106	40.30%
Retired	23	8.75%
In School	31	11.79%
Unemployed	30	11.41%
On Disability	57	21.67%
Seeking Employment	16	6.08%
<b>Total</b>	<b>263</b>	<b>100.00%</b>

When analyzing the age of the passengers by gender, it is interesting to note how the gender of riders varied from age cohort to age cohort. Illustration A-1 reveals, there were more female passengers in every age group except the 20-24 and 45-54 cohorts.

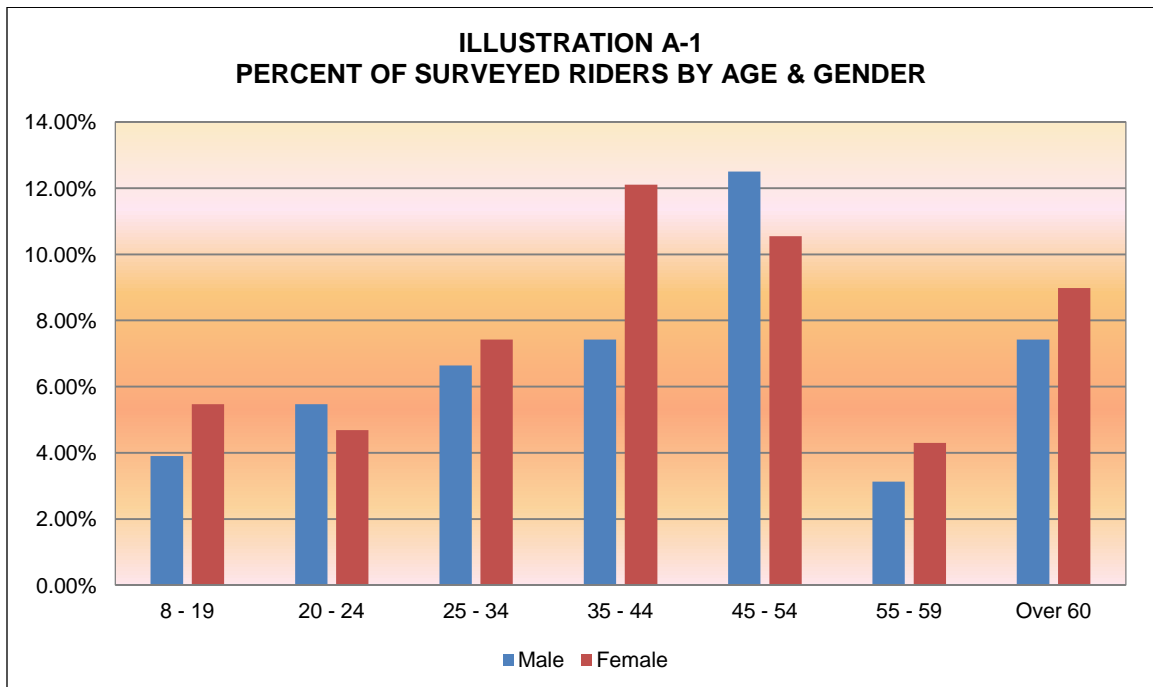


Illustration A-2 depicts the ACRTA ridership by race/ethnicity and by age. As stated earlier, the African-American and White populations comprised the majority of the survey respondents. The under 24 and 45-59 age groups have a higher ridership of African Americans while all other age groups have a higher white ridership. The Hispanic ridership has remained static over the last year.

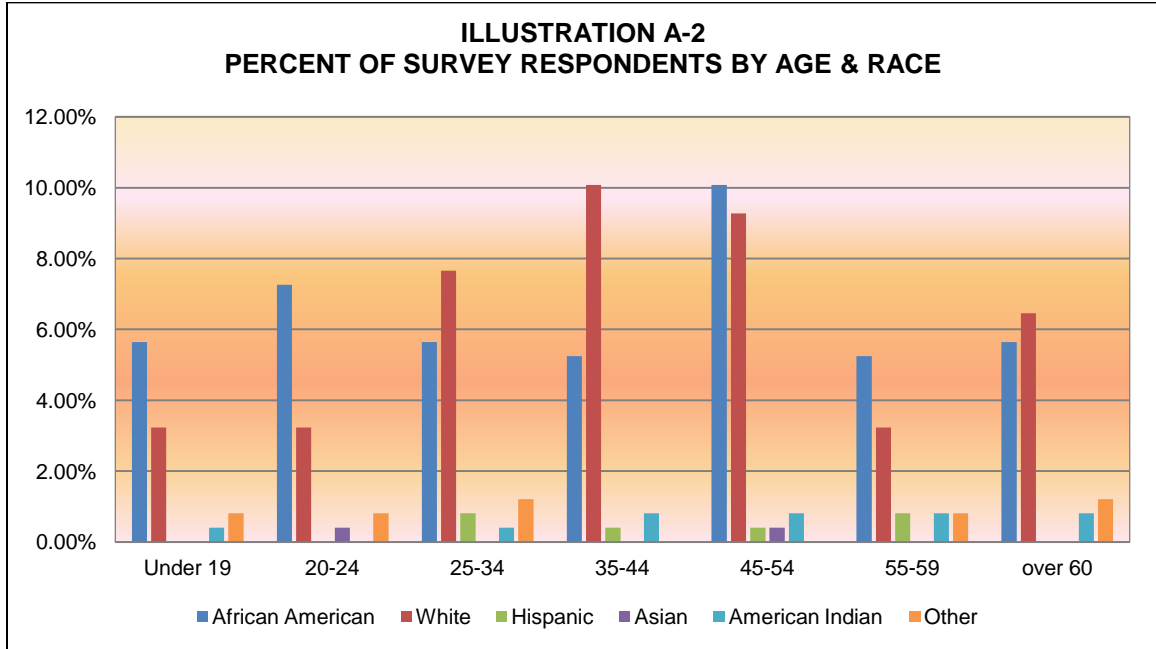
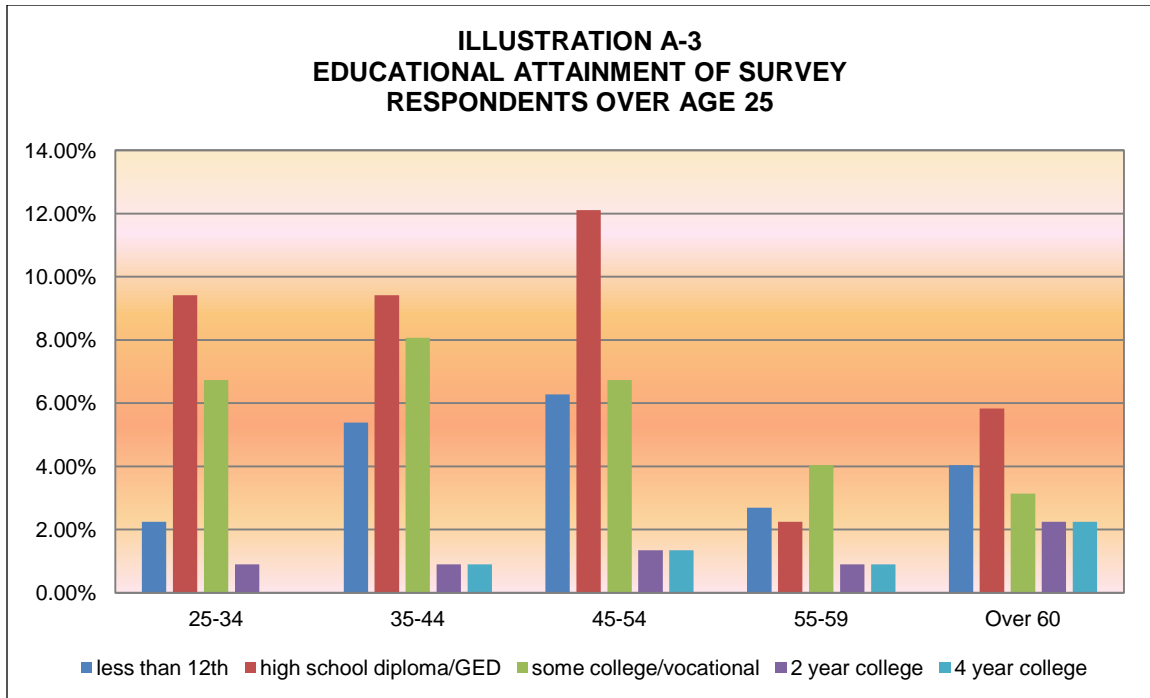


Table A-5 reveals that the educational attainment levels of survey respondents were mixed and reflects the socio-economic character of the transit patron.

<b>TABLE A-5 EDUCATIONAL ATTAINMENT OF RESPONDENTS 25 YEARS OF AGE &amp; OLDER</b>		
	<b>Number</b>	<b>Percentage</b>
Less than 12 <sup>th</sup> Grade	54	22.22%
High School Diploma/GED	94	38.68%
Some College	62	25.51%
2 Year College Degree	51	8.64%
4 Year College Degree	12	4.94%
<b>Total</b>	<b>243</b>	<b>100.00%</b>

When comparing those riders 25 years-of-age and older in terms of education, transit riders educational attainment levels were about the same as residents in general of both Allen County and the City of Lima. Table A-5 reflects a majority (79.37%) of the riders had received a high school diploma/GED, or greater, as compared to 88.40 percent of County residents and 82.60 percent of Lima residents; while, 22.22 percent of riders had not completed high school (11.60% County, 17.40% Lima). Approximately 13.58 percent of the ridership had obtained either a two- or four-year college degree (19.50% County, 13.70% Lima) and 25.51 percent reported completing some college course work (22.40% County, 25.80% Lima). Illustration A-3 reveals ridership by educational attainment.



**A.2 Utilization of ACRTA**

Respondents cited various reasons for using transit; Table A-6 shows the percentage of respondents by reason for utilizing the ACRTA. Over half (64.55%) of respondents cited the major reason for riding transit was “Do Not Own a Car” or that it was less expensive than taking a taxi (16.05%); “Convenient” was cited 2.01 percent of the time as the main reason for riding transit. In lieu of the fact that 71.02 percent of the ridership surveyed reported that they do not have a driver’s license, and 8.91 percent of the ridership was under age 19, the previously cited statistic was not unexpected.

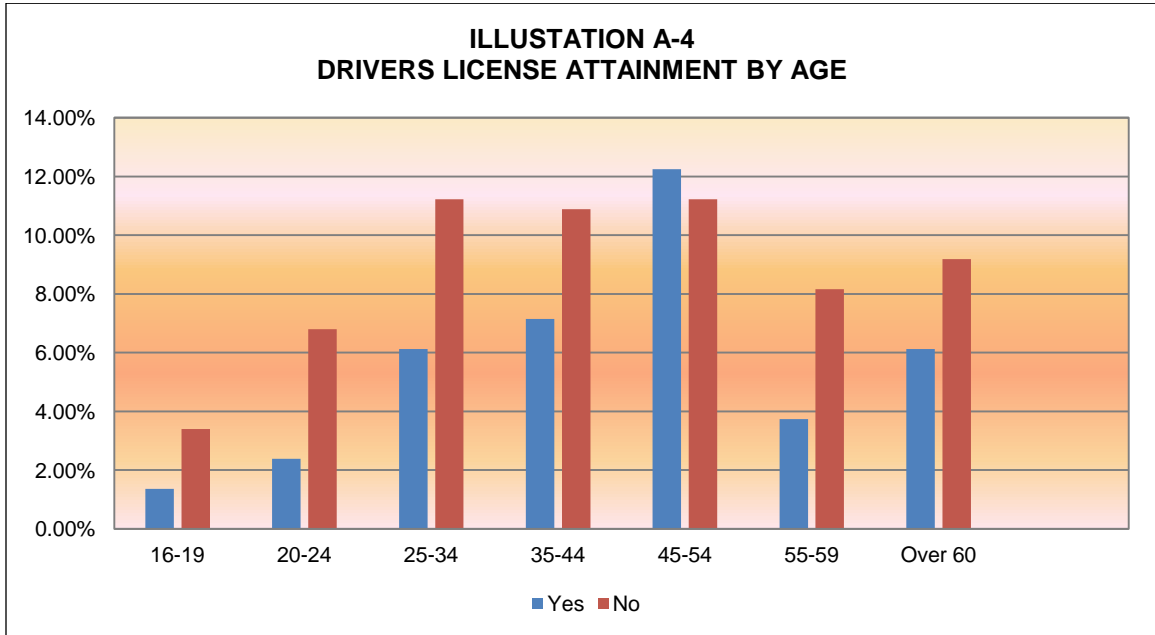
<b>TABLE A-6 REASON UTILIZING THE ACRTA</b>		
	<b>Number</b>	<b>Percentage</b>
Do Not Own a Car	193	64.55%
Less Expensive Than a Taxi	48	16.05%
Less Expensive Than Personal Vehicle	19	6.35%
Convenient	6	2.01%
Other	33	11.04%
<b>Total</b>	<b>299</b>	<b>100.00%</b>

Illustration A-4 illustrates the percentage of transit passengers by age cohort who hold a valid driver’s license compared to those who do not. Those aged 45 to 54 years were the largest cohort of transit riders holding a driver’s license. The majority of the respondents over 25 years-of-age did not have a driver’s license.

Table A-7 demonstrates the frequency of rides per week. Of those surveyed, 29.86 percent responded that they ride the ACRTA buses every day, 32.25 percent ride almost every day, and 25.54 percent ride one to two times a week.

With respect to number of years respondents had used ACRTA transit service, of the 277 passengers who answered, 75.09 percent of the passengers reported use of more than one year. Of those riders, 21.30 percent had been passengers for over ten years and 13.72 percent had employed ACRTA services for five to ten years. Just under half of

the respondents have been riding the bus from one to five years (40.07%). Table A-8 is a breakdown of the number of years passengers have utilized the ACRTA service.



**TABLE A-7  
FREQUENCY OF ACRTA USAGE**

	Number	Percentage
Every Day	83	29.86%
Almost Every Day	98	32.25%
1 or 2 Times/Week	71	25.54%
1 or 2 Times/Month	14	5.04%
Very Seldom	12	4.32%
<b>Total</b>	<b>278</b>	<b>100.00%</b>

**TABLE A-8  
YEARS USING ACRTA SERVICE**

	Number	Percentage
Less than 1 Year	69	24.91%
Between 1 to 3 Years	78	28.16%
Between 3 to 5 Years	33	11.91%
Between 5 to 10 Years	38	13.72%
Over 10 Years	59	21.30%
<b>Total</b>	<b>277</b>	<b>100.00%</b>

### A.3 Purpose of Trip

Table A-9 examines respondents' trip purpose and compares that to national survey results in the American Public Transportation Association "A Profile of Public Transportation Passenger Demographics and Travel Characteristics Reported in On-Board Surveys" May 2007. Nationally 59.2.0 percent of riders used transit for work purposes, while locally only 25.06 percent of the survey respondents used transit to get to and from work. Analysis further revealed that 17.23 percent of respondents stated that their main use for the ACRTA was for medical purposes while nationally the number is only 3.00%. Locally, educational trips (9.69%) reflected less than the proportion of educational trips taken nationally (10.6%). The Recreational 6.62%), social/family



(8.75%) and other (5.67%) trips account for a little less than one quarter of the overall trips. It should be noted that this question was sometimes difficult for the commuters to answer, because most riders utilize the ACRTA for all their transportation needs, and, therefore did not view any one reason as primary. Those who mentioned other reported using transit to go to the library or pay bills, or go to court, while the main answer was "Biolife".

TABLE A-9 MAIN PURPOSE OF TRIP			
Purpose	National	Local	
	Percentage	Number	Percentage
Work	59.20%	106	25.06%
School	10.60%	41	9.69%
Shopping	8.50%	108	25.53%
Nutritional	N/A	6	1.42%
Medical	3.00%	73	17.23%
Recreational	6.80%	28	6.62%
Social/family	6.20%	37	8.75%
Other	5.70%	24	5.67%
<b>Total</b>	<b>100.00%</b>	<b>423</b>	<b>100.00%</b>

When comparing the main purpose of the trip and the frequency of use, Illustration A-5 reveals that the largest concentration of people who rode "every day" or "almost every day" used the bus for work, medical, school and shopping. All of the categories show those using the bus do so at least 1-2 times per week or more.

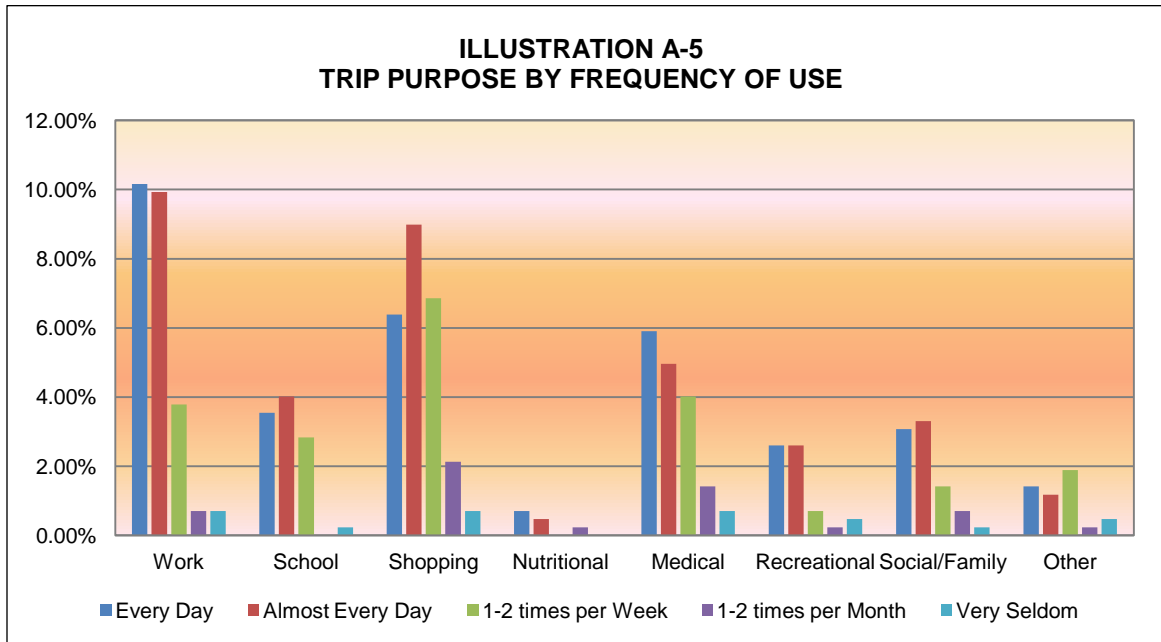
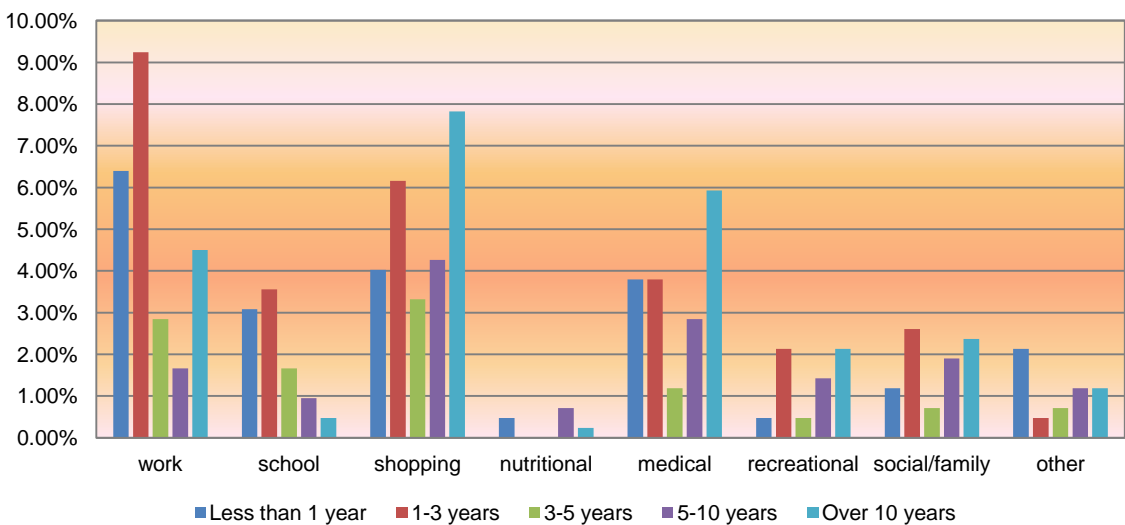


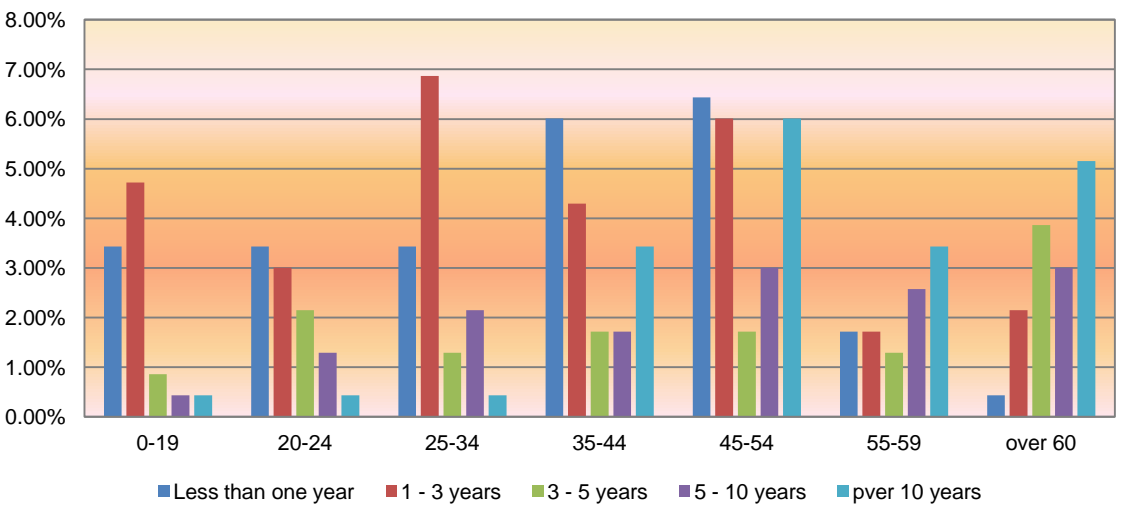
Illustration A-6 depicts the relationship between trip purpose and the number of years using the ACRTA. When comparing the number of years using the ACRTA service with the trip purpose, those using the service for three years or less work is their main purpose. Those using the service over ten years have the highest number using the system for medical and shopping. The majority of those using the system for school have used the service three years or less. Those who stated that they use the system for other were asked to specify. The main answer under the specification was "everything" with BioLife, paying bills and going to the library as other answers.

**ILLUSTRATION A-6  
YEARS USING ACRTA & TRIP PURPOSE**



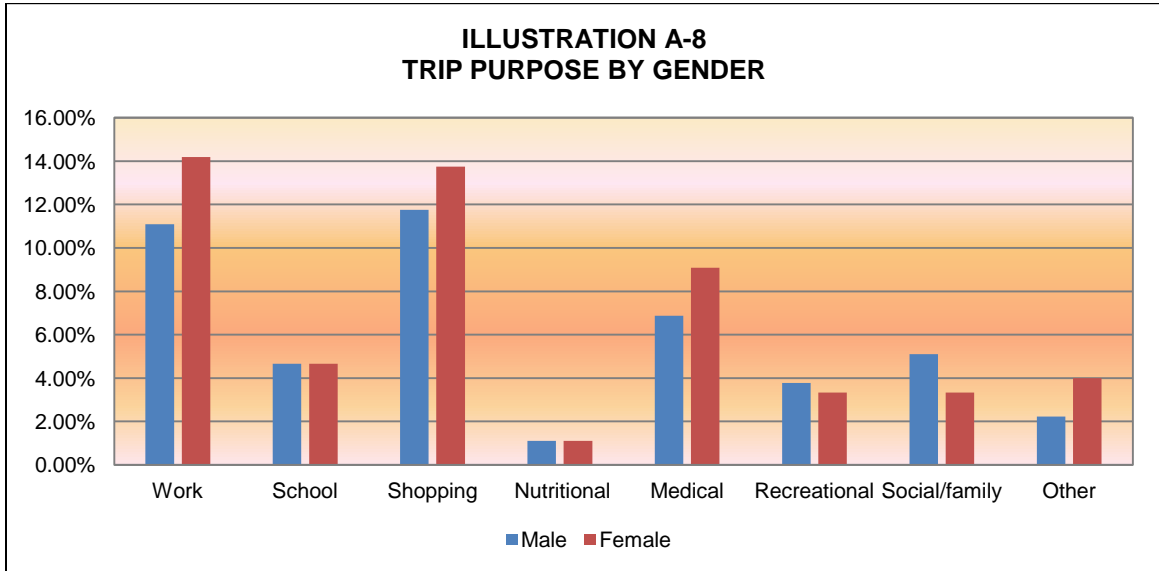
When looking at the population of riders who have ridden the bus for 1-3 year the age group 25 -34 years of age constitutes 6.87 percent. The age group from 45- 54 have the highest percentage of riders who have rode for one year or less. Those patrons in the 45-54 age group also have the largest percentage (6.01%), of riders who have been using the system for over 10 years and 1-3 years.

**ILLUSTRATION A-7  
NUMBER OF YEARS USING ACRTA SERVICES BY AGE**

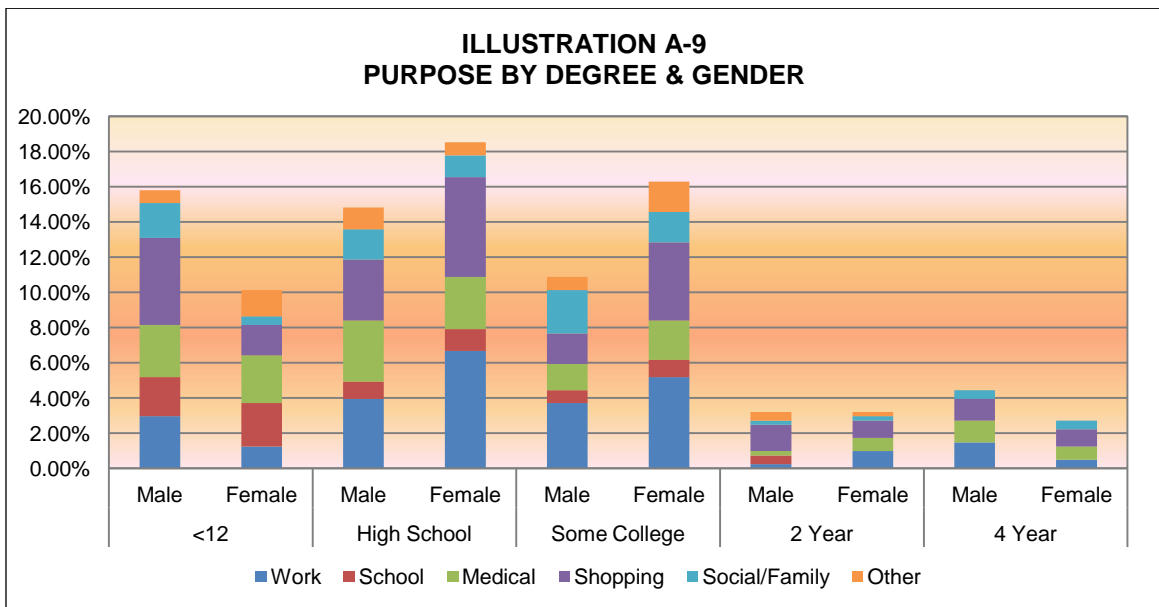


The survey indicates only slight gender differences when examining trip purposes. The major uses of the system are for work and shopping. Females use the system for work at 14.19 percent and males at 11.09 percent. Female, (13.75%) patrons also have a higher percentage of using the bus for shopping than do males (11.75%). Female and male riders use the ACRTA for school purposes equally with 4.66 percent for each. Males were more likely to use the service for recreational (3.77%) than females at (3.33%). For medical purpose females use the system at 9.09 percent while males use it 6.87 percent. Under other males (4.07%) use the service more than females (3.62%).

Males use the service more for social and family (5.10%) with females riding for social/family (3.33%) percent.



From Illustration A-9 it is evident that the higher the educational attainment level the lower dependency upon transit services. For males and females with a high school degree work is the predominant trip purpose at 3.95 and 6.67 percent respectively. Also females and males with less than a high school education are using the buses to get to work at 1.123 and 2.96 percent respectively. When looking at medical, females with a high school education accounted for 2.96 percent of the respondents and males of the same education level accounted for 3.46 percent. All categories are using the system for shopping with females with a high school education at the highest usage at 5.68 percent.



**A.4 The Nature of Ridership**

To further distinguish ridership, survey results were disaggregated by the ridership’s rationale for utilizing mass transit. This exercise allows the ridership to be separated into three broad categories: (1) the “economically captive riders” who have no car available

to them due to economic reasons and, therefore, must rely upon mass transit; (2) the “non-economic captive riders” who have to use transit for reasons other than economics, such as the very young, and those without driver’s licenses, the elderly, and the disabled; and, (3) “choice riders” who have a vehicle available to them, but choose to ride transit for various reasons.

A cursory review suggests that most of ACRTA’s ridership can be classified as either economically captive or non-economically captive. When examining income 87.30 percent of the respondents have an income of less than \$30,000 per year. These figures should be viewed with scrutiny, however, for it is difficult to obtain an accurate count of truly economically captive persons. However, data suggests 71.26 percent of respondents do not have a valid driver’s license, and 64.55 percent of the ACRTA ridership does not own a vehicle (as shown in Table A-6), these captive riders depend on the ACRTA services for most, if not all trip purposes. Therefore, the ACRTA is vital to the transportationally and economically disadvantaged residents of the City of Lima and the outlying urbanized area.

#### **A.5 Level of Service**

Turning to respondents’ perceptions of ACRTA service, riders were asked to rate certain aspects of the service on a scale of 1 to 5, with 5 being “excellent” and 1 “needs improvement”. Passengers were asked to rate the overall condition of the buses and facilities. Ridership was overwhelmingly positive with approximately 90.57 percent of all riders responded that the exterior and interior of the buses were kept clean; while, 89.55 percent responded that the temperature on the buses is considered to be comfortable. Almost all (92.86%) patrons responded that the transfer center was in good physical condition as well as, that they felt safe from crime on the buses and at the transfer facility (92.56%).

Drivers are the face of the ACRTA to the transit riding public; therefore, riders’ perceptions regarding drivers’ performance and competency was also tracked. Patrons rated the drivers’ attitude and care as excellent 57.75 percent of the time and 22.07 percent as good. Over 81 percent of patrons were comfortable with the competency of the drivers; with 58.14 percent of drivers rated as excellent and 23.25 percent as good. The smoothness of the ride and stops rated quite high, considering the survey was primarily conducted on a fixed route system, while riding a large bus with many stops. Nearly three-fourths of survey respondents rated the smoothness of the trip as excellent (38.60%) or good (26.51%); only 2.79 gave the ride a poor rating.

Because time and affordability are important measures for both the customer as well as for ACRTA, riders were asked to rate time from two perspectives, that of “time it takes to reach your destination” and “reliability of getting where you need to go on time”. While 45.75 percent of respondents rated “time it takes to reach your destination” as excellent and 28.30 percent rated the service as good, 3.30 percent rated this measure of service as poor. In terms of reliability, that of “getting where you need to go on time”, over three-quarters of those surveyed rated ACRTA fixed route service as excellent (51.14%) or good (25.11%).

Finally, respondents were asked to rate “overall convenience” and “ACRTA transit service” in general. Customer satisfaction surveys, though subjective and based on perceptions, are useful tools in understanding how to improve customer service and increase ridership. With respect to overall convenience, more than 8 in 10 of those surveyed agreed that the ACRTA’s overall convenience was excellent (64.44%) or good (22.59%); while only 2.93 percent responded that the overall convenience of the service was poor. Table A-10 summarizes respondent surveys.

<b>TABLE A-10 ACRTA SERVICE RATING</b>					
	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
The cleanliness of bus exterior	46.63%	25.48%	19.71%	2.40%	5.77%
The cleanliness of bus interior, including seats and windows	45.37%	25.46%	18.52%	4.63%	6.02%
The temperature on the bus	38.18%	25.91%	25.45%	6.82%	3.64%
The physical condition of transfer facility	50.95%	24.76%	17.14%	2.38%	4.76%
Safe and competent drivers	58.14%	23.26%	11.63%	2.33%	4.65%
Rate the attitude and care that drivers give you	57.75%	22.07%	11.74%	2.35%	6.10%
The smoothness of the ride and stops	38.60%	26.51%	25.12%	6.98%	2.79%
Freedom from nuisance behaviors of other passengers	45.75%	28.30%	16.98%	5.66%	3.30%
The time it takes to reach your destination	51.14%	25.11%	15.07%	5.02%	3.65%
Reliability of getting where you need to go on time	69.63%	17.29%	7.94%	1.87%	3.27%
Affordability of bus trip	44.95%	22.48%	20.64%	6.88%	5.05%
Safety from crime on buses and at station	59.53%	23.26%	9.77%	3.26%	4.19%
Overall convenience	64.44%	22.59%	7.11%	2.93%	2.93%
Rate ACRTA transit service	58.96%	26.42%	9.43%	0.94%	4.25%
5 is "excellent" and 1 "needs improvement"					

#### **A.6 System's Physical Limitations with Passengers**

Patrons were asked to identify specific personal physical problems encountered while using the ACRTA. Of survey respondents the majority (50.17%) reported no limitation, 10.45 percent reported having difficulty walking more than two blocks to get to the bus, and 14.63 percent indicated difficulty waiting longer than ten minutes for the bus. While 7.32 percent reported problems getting on or off the bus, 5.57 percent indicated difficulty understanding route information, 4.58 percent reported a problem maintaining their balance while the bus was in motion. Note that several clients reported multiple conditions.

The ACRTA operates on a flag stop basis, whereby passengers can "flag" a bus down anywhere along the route as opposed to only boarding and alighting at specific locations along the route. Table A-12 reveals that 59.81 percent of passengers walked a block or less to an ACRTA fixed route; while, only 20.82 percent of passengers walked more than three blocks to flag a bus.

<b>TABLE A-11 PHYSICAL LIMITATIONS OF PASSENGERS</b>		
	<b>Number</b>	<b>Percentage</b>
Getting on/off the bus	21	7.32%
Walking more than 2-3 blocks	30	10.45%
Keeping your balance while riding	13	4.58%
Understanding and following route information	16	5.57%
Holding/grasping coins	6	2.09%
Waiting or standing for more than 10 minutes	42	14.63%
Other	15	5.23%
None of the above	144	50.17%
<b>Total</b>	<b>287</b>	<b>100.00%</b>

TABLE A-12 DISTANCE PASSENGERS WALK TO BUS STOP		
	Number	Percentage
½ block	108	40.15%
1 block	53	19.70%
2 blocks	52	19.33%
3 or more blocks	56	20.82%
<b>Total</b>	<b>269</b>	<b>100.00%</b>

Over half (53.44%) of the respondents do not have access to another form of transportation. Examine Table A-13 and Illustration A-10 collectively reveals transportation options used by respondents. Those using other means of transportation traveled with family or friends (45.31%) or traveled by taxi (23.44%), they also rode a bike or walked (7.03%). Several stated that they could get a ride from Allen County Council on Aging, as well as Easter Seals both at (1.56%) or from a medical service (2.34%).

TABLE A-13 OTHER TRANSPORTATION OF RESPONDENTS		
	Number	Percentage
Yes	132	43.44%
No	115	46.56%
<b>Total</b>	<b>247</b>	<b>100.00%</b>

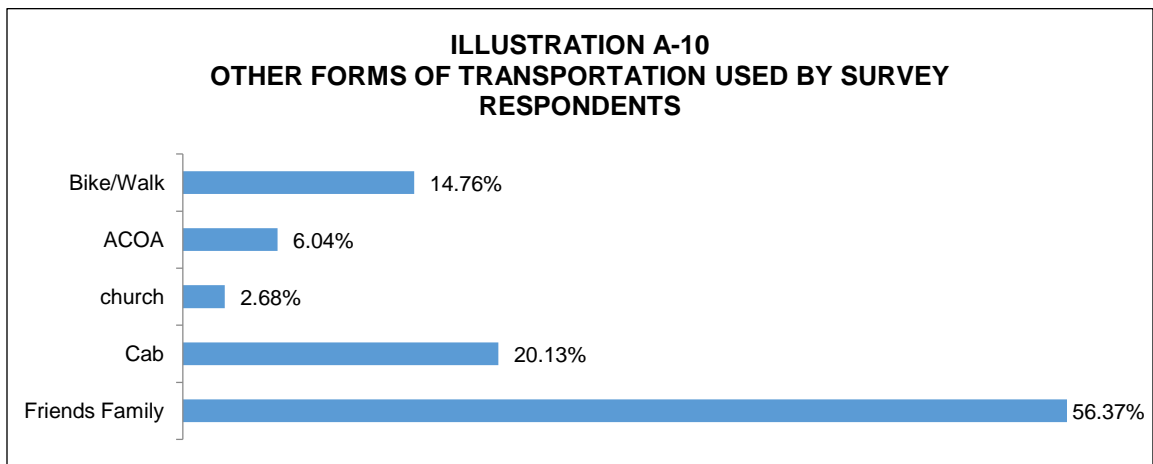


Table A-14 reveals the amount spent each week by respondents on transportation. Most of the respondents (56.43%) spend less than \$10.00 per week on transportation; while, 29.05 percent spend between \$10.00 and \$19.00 per week. Only 14.52 percent spend more than \$20.00 per week.

TABLE A-14 AMOUNT PER WEEK SPENT ON TRANSPORTATION		
	Number	Percentage
Less than \$10.00 per week	136	56.43%
\$10.00-\$19.00 per week	70	29.05%
\$20.00-\$29.00 per week	18	7.47%
\$30.00-\$39.00 per week	6	2.49%
Over \$40.00 per week	11	4.56%
<b>Total</b>	<b>241</b>	<b>100.00%</b>

Patrons were given a multiple choice question as to what improvement of services they would like, with other as one of the choices. Sunday service came in at 40.17 percent while both request later bus routes (18.01%) and more frequent buses (19.67%) came in close to one fifth of the answers. Under other longer service on Saturdays was requested by 33.33 percent and holiday service at 19.05 percent of the patron, with more routes and wifi service for passenger both coming in at 23.81%.

<b>TABLE A-15 IMPROVEMENT IN ACRTA SERVICE</b>		
	<b>Number</b>	<b>Percentage</b>
Earlier buses on routes	50	13.85%
Later buses on routes	65	18.01%
More frequent buses	71	19.67%
Sunday Service	145	40.17%
Other	30	8.31%
<b>Total</b>	<b>361</b>	<b>100.00%</b>

<b>TABLE A-16 OTHER SERVICE REQUESTED</b>		
	<b>Number</b>	<b>Percentage</b>
Longer Service on Saturday	7	33.33%
More Routes	5	23.81%
Holiday Service	4	19.05%
WIFI Service for Passengers	5	23.81%
<b>Total</b>	<b>21</b>	<b>100.00%</b>

Table A-17 depicts the likelihood that patrons will continue to use ACRTA services. Of those responding, over three quarters (84.56%) responded that in the future they would likely continue transit use. When asked to give a reason for continued use, affordable (26.08%) and convenience (22.36%) were reported as reasons for continued use of ACRTA. Currently more than half (51.55 %) do not have any other form of transportation.

<b>TABLE A-17 CONTINUE USE OF ACRTA SERVICES</b>		
	<b>Number</b>	<b>Percentage</b>
Likely	190	84.56%
Unlikely	27	12.44%
<b>Total</b>	<b>217</b>	<b>100.00%</b>

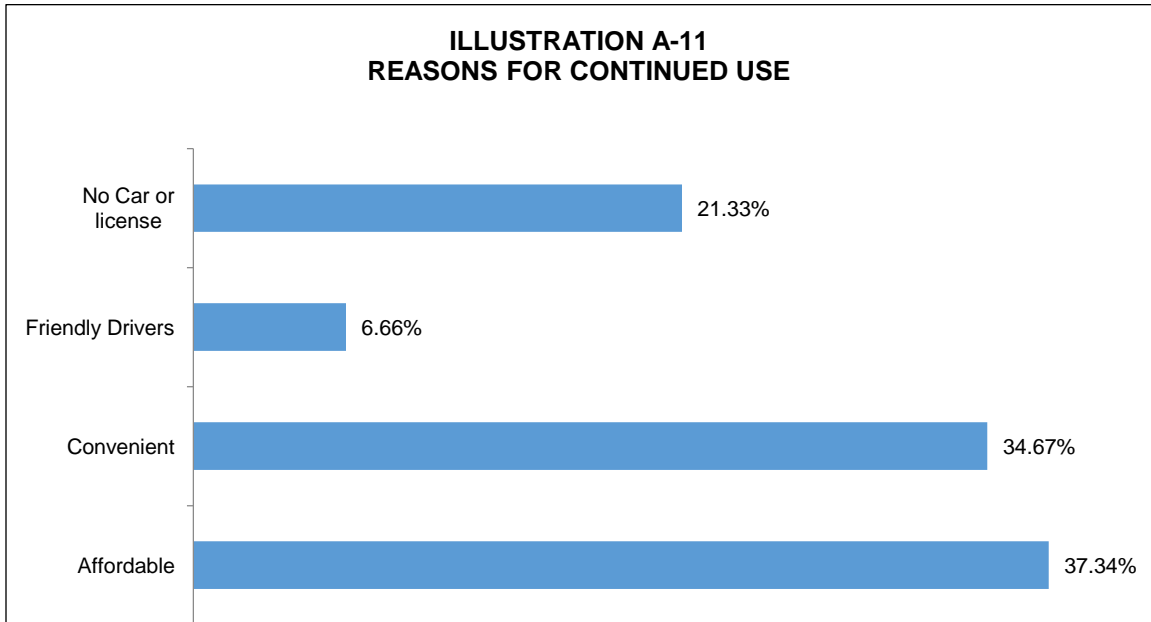
#### **A.7 Fixed Routes Operations**

Based on last year's surveys the Transit Authority responded to requests for additional services. Two new fixed routes were started in 2016 to serve the outlying areas of Allen County.

In order to continue to meet the FTA triennial review process ACRTA maintains records of operational profiles. This also allows ACRTA to continue to meet their goal of improved mobility by providing transportation opportunities, services and amenities to the greatest number of potential users.

Table A-18 covers all survey results from 1992 up thru 2016. Over time the percentage of African American and White survey respondents has remained fairly consistent. The

gender of the survey respondents has also remained mainly female. Work, Medical and Shopping have been the main trip purposes. It is evident that people who take transit do so almost every day and continue to do so over a long period of time, most of the survey respondents give a satisfactory or better rating to the over transit system.





**TABLE A-18  
RIDERSHIP PROFILE COMPARISON**

	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2003	2004	2006	2007	2010	2011	2012	2013	2014	2015	2016	Average 1992-2016
<b>Number of Respondents</b>	200	155	251	223	182	268	220	179	236	194	338	133	293	305	269	92	397	381	116	301	269	238
<b>Race/Ethnicity</b>																						
African American	46.90%	36.70%	43.30%	38.50%	43.60%	39.50%	34.10%	40.60%	33.20%	38.50%	42.70%	39.70%	45.90%	36.33%	33.61%	43.33%	40.16%	53.10%	42.73%	44.36%	44.02%	40.99%
Hispanic	NA	NA	2.10%	1.00%	1.70%	2.30%	2.40%	1.20%	2.70%	1.90%	2.80%	0.00%	2.30%	2.42%	2.87%	3.33%	2.46%	12.40%	0.91%	2.84%	2.70%	2.40%
White	47.70%	51.00%	53.00%	56.10%	51.40%	53.90%	58.80%	55.20%	56.10%	54.00%	47.20%	55.50%	45.50%	57.09%	59.43%	47.78%	49.73%	26.68%	48.18%	43.97%	42.47%	50.51%
Other	5.40%	12.30%	1.60%	4.40%	3.30%	4.30%	4.70%	3.00%	8.10%	5.60%	7.30%	4.80%	6.40%	4.15%	4.10%	5.56%	7.65%	7.82%	8.18%	8.51%	10.81%	6.09%
<b>Gender</b>																						
Male	32.40%	32.60%	28.70%	26.00%	31.70%	34.00%	29.90%	30.50%	24.70%	31.50%	40.60%	36.00%	37.50%	43.79%	43.50%	43.82%	45.99%	52.65%	51.79%	47.16%	46.94%	37.70%
Female	67.60%	67.40%	71.30%	74.00%	68.30%	66.00%	70.10%	69.50%	75.30%	68.50%	59.40%	64.00%	62.50%	56.21%	56.50%	56.18%	54.01%	47.35%	48.21%	52.84%	53.06%	62.30%
<b>Age</b>																						
Under 19 Years	9.30%	10.70%	11.80%	11.50%	9.40%	6.00%	10.20%	5.20%	8.30%	9.10%	5.00%	2.50%	20.30%	10.10%	22.28%	7.81%	15.17%	16.94%	12.62%	14.39%	9.83%	10.88%
20 to 24 Years	24.60%	14.80%	15.00%	17.30%	19.40%	14.30%	13.00%	13.90%	10.90%	10.80%	10.60%	7.30%	14.80%	4.04%	11.85%	4.69%	7.58%	5.38%	9.71%	11.93%	10.26%	12.01%
25 to 34 Years	19.10%	18.10%	17.00%	13.50%	16.10%	19.20%	23.30%	20.80%	19.10%	18.20%	18.90%	15.50%	11.40%	13.80%	18.48%	23.44%	14.61%	15.86%	13.59%	14.74%	14.53%	17.11%
35 to 44 Years	15.30%	16.10%	17.80%	13.00%	17.20%	19.50%	14.00%	16.20%	17.80%	18.80%	18.90%	20.30%	14.80%	16.50%	13.74%	17.19%	15.45%	22.31%	16.50%	11.93%	17.09%	16.69%
45 to 54 Years	10.40%	9.40%	11.70%	10.60%	10.60%	15.40%	13.00%	16.80%	13.90%	21.60%	18.00%	26.80%	16.60%	25.93%	14.22%	21.88%	23.60%	23.92%	22.33%	20.00%	23.08%	17.61%
55 to 59 Years	4.90%	11.40%	8.90%	13.00%	10.60%	9.80%	9.80%	7.50%	10.40%	10.20%	11.50%	13.00%	9.60%	17.17%	15.64%	15.63%	16.85%	4.57%	13.62%	11.58%	10.68%	11.25%
Over 60 Years	16.40%	19.50%	17.80%	21.10%	16.70%	15.80%	16.70%	19.70%	19.60%	11.40%	17.10%	14.60%	12.50%	12.46%	3.79%	9.38%	6.74%	11.02%	12.62%	15.44%	14.53%	14.52%
<b>Education</b>																						
Less than 12 <sup>th</sup> Grade	50.30%	30.90%	35.80%	35.00%	35.20%	27.20%	29.70%	22.00%	29.40%	28.20%	26.50%	32.20%	33.50%	31.63%	27.54%	27.03%	33.68%	14.49%	27.35%	23.26%	22.22%	29.67%
Diploma/GED	37.30%	59.00%	31.20%	34.00%	38.00%	42.40%	36.10%	42.30%	40.80%	34.70%	44.20%	35.60%	30.90%	38.78%	41.10%	33.78%	40.67%	45.65%	41.88%	42.36%	38.68%	39.50%
Some College	11.20%	NA	23.20%	24.60%	19.50%	17.50%	22.80%	24.40%	18.30%	21.20%	19.70%	19.80%	19.90%	17.69%	22.03%	29.73%	16.84%	32.97%	22.22%	21.88%	25.51%	20.52%
2-Year Degree	1.20%	7.20%	6.80%	4.90%	4.50%	10.20%	6.40%	9.50%	6.90%	11.20%	7.10%	9.90%	8.50%	8.16%	6.36%	6.76%	6.74%	4.71%	5.98%	7.99%	8.64%	7.13%
4-Year Degree	NA	2.90%	3.00%	1.50%	2.80%	2.70%	5.00%	1.80%	4.60%	4.70%	2.60%	2.50%	7.40%	3.74%	2.97%	2.70%	2.07%	2.10%	2.56%	4.51%	4.94%	3.19%
<b>Trip Purpose</b>																						
Work	29.70%	26.30%	33.60%	38.60%	32.20%	33.60%	34.10%	41.70%	31.90%	43.00%	35.60%	22.60%	22.30%	23.57%	29.43%	25.71%	17.59%	14.37%	22.62%	28.47%	25.06%	29.14%
Educational	20.80%	12.90%	15.60%	20.50%	14.10%	10.30%	13.60%	8.20%	9.60%	9.70%	10.00%	5.10%	25.40%	10.24%	23.02%	12.14%	14.14%	17.37%	5.95%	10.25%	9.69%	13.27%
Shopping	22.90%	16.70%	24.40%	20.90%	35.60%	37.70%	36.00%	32.40%	30.60%	27.40%	26.90%	43.80%	25.10%	25.95%	17.36%	25.71%	28.45%	9.58%	27.38%	21.64%	25.53%	26.76%
Medical	8.90%	2.60%	8.00%	16.30%	11.30%	9.80%	3.30%	15.30%	16.20%	12.40%	17.50%	8.80%	15.00%	22.38%	17.74%	15.71%	15.00%	26.35%	17.86%	13.44%	17.126%	13.86%
Recreational/Social/Family	NA	NA	NA	2.80%	5.60%	6.00%	4.20%	2.40%	2.60%	3.80%	4.20%	10.20%	5.20%	7.38%	1.89%	12.86%	16.72%	8.98%	18.45%	15.03%	15.37%	6.84%
Nutritional	NA	NA	NA	NA	0.60%	1.50%	0.50%	0.00%	0.90%	0.50%	1.50%	4.40%	0.90%	2.62%	.38%	2.14%	1.55%	0.00%	2.98%	3.42%	1.42%	1.21%
Other	17.70%	40.20%	18.40%	0.90%	0.60%	1.10%	8.40%	0.00%	8.30%	3.20%	4.30%	5.10%	6.10%	7.86%	10.19%	5.71%	6.55%	10.48%	4.76%	7.74%	5.67%	8.25%
<b>Frequency of Usage</b>																						
Every day	28.70%	26.80%	26.00%	29.10%	28.60%	21.70%	27.80%	24.70%	29.70%	25.40%	32.10%	28.50%	33.20%	33.88%	36.26%	25.27%	30.23%	24.80%	25.76%	28.90%	29.86%	28.44%
Almost Every day	28.20%	35.30%	34.40%	34.10%	33.00%	34.10%	33.30%	35.40%	36.20%	40.90%	34.50%	26.90%	36.70%	29.61%	29.39%	40.66%	30.73%	35.62%	41.38%	37.54%	35.25%	34.44%
1 or 2 Times a Week	27.20%	24.20%	24.80%	24.50%	25.80%	30.00%	26.40%	28.10%	23.30%	23.30%	21.00%	30.00%	22.70%	23.35%	24.81%	23.08%	25.19%	28.76%	25.00%	23.92%	25.54%	25.28%
1 or 2 Times a Month	15.90%	6.50%	8.00%	5.90%	4.40%	6.70%	7.90%	7.90%	6.90%	5.20%	5.70%	8.50%	2.80%	5.92%	5.34%	5.49%	7.05%	5.01%	5.17%	4.65%	5.04%	6.47%
Very Seldom	NA	7.20%	6.80%	6.40%	8.20%	7.50%	4.60%	3.90%	3.90%	5.20%	6.70%	6.10%	4.50%	7.24%	4.20%	5.49%	6.80%	5.80%	2.59%	4.98%	4.32%	5.35%
<b>ACRTA Rating</b>																						
Excellent	38.00%	38.00%	36.70%	33.20%	37.00%	35.80%	41.90%	44.00%	34.20%	43.00%	38.40%	56.40%	49.60%	45.67%	61.35%	58.44%	60.12%	57.67%	51.96%	47.83%	59.53%	46.13%
Good	42.00%	42.00%	39.90%	44.20%	42.00%	40.00%	40.00%	42.90%	44.70%	33.30%	39.30%	22.60%	32.50%	36.00%	23.19%	27.27%	26.39%	18.33%	28.43%	34.78%	26.04%	34.56%
Satisfactory	18.00%	18.00%	21.40%	21.70%	17.70%	21.90%	14.90%	11.40%	12.40%	19.40%	20.40%	18.80%	15.00%	14.33%	11.59%	6.49%	11.44%	15.33%	8.82%	10.87%	9.30%	15.20%
Poor	2.00%	2.00%	1.60%	0.90%	2.80%	1.90%	2.30%	1.70%	4.80%	2.70%	1.20%	1.50%	1.40%	4.00%	0.97%	3.90%	.88%	6.00%	7.84%	4.35%	.93%	2.65%
Bad	0.00%	0.00%	0.40%	0.00%	0.50%	0.40%	0.90%	0.00%	3.90%	1.60%	0.60%	0.70%	1.40%	0.00%	2.90%	3.90%	1.17%	2.67%	2.94%	2.17%	4.19%	1.44%

**TABLE A-18  
RIDERSHIP PROFILE COMPARISON  
(Continued)**

	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2003	2004	2006	2007	2010	2011	2012	2013	2014	2015	2016	Average 1992-2016
<b>Length of Patronage</b>																						
Less than 1 Year	11.40%	11.40%	17.30%	17.60%	15.40%	22.80%	14.70%	17.50%	18.60%	17.30%	16.00%	13.90%	29.50%	20.00%	25.00%	18.48%	23.93%	8.36%	23.68%	23.59%	24.91%	18.64%
Between 1 and 3 Yrs	18.10%	18.10%	18.50%	18.00%	19.20%	18.70%	27.20%	20.30%	14.30%	21.50%	21.70%	15.50%	21.80%	18.33%	24.23%	20.65%	26.95%	41.19%	21.05%	23.26%	28.16%	21.75%
Between 3 and 5 Yrs	20.10%	20.10%	15.30%	12.20%	19.20%	10.50%	15.70%	14.10%	13.90%	14.10%	14.80%	13.20%	11.10%	16.00%	10.38%	9.78%	12.59%	20.90%	11.40%	17.28%	11.91%	14.50%
Between 5 and 10 Yrs	17.50%	17.50%	15.60%	21.60%	15.40%	17.20%	12.40%	16.90%	17.70%	16.20%	14.50%	18.60%	11.40%	14.00%	15.00%	21.74%	11.84%	9.55%	18.42%	10.63%	13.17%	15.56%
Over 10 Years	32.90%	32.90%	33.30%	30.60%	30.80%	30.70%	30.00%	31.10%	35.50%	30.90%	33.10%	38.80%	26.20%	31.67%	25.38%	29.35%	24.69%	20.00%	25.44%	25.25%	21.30%	29.52%
<b>Reason Using RTA</b>																						
Only Transportation/Don't Drive	67.20%	67.20%	69.40%	63.80%	68.00%	67.40%	64.00%	61.00%	58.80%	38.80%	65.20%	56.90%	61.60%	56.60%	66.67%	59.63%	53.26%	29.51%	56.55%	59.65%	72.01%	60.15%
Cheaper Than Taxi	10.70%	10.70%	14.70%	16.80%	7.70%	10.10%	12.10%	13.00%	19.30%	24.50%	10.20%	15.40%	7.10%	14.29%	8.05%	16.51%	19.35%	25.82%	17.24%	12.68%	17.91%	14.48%
Cheaper Than Driving	3.40%	3.40%	1.20%	0.00%	2.20%	1.90%	2.80%	2.30%	2.60%	3.20%	4.20%	7.70%	3.20%	5.12%	2.30%	4.59%	8.48%	11.89%	10.34%	5.19%	7.09%	4.43%
Convenient	5.40%	5.40%	7.80%	13.10%	14.40%	11.20%	14.00%	12.40%	14.50%	20.20%	12.70%	12.30%	20.60%	14.29%	7.66%	11.01%	8.70%	26.64%	6.21%	2.02%	2.24%	11.56%
Between Vehicles	4.70%	4.70%	6.90%	6.30%	7.70%	9.40%	7.00%	11.30%	4.80%	13.30%	7.50%	7.70%	7.50%	NA	NA	NA	NA	NA	N/A	NA	NA	4.70%
Other	8.60%	8.60%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	9.70%	15.33%	8.26%	10.22%	6.15%	9.66%	16.14%	.75%	4.45%
<b>Drivers License</b>																						
Have License	28.10%	28.10%	32.00%	29.70%	33.30%	33.70%	37.00%	35.40%	29.30%	27.90%	31.50%	29.30%	30.40%	24.91%	29.88%	34.44%	25.47%	40.94%	25.45%	28.63%	28.98%	30.69%
Does Not Have License	71.90%	71.90%	68.00%	70.30%	66.70%	66.30%	63.00%	64.60%	70.70%	72.10%	68.50%	70.70%	69.60%	75.10%	70.12%	65.56%	74.53%	59.06%	74.55%	71.37%	71.02%	69.31%
<b>Difficulties Using RTA</b>																						
Getting On/Off Bus	12.30%	12.30%	21.00%	11.00%	10.70%	14.70%	12.90%	8.80%	14.20%	18.60%	7.10%	5.00%	5.50%	8.95%	6.90%	11.40%	8.46%	2.61%	7.50%	5.95%	5.95%	10.09%
Walking 2-3 Blocks	25.80%	25.80%	26.70%	16.80%	16.70%	12.30%	13.40%	21.10%	16.00%	20.50%	11.20%	9.10%	8.70%	12.82%	10.34%	10.53%	12.15%	22.75%	8.33%	8.33%	10.56%	15.23%
Standing 10 Minutes	25.80%	25.80%	31.00%	NA	NA	NA	NA	NA	NA	25.60%	19.10%	3.30%	12.00%	12.67%	14.94%	12.28%	14.97%	NA	15.83%	17.26%	14.08%	11.65%
Keep Balance on Bus	3.90%	3.90%	4.30%	3.70%	2.70%	4.00%	3.60%	5.40%	2.30%	7.70%	6.00%	3.30%	3.90%	4.07%	4.98%	3.51%	5.42%	10.43%	3.33%	2.68%	4.58%	4.46%
Read/Understand Info	7.10%	7.10%	6.20%	7.40%	4.30%	7.50%	5.20%	8.20%	8.20%	4.50%	5.70%	16.50%	5.80%	6.88%	3.07%	6.14%	5.86%	8.06%	0.83%	5.06%	5.63%	6.44%
Grasp/Hold Objects	2.60%	2.60%	1.40%	1.60%	2.20%	2.80%	2.10%	1.40%	3.20%	2.60%	2.70%	3.30%	1.00%	2.44%	1.92%	1.75%	.65%	21.09%	0.00%	.60%	2.11%	2.86%
Other	NA	NA	9.40%	1.60%	3.20%	1.20%	NA	0.00%	3.50%	1.20%	0.00%	NA	0.60%	4.61%	3.07%	8.77%	3.47%	3.55%	3.33%	5.36%	4.93%	2.75%
No Difficulties	NA	NA	NA	57.90%	60.20%	69.00%	66.50%	68.00%	63.50%	51.30%	48.10%	56.20%	62.50%	47.56%	54.79%	45.61%	49.02%	3.55%	60.83%	54.76%	50.70%	46.19%

**APPENDIX B  
2016 UPLIFT SURVEY ANALYSIS**

Each year ACRTA tries to do an analysis of the level of service provided by the Demand Response Program to evaluate the quality of service. ACRTA transports some of the UPLIFT clients on a contract basis for several social service agencies. These clients find it very difficult if not impossible to answer the survey questions, making it very difficult to obtain very many surveys. For the past several years there have not been enough surveys to get a good overall view of the UPLIFT system. In 2016 between LACRPC and ACRTA staff there were 41 passengers that were able to fill out a survey. Currently there are two types of service being ran under the uplift system, the ADA service which follows all of the ADA rules and regulations and a Demand Response service. To be eligible to use the ACRTA ADA service, the patron must fill out an application. A portion of the application must be completed by a physician. The application is then reviewed for eligibility. There are different levels of eligibility, from full eligibility to partial, or temporary to trip by trip designation Under the ADA service the client must have documentation from a Dr. and be approved by ACRTA for the service. The Demand Response uses the same vehicles and drivers, but the client does not have to be ADA eligible. ADA passengers either pay for their trip privately or are covered by Medicare. Demand Response passengers are normally covered by another agency such as a school system, Jobs and Family Services, County Board of DD Veteran’s Administration or the Area Agency on Aging. Those questioned were asked how their trip was being paid for. Over half (63.33%) stated that another agency was covering the cost of their trip with the remaining 36.67 percent paying for the trip themselves. The following are the results of the surveys.

**B.1 Demographic Overview**

With respect to gender of ridership, 47.37 percent were male while 52.63 percent were female. The race of respondents was largely white (76.32%), African-American (21.05%) and Other (2.63%). In terms of age of the Uplift Program passengers (17.14%) of the ridership were 60 or over.

<b>TABLE B-1 UPLIFT SURVEY POPULATION</b>					
	<b>Gender</b>		<b>Race</b>		
	<b>Male</b>	<b>Female</b>	<b>White</b>	<b>Black</b>	<b>Other</b>
Uplift Riders	47.37%	52.63%	76.32%	21.06%	2.63%

**B.2 Comparison of LACRTA Uplift Ridership to Fixed Route Ridership**

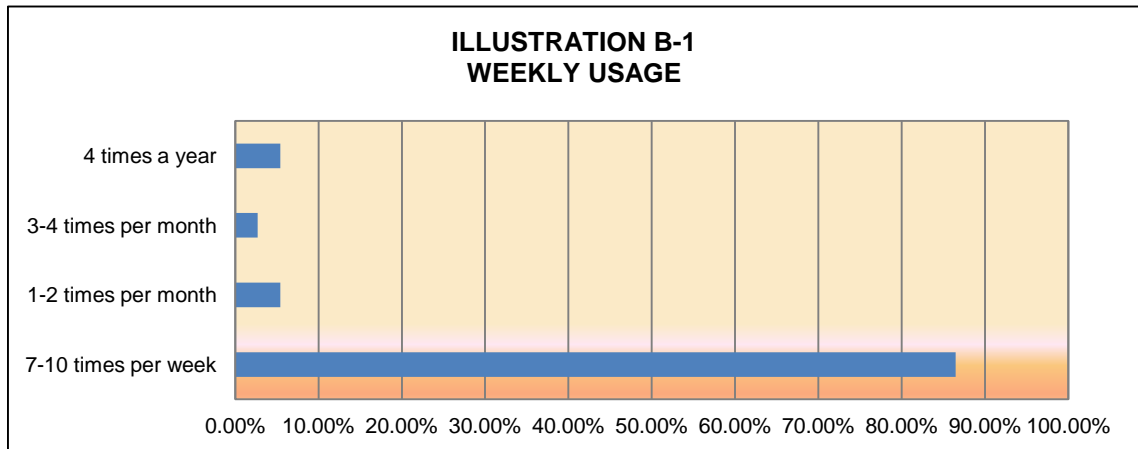
The LACRTA annually conducts surveys of the passengers of its fixed route service as well as those who use the demand response service. The demographics and trip purposes of both services are presented in Table B-2 for comparison purposes. It is readily apparent that the clientele of the demand response program is not that much different from those using the fixed route system.

In terms of gender, ridership on both services is split very closely with males being the major riders on the fixed route and females being the major riders in demand response. The age of riders on both fixed route and demand response are both primarily under the age of 60. Fixed route ridership is made up of 44.02% African-Americans while only 21.06% of the Demand Response ridership is African-American.

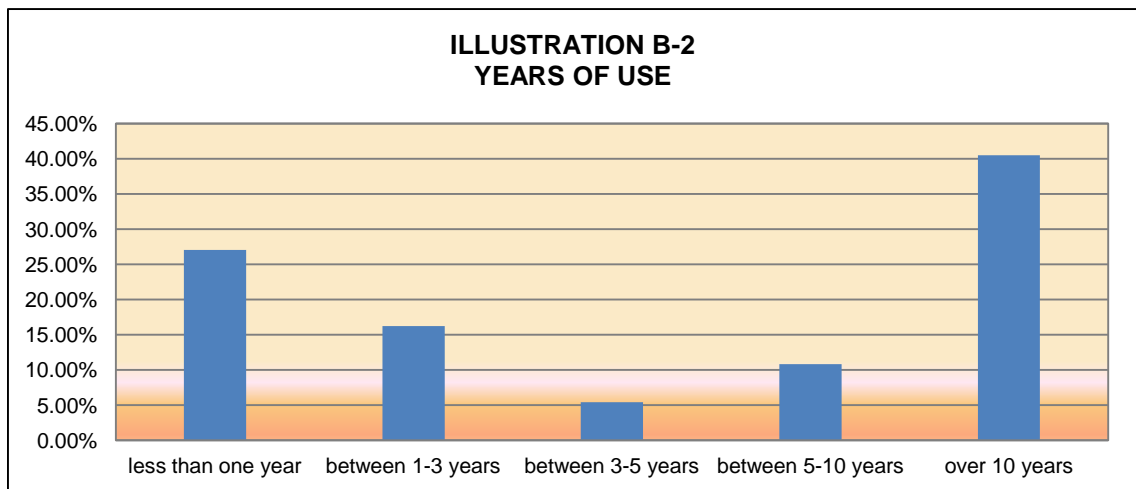
Illustration B-1 show that when asked how many times a week they used the system the majority of the respondents (86.49%) stated that they use the system 7-10 times per week. When asked if they could use the RTA fixed route system only 8.70 percent

answered that they could. The remainder cannot because they either need an assistant, have no sidewalks to get to the route or live too far from a fixed bus route.

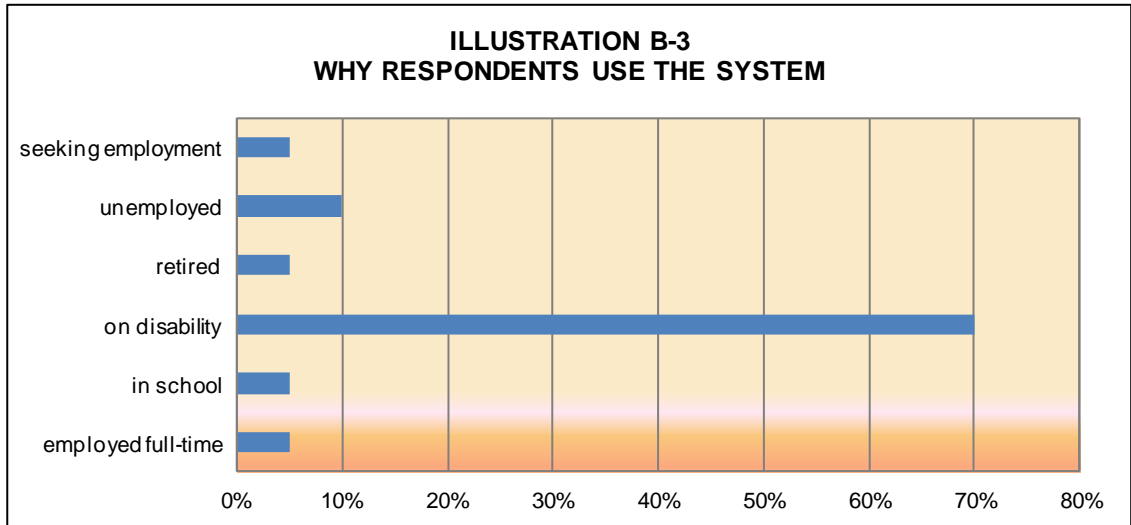
TABLE B-2 COMPARISON OF DEMAND RESPONSE AND FIXED ROUTE RIDERSHIP		
Category	% Fixed Route Respondents	% Uplift Ridership
<u>AGE COHORT</u>		
Under 60	86.43%	82.86%
Over 60	13.57%	17.14%
<u>GENDER</u>		
Female	46.94%	52.63%
Male	53.06%	47.37%
<u>RACE</u>		
African American	44.02%	21.06%
Hispanic	2.70%	0.00%
White	42.47%	76.32%
Other	10.81%	2.63%



Many of the respondents have been riding the UPLIFT service for more than 3 years. Illustration B-2 shows the number of years that respondents have been using the service.



Almost three quarters of the respondents are on disability. Illustration B-3 shows the breakdown of why the respondents use the system. Based on the usage it is easy to see why over 80% (83.87%) of the respondents have a household income below \$15,000 per year.

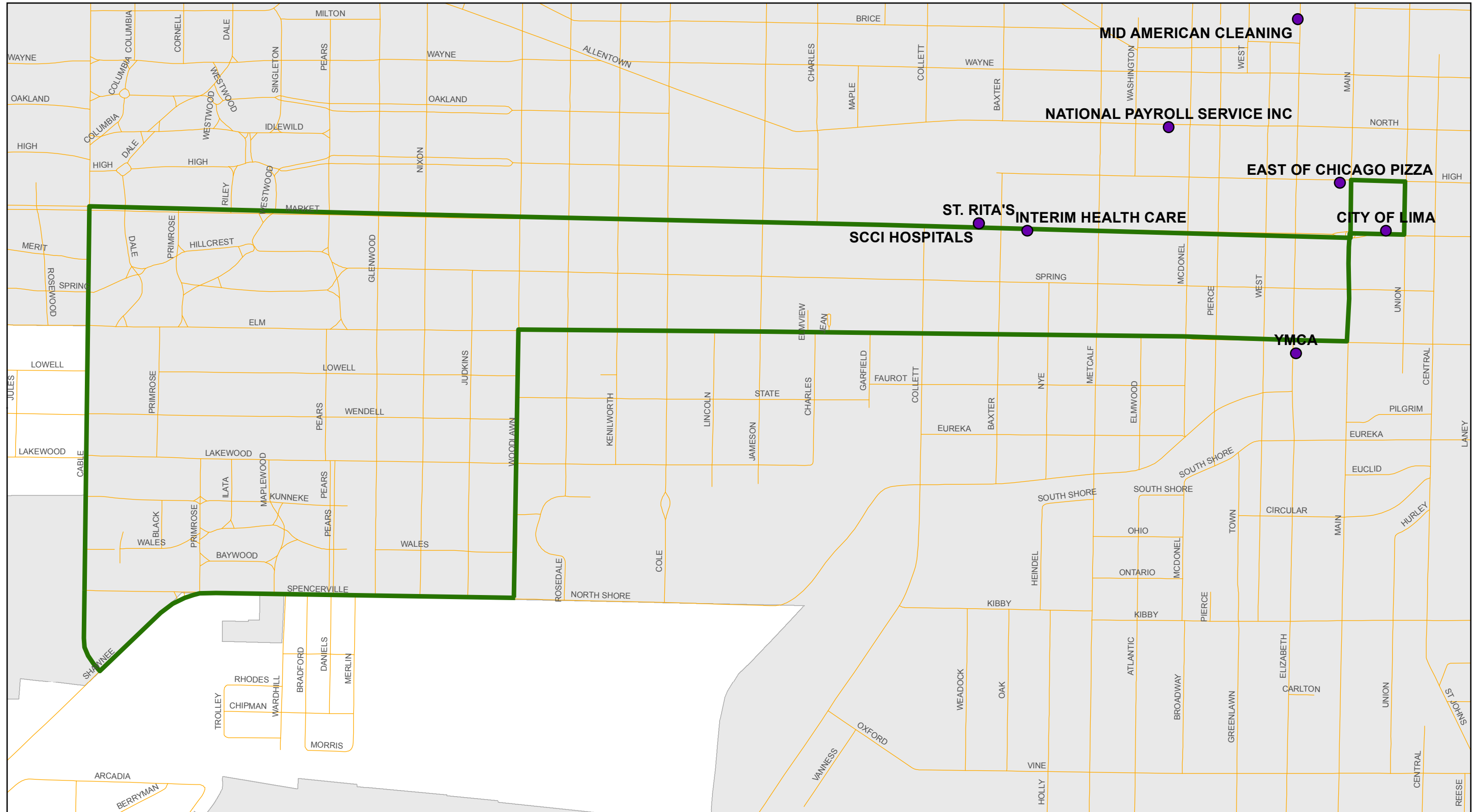


When putting the surveys together RTA tries to come up with questions that will give them an overall understanding of how their riders perceive the system. The following questions were asked on the survey with the instructions that 5 is excellent, 4 good, 3 satisfactory, 2 poor, and 1 bad. Overall the respondents are happy with the cleanliness, safety and convenience of the UPLIFT service.

**TABLE B-3  
OVERALL VIEW OF RTA**

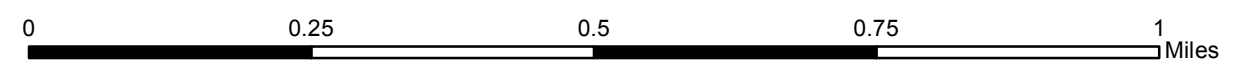
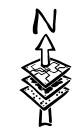
	5	4	3	2	1
Cleanliness of van exterior	81.08%	13.51%	5.41%	0.00%	0.00%
Cleanliness of van exterior	85.29%	2.55%	2.88%	0.00%	2.94%
Temperature on the van	67.57%	21.62%	5.41%	2.70%	2.70%
Physical condition of transfer facility	71.88%	25.00%	3.13%	0.00%	0.00%
Safe and competent drivers	88.89%	8.33%	2.78%	0.00%	0.00%
The smoothness of the ride and stops	68.57%	20.00%	11.43%	0.00%	0.00%
The time it takes to reach your destination	66.67%	24.24%	3.03%	3.03%	3.03%
Reliability of getting where you need to go on time	66.67%	24.24%	3.03%	3.03%	3.03%
Affordability of my trip	72.73%	21.21%	3.03%	0.00%	3.03%
Freedom from nuisance behaviors of other riders	75.00%	15.63%	9.38%	0.00%	0.00%
safety from crime in vans and at station	78.13%	21.88%	0.00%	0.00%	0.00%
overall convenience	75.76%	21.21%	3.03%	0.00%	0.00%
Rate RTA transit services	75.00%	21.88%	3.13%	0.00%	0.00%
The attitude of the drivers toward you	89.47%	10.53%	0.00%	0.00%	0.00%

# MAP C-1 MAJOR EMPLOYERS WITHIN ROUTE #1 SERVICE AREA

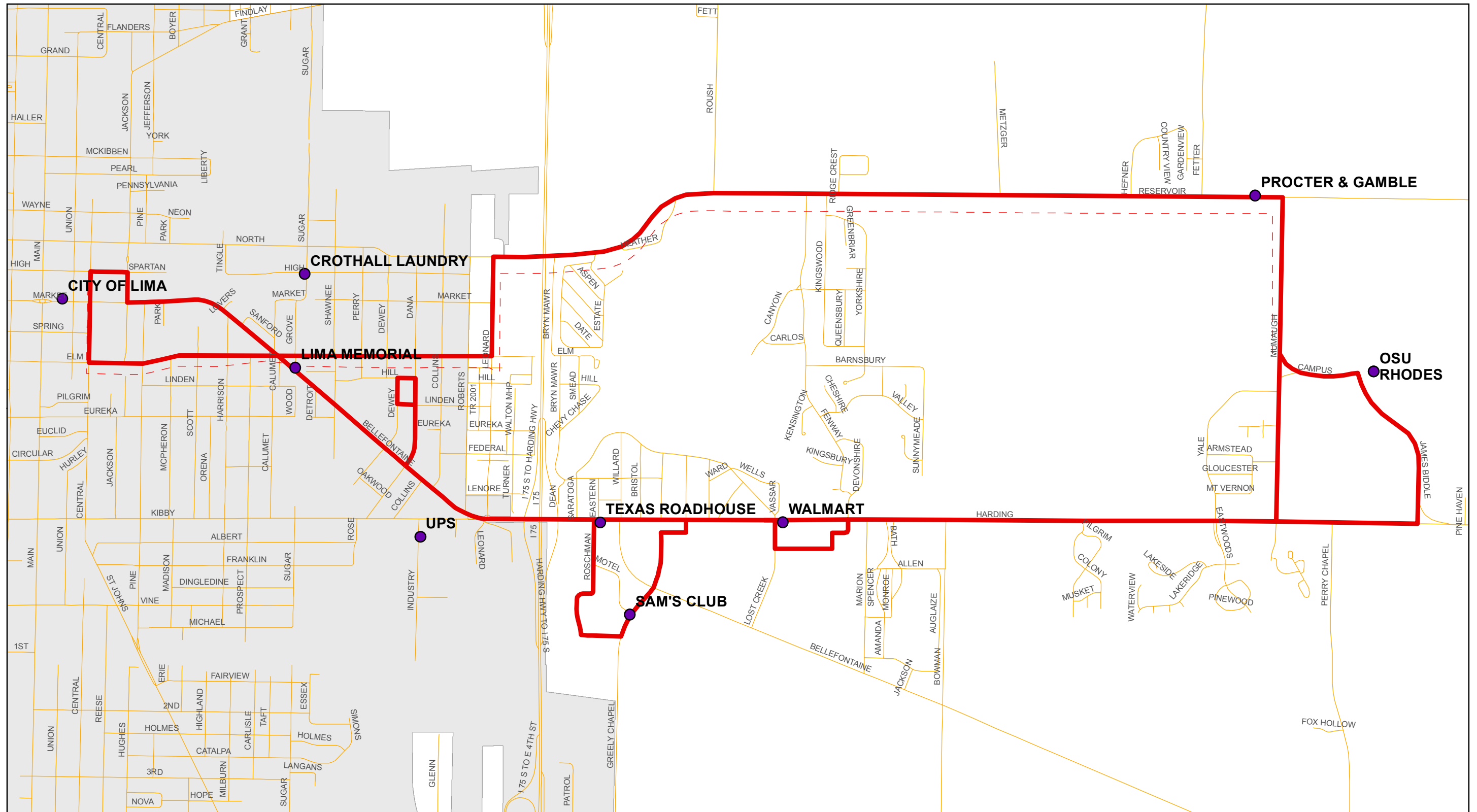


● EMPLOYER LOCATION

DATA SOURCE: 2016 ES202  
DATE: MAY 2017  
DWG BY: DM



# MAP C-2 MAJOR EMPLOYERS WITHIN ROUTE #2 SERVICE AREA



● EMPLOYER LOCATION

DATA SOURCE: 2016 ES202  
DATE: MAY 2017  
DWG BY: DM

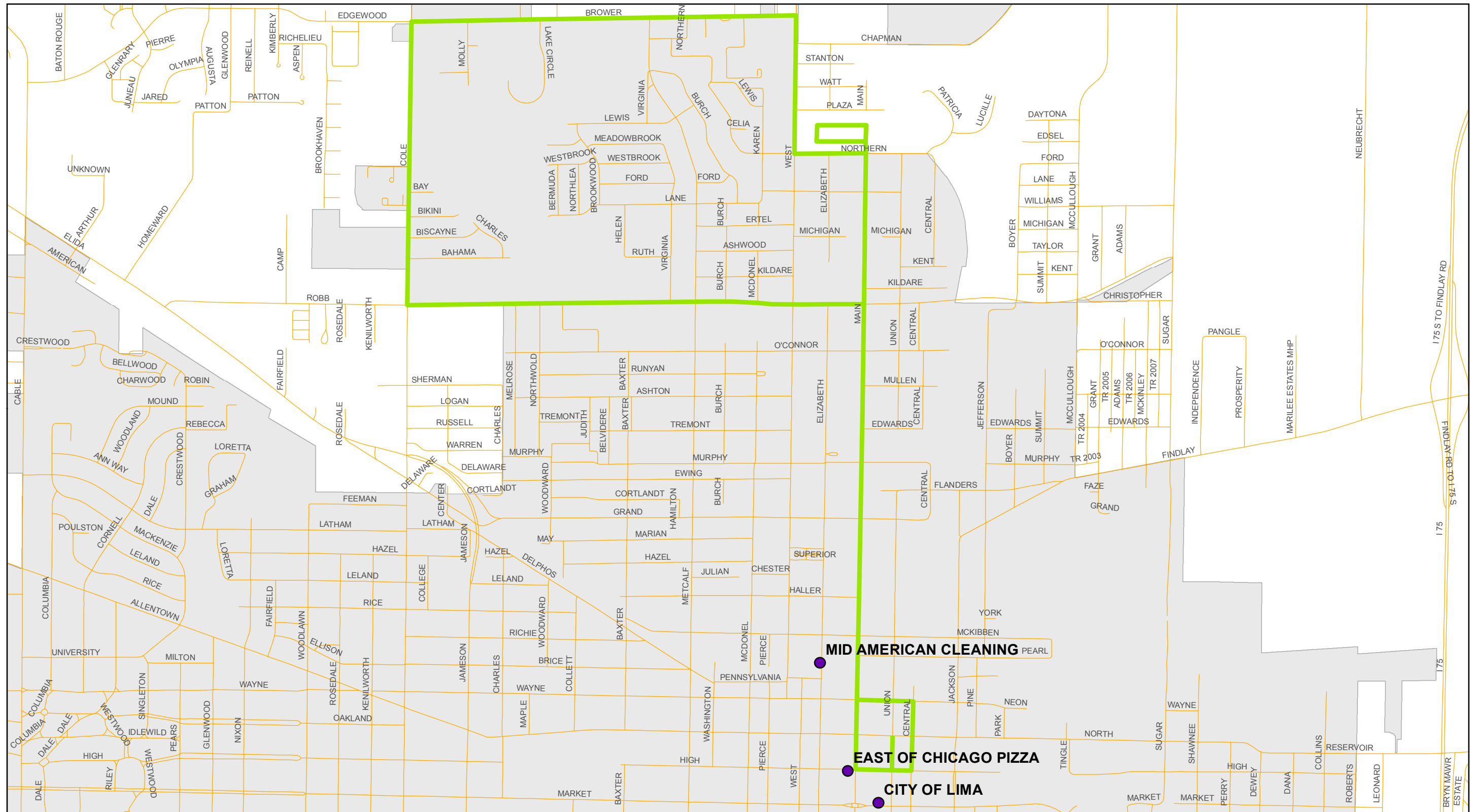






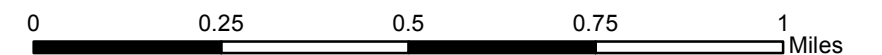


# MAP C-4 MAJOR EMPLOYERS WITHIN ROUTE #4 SERVICE AREA

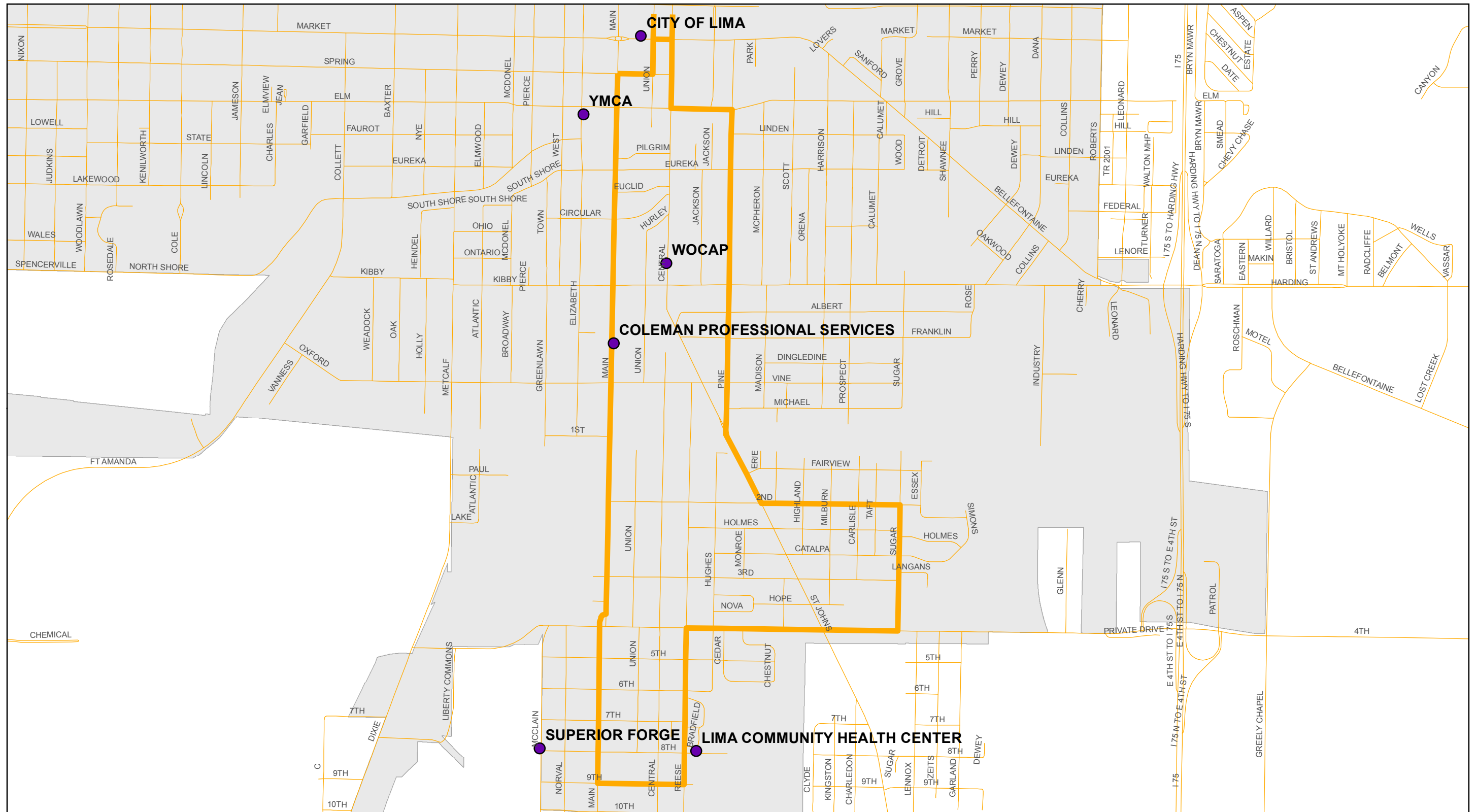


● EMPLOYER LOCATION

DATA SOURCE: 2016 ES202  
DATE: MAY 2017  
DWG BY: DM

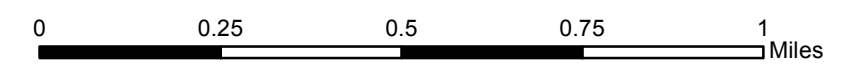
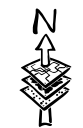


# MAP C-5 MAJOR EMPLOYERS WITHIN ROUTE #5 SERVICE AREA

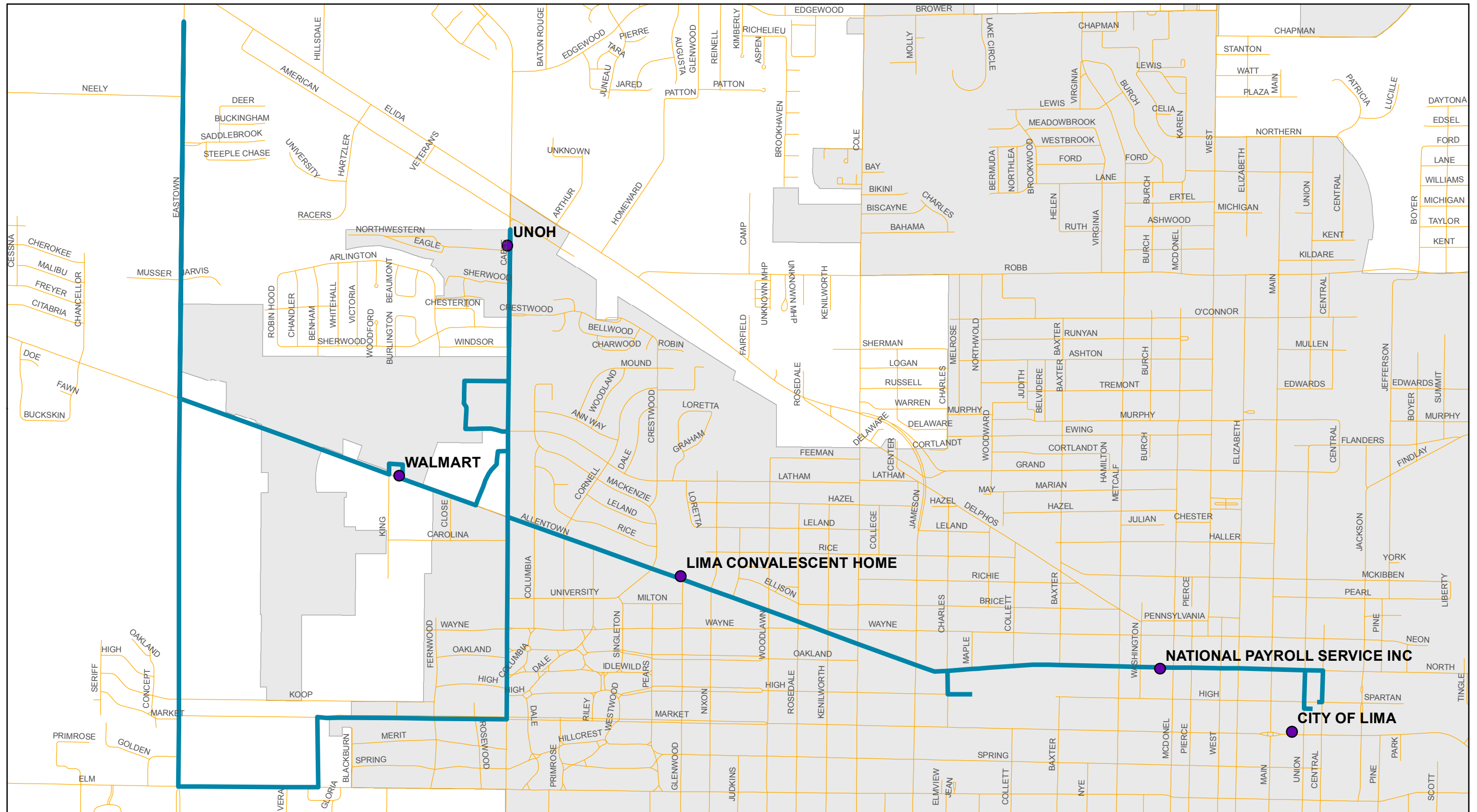


● EMPLOYER LOCATION

DATA SOURCE: 2016 ES202  
DATE: MAY 2017  
DWG BY: DM



# MAP C-6 MAJOR EMPLOYERS WITHIN ROUTE #6 SERVICE AREA



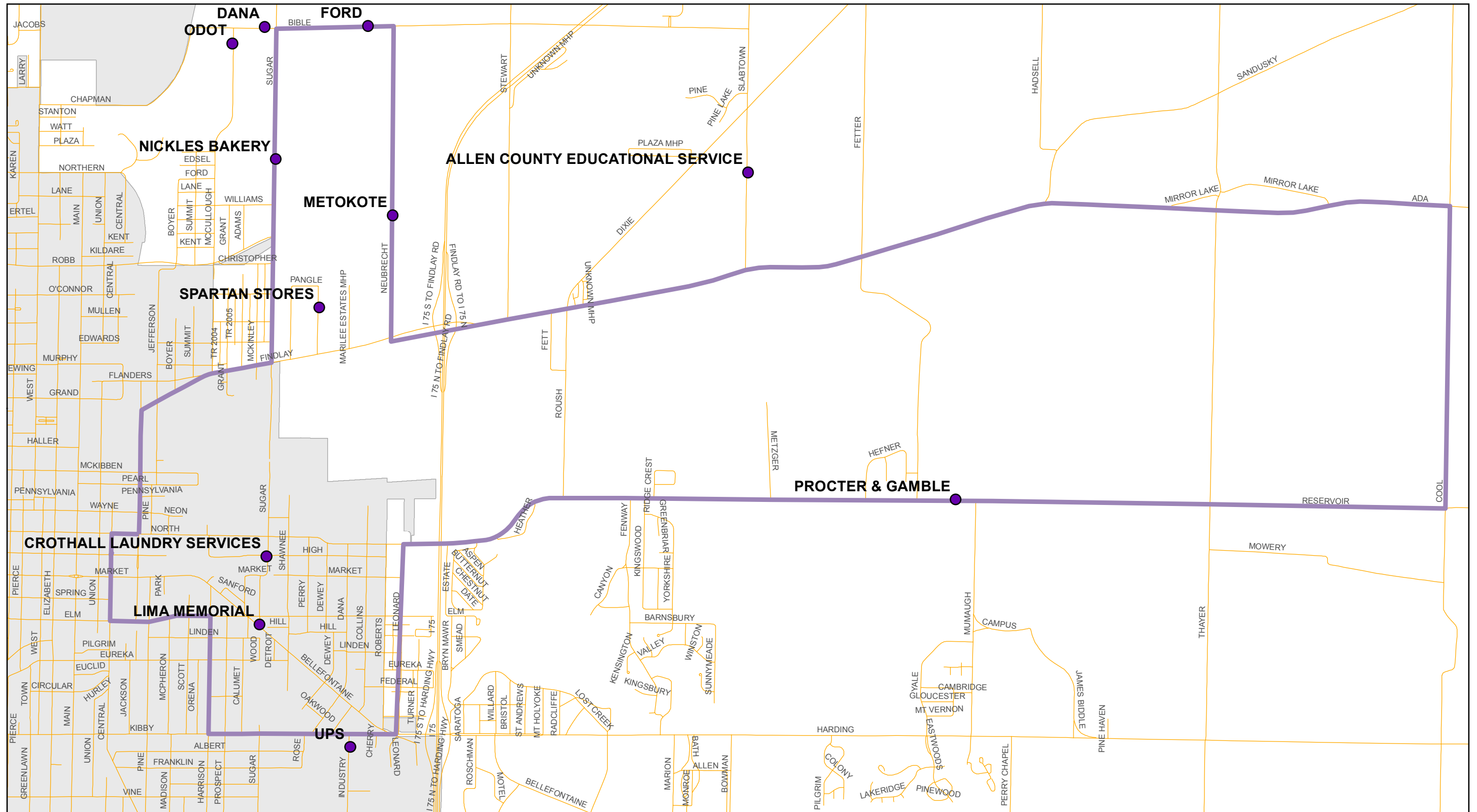
● EMPLOYER LOCATION



DATA SOURCE: 2016 ES202  
DATE: MAY 2017  
DWG BY: DM



# MAP C-7 MAJOR EMPLOYERS WITHIN ROUTE #7 SERVICE AREA



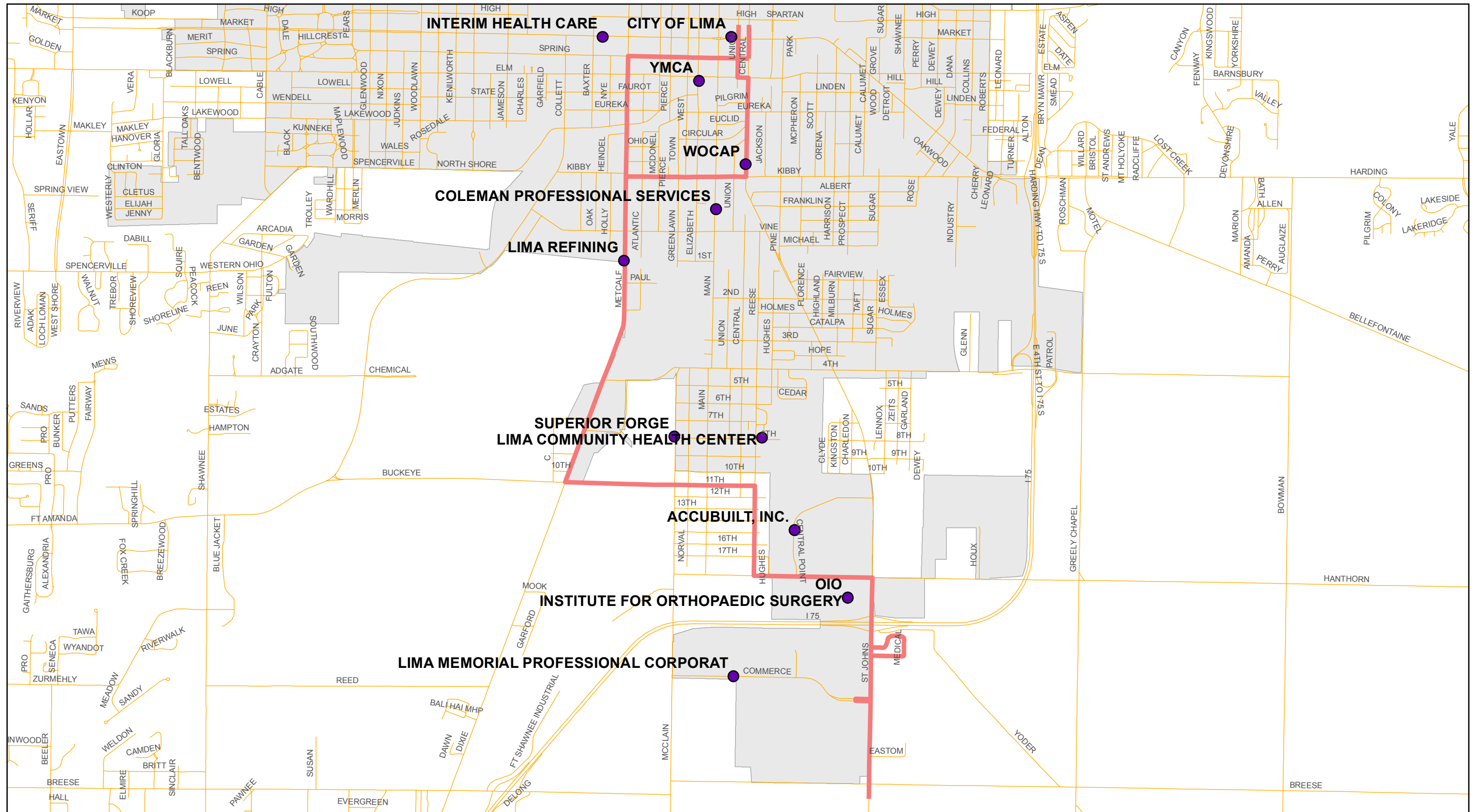
● EMPLOYER LOCATION

DATA SOURCE: 2016 ES202  
DATE: MAY 2017  
DWG BY: DM





# MAP C-8 MAJOR EMPLOYERS WITHIN ROUTE #8 SERVICE AREA

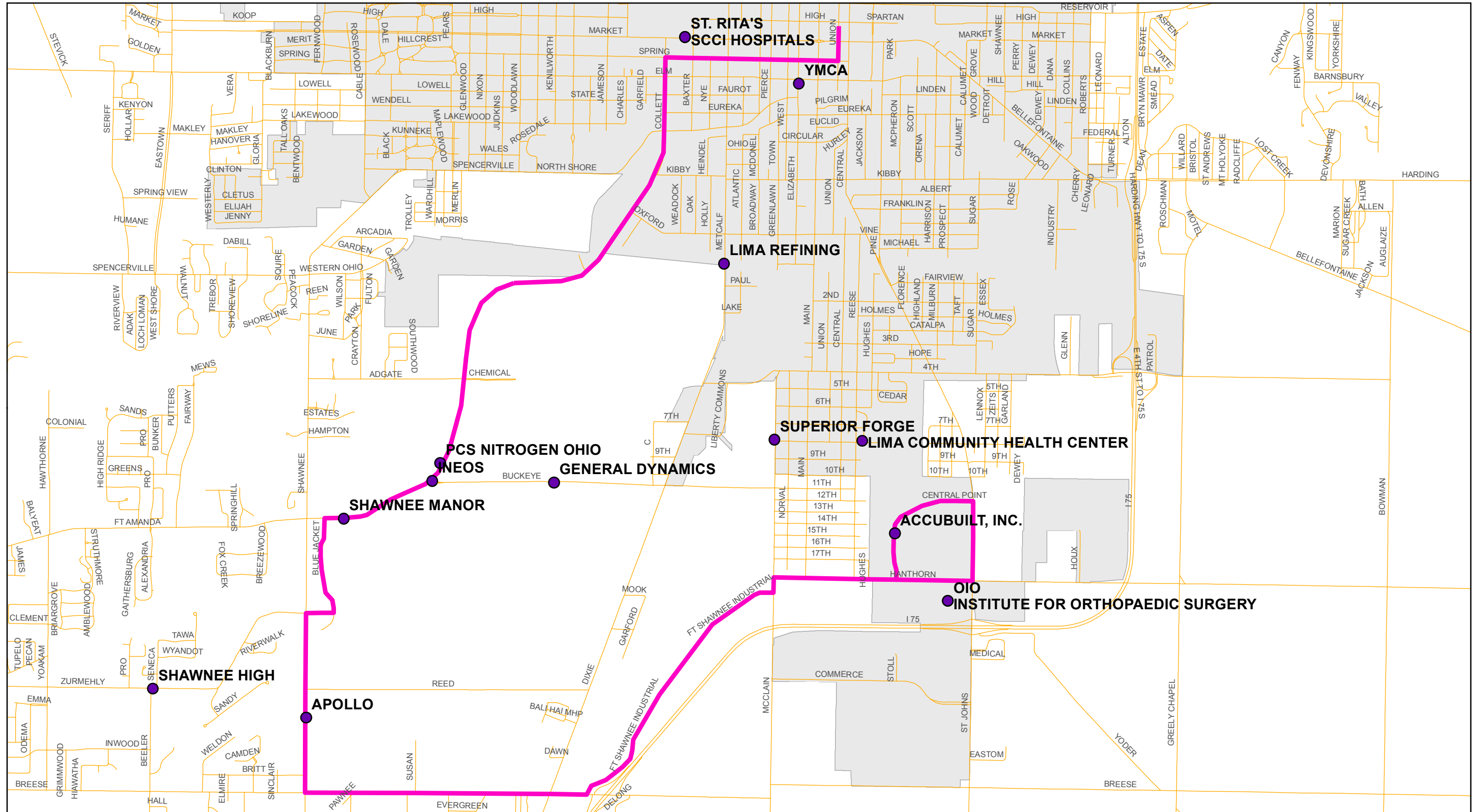


● EMPLOYER LOCATION

DATA SOURCE: 2016 ES202  
DATE: MAY 2017  
DWG BY: DM



# MAP C-9 MAJOR EMPLOYERS WITHIN ROUTE #9 SERVICE AREA



● EMPLOYER LOCATION

DATA SOURCE: 2016 ES202  
DATE: MAY 2017  
DWG BY: DM



## APPENDIX D LEVEL OF SERVICE ANALYSIS

The age of the vehicle fleet varies by type of vehicle. Currently 24.13 percent of the ACRTA transit vehicles are beyond their useful life. Table 3-1 gives a breakdown of all of the ACRTA vehicle, their age and their mileage at the end of 2016. Table D-1 reveals the extent to which the Transit Authority meets the performance measure and the Statewide Goal, with green denoting ACRTA and yellow denoting the Statewide goal. Vehicles in Table 3-1 that are not used for passenger transportation, such as maintenance vehicles and administrative vehicles, are not considered when establishing the LOS of C for Vehicles beyond Useful Life.

<b>TABLE D-1 VEHICLES BEYOND USEFUL LIFE</b>	
LOS	Percent
A	>5.00%
B	5.01%-20.00%
C	20.01%-40.00%
D	40.01%-60.00%
E	60.01%-80.00%
F	<80.00%

Safety is always a concern of the Transit Authority. The statewide goal for safety is less than .49 fatalities per one hundred million passengers. ACRTA has worked very hard to have no fatalities for the past several years. The State has established an accident rate of .50 per 100,000 miles as a related performance measure. In 2016 the ACRTA was involved in 16 accidents, none of which were serious, and had a resultant accident rate of well over 1 or a level F.

<b>TABLE D-2 2016 ACCIDENTS</b>	
Date	Description
Feb 2	Stopped: was rear ended
Feb 17	Hit fence at garage
Feb 25	Backed into pole
Marc 26	Hit fence at garage
May 2	Hit back of car
May 10	Kid hit window with a rock
May 24	Back into parked SUV
May 19	Back into pole
May 27	Hit hand rail on rear
June 1	Car backed into RTA Van
July 22	Hit overhead at hospital
Aug 19	Hit branch with mirror
Aug 2	Hit pole
Aug 27	Hit mirror on parked car
Sept 1	Side swiped a truck
Sept 2	Back into a pole
Sept 8	Back into a pole
Sept 13	Hit overhead broke light
Sept 21	Truck hit RTA vehicle in rear
Oct 31	Scratched side of vehicle
Nov3	Hit mirror
Dec 3	Scratched panel on driver side
Dec 13	Hit mirror
Dec 27	Hit car when turning

Service Effectiveness is measured by the number of trips per hour preformed by the system. In 2016 the fixed route system performed 11.57 trips per hour, somewhat below the statewide goal of 15 trips per hour and equating to a LOS of E for the system in 2016. The Demand Response service provided 1.89 trips per hour or a LOS F. The statewide goal for demand response is 3.

<b>TABLE D-3 SAFETY</b>	
LOS	Accident Rate
A	>.10
B	.10-.24
C	.25-.50
D	.51-.75
E	.76-1.00
F	>1.00

The cost effectiveness of a system is based on the cost per trip for each passenger. The statewide goal for the fixed route system is \$6.00 per trip and the ACRTA fixed route system has a cost per trip of \$6.95 and establishing a LOS D for the performance measure.

The stated goal for the cost effectiveness of demand response systems was established at \$20.00 per trip by ODOT. In CY 2016 the demand response section of the ACRTA ran at a per trip cost of \$13.29 equating to at a LOS of A.

<b>TABLE D-4 FIXED ROUTE SERVICE EFFECTIVENESS</b>	
LOS	Trips per Hour
A	>18
B	16.00-17.99
C	14.00-15.99
D	12.00-13.99
E	10.00-11.99
F	<10

Cost efficiency for transit services is based on cost per mile. In CY 2016 the ACRTA fixed route system had a per mile cost of \$5.91 giving them a LOS of E. Demand response cost of \$1.80 per mile, were within the statewide goal with a LOS C. This particular performance measure rated the Transit Authority low for fixed route.

The Operating Recovery rate or fare box recovery rate statewide goal for the fixed route system is at 15.00 percent while ACRTA had a 12.27 percent recovery rate for CY

2016. The ACRTA fixed route system fare schedule (Table 3-2) shows that many of the riders have the option of purchasing a monthly pass for a considerable discount over the \$1.00 per trip cost. There are also discounts for seniors, and disabled. Since over half (64.55%) of the passengers do not own a car and 71.02 percent of the passengers do not have a drivers license it is reasonable to conclude that the majority of the ACRTA riders are captive riders.

TABLE D-5 DEMAND RESPONSE SERVICE EFFECTIVENESS	
LOS	Trips per Hour
A	>4.00
B	3.50-3.99
C	3.00-3.49
D	2.50-2.99
E	2.00-2.49
F	<1.99

TABLE D-6 FIXED ROUTE COST EFFECTIVENESS	
LOS	Cost per Trip
A	<\$5.49
B	\$5.49-\$5.99
C	\$6.00-\$6.49
D	\$6.50-\$6.99
E	\$7.00-\$7.49
F	>\$7.49

TABLE D-7 DEMAND RESPONSE COST EFFECTIVENESS	
LOS	Cost per Trip
A	<\$19.00
B	\$19.00-\$19.49
C	\$19.50-\$20.00
D	\$20.01-\$20.49
E	\$20.50-\$21.00
F	>\$21.00

The demand response section of the ACRTA system has a very good recovery rate at 62.64 percent because many of the demand response rides are in coordination with other social service agencies and those agencies are covering part of the cost.

TABLE D-8 FIXED ROUTE COST EFFICIENCY	
LOS	Cost per Mile
A	<\$3.00
B	\$2.01-\$3.00
C	\$3.01-\$4.00
D	\$4.01-\$5.00
E	\$5.01-\$6.00
F	>\$6.00

TABLE D-9 DEMAND RESPONSE COST EFFICIENCY	
LOS	Cost per Mile
A	<1.00
B	1.00-1.49
C	1.50-2.00
D	2.01-2.49
E	2.50-3.00
F	>3.00

TABLE D-10 FIXED ROUTE OPERATING RECOVERY	
LOS	Percent
A	>16.00%
B	15.01%-16.00%
C	14.01%-15.00%
D	13.01%-14.00%
E	12.01%-13.00%
F	<12.00%

Service area coverage of the Fixed Route service is basically limited to the City of Lima with just a small area outside the City Limits. The Transit Authority provides Uplift services to all eligible consumers within a 3/4 mile area surrounding the fixed route system. The demand response system serves the entire county and in certain cases outside the county. This performance measure finds the ACRTA operating at a LOS B.

TABLE D-11 DEMAND RESPONSE OPERATING RECOVERY	
LOS	Percent
A	>21.00%
B	20.01%-21.00%
C	19.01%-20.00%
D	18.01%-19.00%
E	17.01%-18.00%
F	<17.00%

TABLE D-12 SERVICE AREA COVERAGE	
LOS	Service Area
A	Seamless regional mobility
B	County wide plus out -of-county destinations
C	County wide service
D	Citywide plus limited outside the City
E	City limits only
F	Less than City limits



## **APPENDIX E 2017 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 2017 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 so no comparison of ridership demographics is integrated herein.

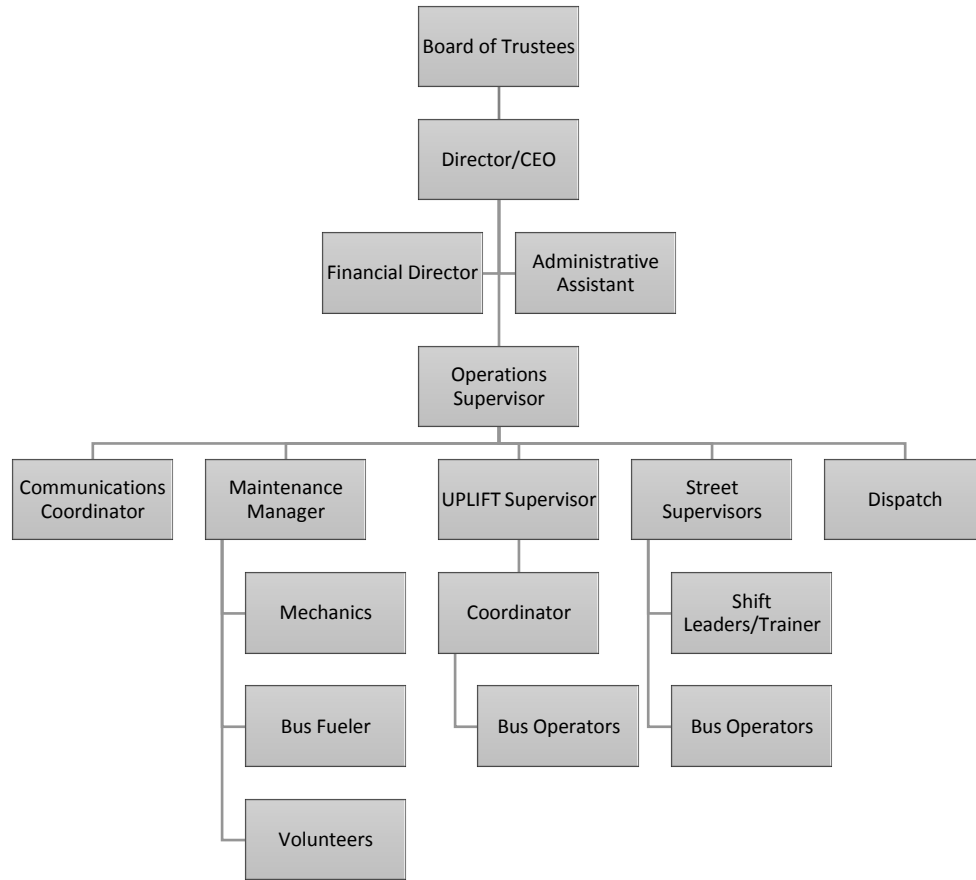
### **E.1 Management Structure & Operating Personnel**

In CY 2017 the ACRTA reflected a seven (7) member Board of Trustees with an executive director, a financial director, an operations manager, a maintenance manager, one street supervisors, five (5) mechanics, three (3) dispatch operators, thirty-one (31) transit operators (18 full-time, 13 part-time), and one (1) administrative assistant. In all, there were forty-six (46) employees under the supervision of the executive director, see Illustration E-1.

### **E.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.

**ILLUSTRATION E-1  
MANAGEMENT STRUCTURE & OPERATING PERSONNEL**



**E.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.

### **E.2.2 Transit Vehicles**

The ACRTA owns thirteen (13) fixed route buses, sixteen (16) paratransit vehicles, one (1) maintenance truck, and one (1) admin vehicle. With respect to mass transit vehicles, the fleet reflects: one (1) 2004 Gillig bus, one (1) 2007 Bluebird bus, three (3) 2009 Gillig buses, two (2) 2013 Gillig buses, two (2) 2013 Eldorado buses, two (2) 2014 Gillig buses, and two (2) 2016 Gillig bus. There is one (1) conversion vans for paratransit services, purchased in 2007. In 2012 five (5) Tesco LTV's were purchased. There is one 2015 Chevrolet LTV. In 2016 six (6) Ford 450 vehicles were purchased, as well as three (3) MV1s. All paratransit vehicles contain wheelchair lifts and appropriate tie downs.

The seating capacity of the thirteen (13) buses currently within the fleet range from twenty-five (25) to thirty-three (33) seats per vehicle. Only 15 percent of the buses are beyond their useful life. The Tesco vehicles have a capacity of 20 - 22 passengers. The Ford 450s can seat 21 passengers each. The mean age of the buses within the fleet is 5.5 years. The bus fleet's mean number of vehicle miles based on December 31, 2017, mileage figures are 172,388 miles. The mean mileage of the paratransit vans is 109,268, with a mean age of 2.4 years. Table E-1 reveals pertinent information pertaining to the service fleet.

The entire transit fleet is accessible by wheelchair. Currently a replacement schedule has been developed to support the necessary rolling stock with one (1) Gillig 35' buses was delivered in 2017 to replace the last of the 1998s. Four (4) MV1s are also were delivered in 2017.

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.

<b>TABLE E-1 ACRTA SERVICE FLEET DECEMBER 31, 2017</b>				
<b>Make/Model</b>	<b>Quantity</b>	<b>Total Seating</b>	<b>Wheelchair Accessible Seating</b>	<b>Mileage</b>
1991 Chance Trolley	1		Special Events	185,762
2004 Gillig bus 35'	1	34	2	231,434
2007 Blue Bird	1	26	2	229,994
2007 Ford E450	1	14	2	167,446
2009 35' Gillig Bus	2	37	4	313,946 298,704
2009 30' Gillig Bus	1	25	2	344,310
2011 Ford F250	1		Service Vehicle	12,378
2012 Tesco LTV	5	20 22	4 2	103,039 111,235 109,900 72,278 894,552
2013 Ford Explore	1		Service Vehicle	24,660
2013 Gillig	2	32	2	191,368 179,841
2013 Eldorado Bus 35'	2	33	3	43,723 49,903
2014 35' Gillig Bus	1	37	4	125,809
2014 30' Gillig Bus	1	27	2	122,092
2015 Chevrolet 25' LTV	1	22	3	66,765
2016 30' Gillig Bus	1	25	2	64,655
2016 35' Gillig Bus	1	31	3	45,270
2016 Ford 450	6	21	3	42,122 49,636 34,936 11,710 23,612 40,482
2016 MV 1	3	4 4 3	1 1 1	14,329 12,578 9,348
2016 MV1 Supervisor	1	3	Service Vehicle	6,027
Note: Mileage as of December 31, 2017				

### **E.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, racks, and signage are extremely limited. Offsite bus shelters are owned by a private vendor as authorized by the City of Lima.

### **E.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 2017 ACRTA fixed route system service area encompassed 25.2 square miles.

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 service area encompasses 46.3 square miles.

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. ACRTA has been able to add demand response in the recent past using FTA JARC and New Freedom Program funds to help support needed paratransit service. The JARC and New Freedom funds underwrote ACRTA's ability to add additional hours in the morning and evenings allowing passengers the ability to get to and from work. In 2017 JARC and New Freedom funds ended.

### **E.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".<sup>1</sup>

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 2017, the basic fare for an adult passenger utilizing the fixed route service was \$1.00. Discounted fares in CY 2017 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. Monthly passes of the \$1.00 fare are available to all others. The higher fares required for complementary paratransit services provided by the paratransit program reflect the higher level of service. The FY 2017 ACRTA fares are cited in Table E-2.

### **E.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 forty-five (45) minute period and are not valid on the bus route that issued the transfer.

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

TABLE E-2 2017 ACRTA FARE STRUCTURE	
<b>Cash Fares</b>	
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 5)	Free
Paratransit	\$2.00
<b>Monthly Pass</b>	
Adults	\$40.00
Senior Citizens (65+ with ACRTA ID Card)	\$40.00
Disabled (with ACRTA ID Card)	\$40.00
Medicare Cardholder (with ACRTA ID Card)	\$40.00
Youth (6 to 18)	\$40.00

### E.6 Fixed Routes & Schedules

Fixed route services are those provided on a repetitive, fixed schedule basis along specific routes with vehicles stopping to pick up and deliver passengers; each fixed route trip serves the same origins and destinations. For the first 11 months of 2017 the ACRTA operated on weekdays between the hours of 5:50 a.m. and 10:15 p.m. and on Saturdays from 7:50 a.m. to 5:15 p.m. On December 2, 2017 all Saturday services were discontinued. No services are provided on Sundays or six (6) major holidays. In CY 2017, the ACRTA provided 301 days of public transportation services.

In 2017, the ACRTA served nine (9) fixed routes utilizing thirteen (13) vehicles Monday through Friday. Fourteen (14) lift-equipped vans are utilized to meet the travel needs of the mobility-limited citizens in the ACRTA's demand response service on a daily basis. All fixed routes emanate from the centralized transfer facility located at 218 E. High Street in Lima's Central Business District (CBD). The routes operate on a hub or pulse concept, which brings seven (7) of the routes into the transfer facility at ten (10) minutes before the hour and two (2) of the routes into the facility at twenty (20) minutes after the hour.

TABLE E-3 ACRTA WEEKDAY OPERATING ROUTE PROFILE 2017				
Route Name	First Time Out	Last Time Out	Frequency	Total Trips
1. W. Market	6:20 a.m.	9:20 p.m.	60 min	15
2. East Kibby	5:50 a.m.	8:50 p.m.	60 min	15
3. Lima Mall	6:50 a.m.	8:50 p.m.	60 min	14
4. N. Main	5:50 a.m.	9:50 p.m.	60 min	17
5. S. Main	5:50 a.m.	9:50 p.m.	30 min	33
6. W. North	6:50 a.m.	8:50 p.m.	60 min	14
7. Marimor-NE	5:50 a.m.	5:50 p.m.	60 min	10
8. JFS Shuttle	5:50 a.m.	4:50 p.m.	60 min	12
9. S. Shawnee/Apollo	6:20 a.m.	9:20 p.m.	60 min	13

The radial route network in Lima, emanating from the transfer facility, provides good route coverage to the majority of the City's residents, as well as some areas outside the City limits. Considering the spacing of the different routes, most residents are within a

0.25 mile to 0.375 mile radius of a transit route. Such coverage meets general industry guidelines for medium density areas whose population is classified as low income with low automobile ownership ratios. Although there are a few geographically isolated areas that fall between a 0.5 to 1.0 mile radius from a transit route, those districts are located in areas of low population density. The current route network services most major traffic corridors, residential districts, commercial areas, institutional facilities, and other generators.

**E.7 Utilization of Fixed Route Services**

The ACRTA provides needed transit services to residents in Allen County. Residents from a wide cross-section of the community use its services in their commute to work, school, medical appointments, shopping, social and recreational activities. The current weekday route structure in 2017 covered 1,604.5 miles over 143 trips by providing 123.5 hours of service each weekday. The average system speed for weekdays in CY 2017 was 12.99 miles per hour. The ACRTA provided 254 days of weekday service in 2017. Table E-4 provides a profile of weekday operations in CY 2017.

In 2017, Saturday service covered 2397 miles; providing 65 trips, and 51 hours of service on Saturdays. The ACRTA provided 47 days of Saturday service in 2017. Table E-5 provides a profile of Saturday operations in CY 2017.

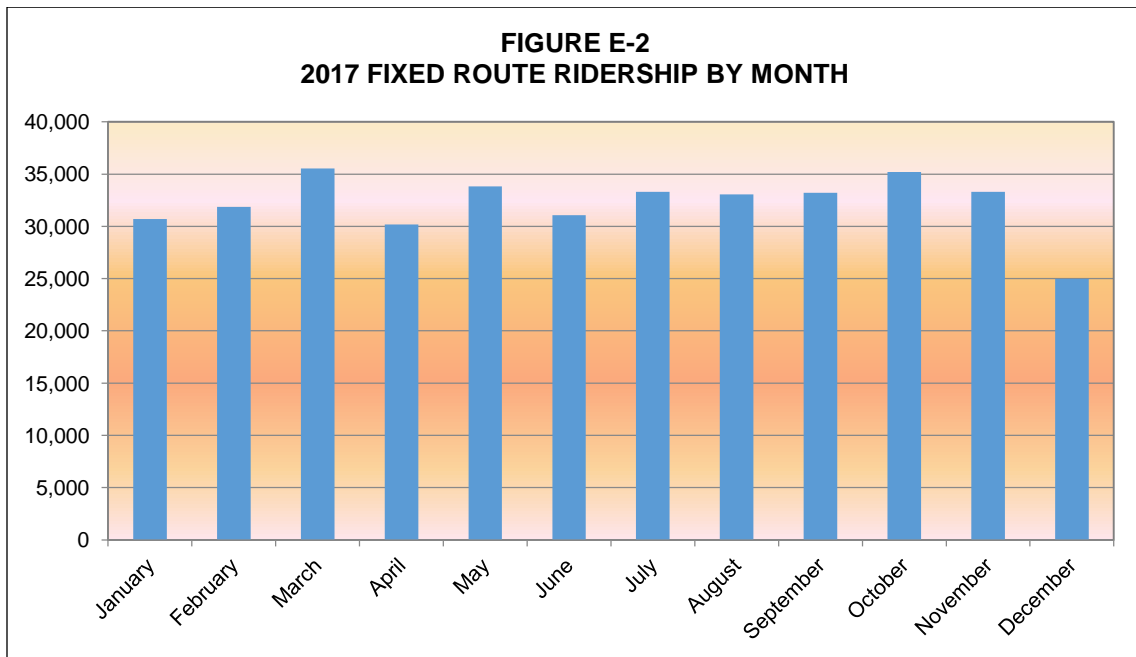
<b>TABLE E-4 ACRTA WEEKDAY ROUTE SERVICE MILES PER HOUR 2017</b>				
<b>Route Name</b>	<b>Trips Per Day</b>	<b>Miles/Day</b>	<b>Hours</b>	<b>Miles Per Hour</b>
1. W. Market	15	99.0	16	6.19
2. Eastgate	15	184.5	16	11.53
3. Lima Mall	14	197.4	15	13.16
4. N. Main	17	122.4	8	15.30
5. S. Main	33	204.6	16.5	12.40
6. W. North	14	197.4	15	13.16
7. Marimor-NE	10	176.0	12	14.66
8. JFS Shuttle	12	182.4	12	15.20
9. S. Shawnee/Apollo	13	241.1	13	18.55
<b>Total</b>	<b>143</b>	<b>1,604.5</b>	<b>123.5</b>	<b>12.99</b>

<b>TABLE E-5 ACRTA SATURDAY ROUTE SERVICE MILES PER HOUR 2017</b>				
<b>Route Name</b>	<b>Trips Per Day</b>	<b>Miles/Day</b>	<b>Hours</b>	<b>Miles Per Hour</b>
1. W. Market	9	59.1	9	6.60
2. Eastgate	9	110.7	9	12.30
3. Lima Mall	9	126.9	9	14.10
4. N. Main	10	72.0	10	7.20
5. S. Main	19	124.0	10	12.40
6. W. North	9	126.9	9	14.10
<b>Total</b>	<b>65</b>	<b>619.6</b>	<b>51</b>	<b>11.12</b>

The ACRTA tracks all trips, revenue miles and revenue hours for each route during the year. In 2017 ACRTA had no missed trips, a vehicle was sent out immediately to cover any event that would have caused a missed trip. The ACRTA also put together alternate

routes for the times that a train was blocking the tracks on any of their routes. Table E-6 shows ridership by route for 2017. Illustration E-2 shows ridership variations by month. In CY 2017, the ACTRA serviced an average of 1.07 passengers per mile serving a total ridership of 333,421 on the fixed route service with an additional 11,227 special service passengers. The ACRTA also provided 5,977 paratransit and 35,635 demand response trips. Thus, total trips provided by ACRTA in CY 2017 were 386,260, of which approximately 89.23 percent were fixed route trips. ACRTA had several routes that performed above the 1 passenger per mile goal.

<b>TABLE E-6 ACRTA FIXED ROUTE SERVICE STATISTICS JANUARY-DECEMBER 2017</b>				
<b>Route Name</b>	<b>Ridership</b>	<b>Per Mile</b>	<b>Per Hour</b>	<b>Per Trip</b>
1. W. Market	38,901	1.55	9.57	9.57
2. East Gate/OSU	49,086	1.05	12.07	12.07
3. Lima Mall	46,725	.93	12.26	12.26
4. N. Main	44,015	1.42	21.66	10.19
5. S. Main	78,216	1.50	19.24	9.33
6. W. North	48,539	.96	12.74	12.73
7. Marimor-NE	8,971	.20	2.94	3.53
8. JFS Shuttle	15,259	.33	5.00	5
9. S. Shawnee/Apollo	3,709	.05	1.21	1.12
<b>Subtotal</b>	<b>333,421</b>	<b>.88</b>		
Special Services/Trolley/Events	1,094	N/A	N/A	NA
Community	10,133	2.76	9.17	NA
<b>Total</b>	<b>344,648</b>	<b>1.075</b>	<b>10.58</b>	<b>NA</b>



**E.8 Paratransit Service Program**

The requirements of 49 CFR Part 37 address requirements for complementary paratransit service provided by public entities operating a fixed route system and provision of nondiscriminatory accessible transportation service. Sections E.8 through E.9, inclusive, reflect those specific requirements as provided by the ACRTA's



paratransit program. The paratransit program serves the mobility limited within the service area which encompasses 46.3 square miles within Allen County.

#### **E.8.1 Paratransit Hours & Days of Service**

Paratransit's service is made available to qualified individuals on the same days and during the same hours as the ACRTA's regular fixed route services. During weekdays, the service operates between the hours of 5:50 a.m. and 10:15 p.m. Saturday service runs from 7:50 a.m. to 5:15 p.m. No service is provided on Sundays or six (6) of the major Holidays. Trip requests for ADA paratransit are available through voicemail messaging during ACRTA non-working hours.

#### **E.8.2 Paratransit Eligibility**

In order to utilize the paratransit program service, formal certification is required. Eligibility is based on an evaluation of mobility impairments in three (3) areas: (1) movement; (2) vision; and, (3) cognition. Initial eligibility for service is determined by the ACRTA staff. A doctor's or medical professional's signature on the individual's Program application must verify disabilities. Once certified, the individual receives a Program ID verifying his/her eligibility for service. Since service eligibility is based upon the duration and degree of impairment, a temporary condition would warrant service only for as long as the service is needed, whereas a permanent condition would sanction program eligibility without temporal conditions. The criteria the ACRTA utilizes for eligibility is compatible with the mandates and requirements established in the ADA legislation.

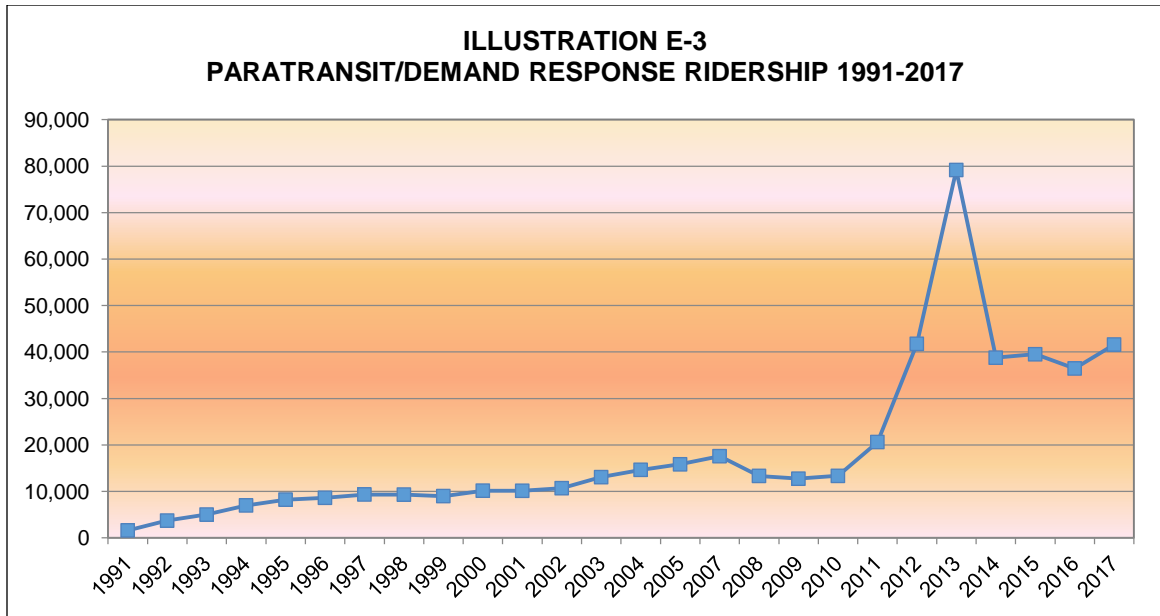
#### **E.8.3 Paratransit Ridership Scheduling**

The ACRTA provides paratransit services on a next day basis, whereby requests for services will be accommodated when received by certified individuals anytime during the preceding day. Trip reservations can be made up to fourteen (14) days in advance. On days when the ACRTA administrative offices are closed, voicemail messaging is utilized in order to process the requests for next day services.

Demand Response Service consists of regularly scheduled trips for people who go to and from the same place at the same time on the same days of the week. ACRTA service to subscription riders currently makes up over 82.6% percent of all rides. If the system were to reach maximum capacity, the ACRTA would need to limit subscription based services to 50.0 percent of paratransit operations per CFR 37.139. Therefore, if capacity is reached, the ACRTA will reserve the right to limit demand response trips. In CY 2017 Demand Response trips served the Allen County Board of Developmental Disability, Area Agency on Aging 3, Jobs and Family Services, Allen County Schools, and many others. ACRTA became a Medicaid provider in July of 2016 and in 2017 12,295 rides were Medicaid eligible.

#### **E.9 Demand Response Services**

In 2013, the Transit Authority saw the number of paratransit trips explode by nearly 90 percent as a result of increased coordination and the availability of JARC and New Freedom funding. In 2014 The ACRTA decided to add demand response services so that many of the trips that were being done under paratransit could be done as a demand response trip and more people could be transported at one time. In 2017 The ACRTA again made changes to some of the fixed routes to help some of the demand response riders use the fixed route system. The result has been extremely effective.



**E.9.1 Complementary Paratransit Services**

Only 14.36 percent or 5977 trips of all paratransit trips facilitated by the ACRTA in 2017 were classified as complimentary paratransit pursuant to FTA rules regarding ADA paratransit services. With regards to the ACRTA service area, Map E-1 depicts the fixed route services and the mandated complimentary paratransit services often referred to as paratransit within the three-quarter (3/4) mile service area as measured from the fixed route. The residential locations of paratransit patrons are depicted in red. Rules of ridership eligibility are stringently adhered to. To be eligible to use the ACRTA paratransit service, the patron must fill out an application; a portion of which must be completed by a physician. The application is then reviewed by the ACRTA for eligibility based on specific criteria to determine the clients' level of eligibility, from full eligibility to partial, and/or temporary, by trip location.

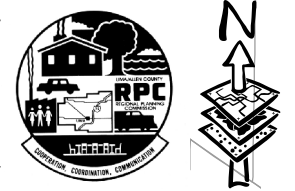
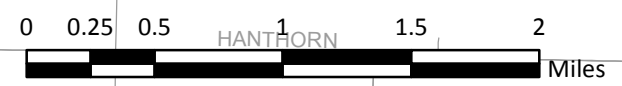
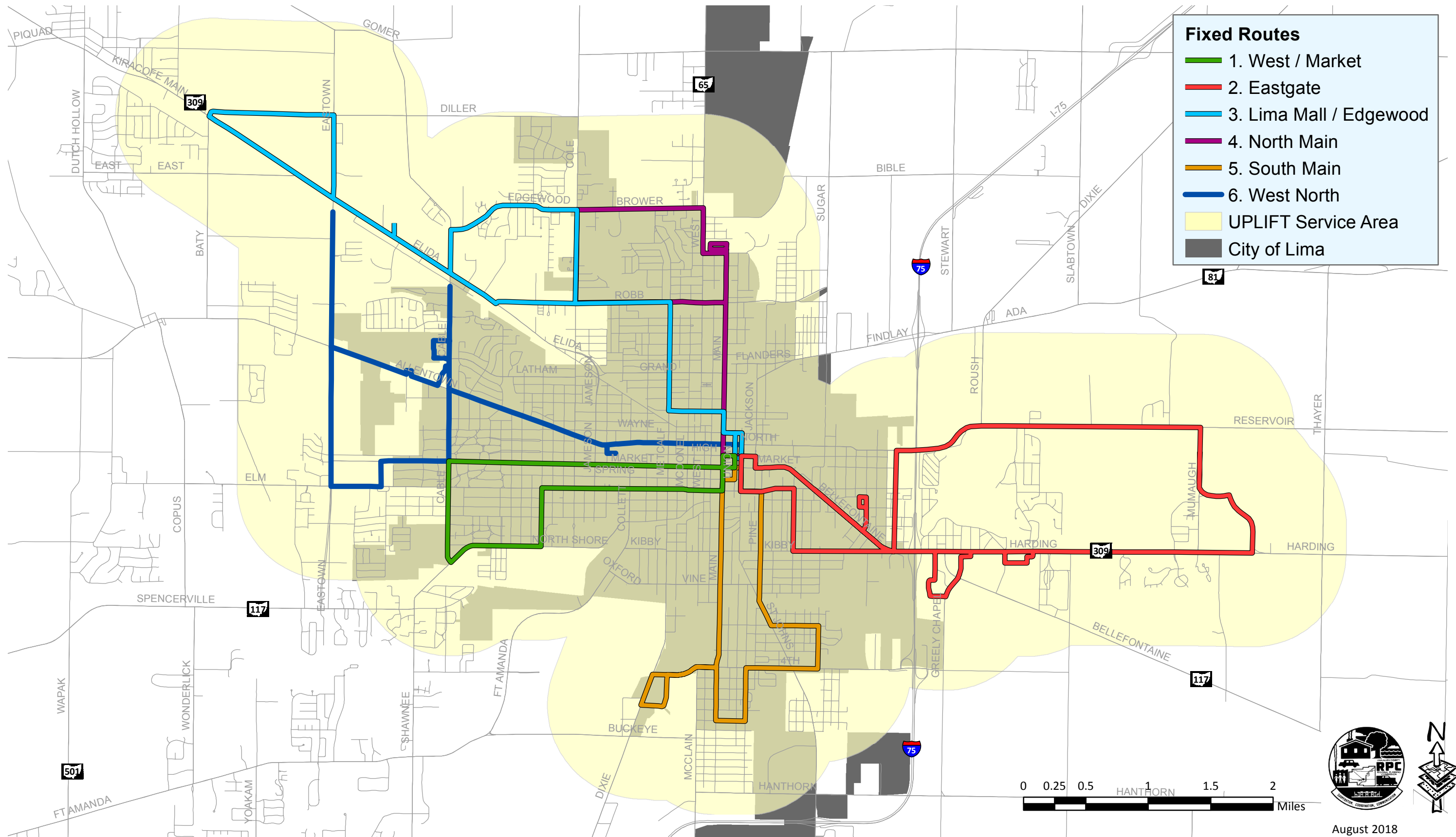
Paratransit hours and days of operation mirror the fixed route system. At the end of 2017 the paratransit service was running from 5:50 a.m. to 10:15 p.m. Monday through Friday and from 7:50 a.m. through 5:15 p.m. on Saturday. No trip restrictions are placed on client request nor does a prioritization process based upon the purpose of the service exist. The ACRTA does not restrict nor imply restrictions upon the number of times a client may use its services. The paratransit services performed admirably with zero (0) missed trips recorded in 2017.

Table E-7 is provided as a summary of that criteria identified by the ADA and supported by FTA as mandatory service criteria and will summarize ACRTA's compliance with each of the service issues. Table E-7 reveals that the ACRTA meets all of the ADA Service Criteria that was expected in CY 2017.

**E.9.2 Coordinated Demand Response Services**

In an attempt to meet the ever increasing demands of an aging population and rising disability rates, the Transit Authority has worked with other community stakeholders to provide and coordinate services beyond traditional fixed route public transit service and complimentary paratransit. Table E-8 shows the number of clients for each of the demand response areas as well as the number of no shows and cancelations for each. A no show is recorded when the Transit

# MAP E-1 ACRTA FIXED ROUTE & UPLIFT SERVICE AREA



August 2018

vehicle arrives to pick up a client for a trip that was set up and the client doesn't take the trip. No shows not only cost the ACRTA money but also cut back on the number of trips that can be offered to other clients. A cancelation is shown when the client makes arrangements for the trip and then before the van leaves to pick the client up the client calls and cancels the trip.

<b>TABLE E-7 CY 2017 ADA SERVICE CRITERIA*</b>	
<b>Service Issues</b>	<b>Status</b>
<p><b>Service Area:</b> Origins and destinations within the defined area.</p>	<p><input checked="" type="checkbox"/> <b>Criteria met.</b> ACRTA provides its complementary paratransit service to those eligible applicants for locations within three-quarter (3/4) mile of the current fixed route system. In addition, ACRTA provided increased services at a zonal rate for those customers outside of the three-quarter (3/4) mile area.</p>
<p><b>Response Time:</b> Requests accepted during normal business hours for service on "next day" basis, requests accepted on all days prior to days of service.</p>	<p><input checked="" type="checkbox"/> <b>Criteria met.</b> Eligible program applicants can request paratransit service by telephoning the ACRTA during regular business hours on Monday through Friday. Messages can be left on ACRTA's voicemail to schedule trips when their office is closed. Trip reservations will be accepted up to fourteen (14) days in advance. All trips not delivered within one (1) hour of the time requested will be logged as a missed trip.</p>
<p><b>Fares:</b> No more than twice the base fixed route fare for eligible individuals within three-quarter (3/4) miles of the fixed route, compliance with companion fare requirement and compliance with personal care attendant fare requirement.</p>	<p><input checked="" type="checkbox"/> <b>Criteria met.</b> Eligible program applicants receive paratransit services within three-quarter (3/4) miles of the fixed route for twice the fixed route fare, \$2.00. Paratransit services requested beyond the three-quarter (3/4) mile area are subject to an additional rate.</p>
<p><b>Days and Hours Service:</b> Paratransit provided during all days and hours when fixed route service is in operation.</p>	<p><input checked="" type="checkbox"/> <b>Criteria met.</b> Paratransit services are provided during the same days and hours of regular fixed route services.</p>
<p><b>Trip Purposes:</b> No restrictions on types of trip purposes and no prioritization by trip purpose in scheduling.</p>	<p><input checked="" type="checkbox"/> <b>Criteria met.</b> The ACRTA subjects no trip restrictions or priorities on paratransit program clients.</p>
<p><b>Capacity Constraints:</b> No restrictions on the number of trips an individual will be provided, no waiting lists for access to the service, no substantial numbers of significantly untimely pickups for initial or return trips, no substantial numbers of trips with excessive trip lengths, and when capacity is unavailable, subscription trips are less than 50.0 percent.</p>	<p><input checked="" type="checkbox"/> <b>Criteria met.</b> The ACRTA places no restrictions on the number of trips a client can use paratransit. The ACRTA has no waiting list for paratransit services. As the ACRTA has not reached capacity constraints, subscription services are at 82.7 percent without any negative consequences to the level of service.</p>

\*Per CFR 37.139 (b) (10) and CFR 37.131 (d) (4)

TABLE E-8 2016 DEMAND RESPONSE SERVICE DELIVERY TO STAKEHOLDERS			
Demand Response	Completed	No Shows	% of No Shows
Medicaid	12,295	1,076	8.75%
Allen County VA	32	1	3.13%
General Public	2,169	124	5.72%
ADA Uplift	5,188	264	5.09%
AAA3	1,511	154	10.19%
County Board of DD	1,285	56	4.36%
JFS	3,682	290	7.88%
Lima City School	8,848	1,155	13.05%
Allen East School	229	4	1.75%
Elida School	3,415	359	10.51%
Bath School	280	17	6.07%
Bluffton School	332	5	1.51%
Autism	2,514	258	10.26%
Provide A Ride	207	10	4.83%
<b>Total</b>	<b>41,987</b>	<b>3,773</b>	<b>8.99%</b>

### E.10 Operational Planning

Operational 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.

TABLE E-9 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

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 statistical measures are cumulative and show average annual changes in performance.

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 17 years.

**E.11 Level of Service Analysis CY 2017**

The age of the vehicle fleet varies by type of vehicle. Currently 24.13 percent of the ACRTA transit vehicles are beyond their useful life. Table E-10 gives a breakdown of all of the ACRTA vehicles, their age and their mileage at the end of 2017. There are twenty-nine vehicles being used to provide service with four (13.79%) being beyond their useful life. Table E-10 reveals the extent to which the Transit Authority meets the performance measure and the Statewide Goal, with green denoting ACRTA and yellow denoting the Statewide goal. Vehicles in Table E-10 that are not used for passenger transportation, such as maintenance vehicles and administrative vehicles, are not considered when establishing the LOS of B for Vehicles beyond Useful Life.

Safety is always a concern of the Transit Authority. The statewide goal for safety is less than .49 fatalities per one hundred million passengers. ACRTA has worked very hard to have no fatalities for the past several years. The State has established an accident rate of .50 per 100,000 miles as a related performance measure. In 2017 the ACRTA was involved in 10 accidents, one of which were serious, and had a resultant accident rate of well over 1 or a level F. Only three of the accidents were reportable.

TABLE E-10 VEHICLES BEYOND USEFUL LIFE	
LOS	Percent
A	>5.00%
B	5.01%-20.00%
C	20.01%-40.00%
D	40.01%-60.00%
E	60.01%-80.00%
F	<80.00%

TABLE E-11 2017 ACCIDENTS	
Date	Description
2-13	Hit by truck
2-13	Hit parked car
2-24	Hit truck on side
6-30	Rear ended
10-2	T-boned car
10-16	Broke side window
10-20	Car hit bus
11-15	SUV hit van
12-14	Sideswiped car
12-14	Rear ended

TABLE E-12 SAFETY	
LOS	Accident Rate
A	>.10
B	.10-.24
C	.25-.50
D	.51-.75
E	.76-1.00
F	>1.00

Service Effectiveness is measured by the number of trips per hour performed by the system. In 2017 the fixed route system performed 10.72 trips per hour, somewhat below the statewide goal of 15 trips per hour and equating to a LOS of E for the system in 2017. The Demand Response service provided 2.22 trips per hour or a LOS E. The statewide goal for demand response is 3.

The cost effectiveness of a system is based on the cost per trip for each passenger. The statewide goal for the fixed route system is \$6.00 per trip and the ACRTA fixed route system has a cost per trip of \$8.53 and establishing a LOS F for the performance measure.

The stated goal for the cost effectiveness of demand response systems was established at \$20.00 per trip by ODOT. In CY 2017 the demand response section of the ACRTA ran at a per trip cost of \$9.38 equating to at a LOS of A.

TABLE E-13 FIXED ROUTE SERVICE EFFECTIVENESS	
LOS	Trips per Hour
A	>18
B	16.00-17.99
C	14.00-15.99
D	12.00-13.99
E	10.00-11.99
F	<10

TABLE E-14 DEMAND RESPONSE SERVICE EFFECTIVENESS	
LOS	Trips per Hour
A	>4.00
B	3.50-3.99
C	3.00-3.49
D	2.50-2.99
E	2.00-2.49
F	<1.99

TABLE E-15 FIXED ROUTE COST EFFECTIVENESS	
LOS	Cost per Trip
A	<\$5.49
B	\$5.49-\$5.99
C	\$6.00-\$6.49
D	\$6.50-\$6.99
E	\$7.00-\$7.49
F	>\$7.49

TABLE E-16 DEMAND RESPONSE COST EFFECTIVENESS	
LOS	Cost per Trip
A	<\$19.00
B	\$19.00-\$19.49
C	\$19.50-\$20.00
D	\$20.01-\$20.49
E	\$20.50-\$21.00
F	>\$21.00

Cost efficiency for transit services is based on cost per mile. In CY 2017 the ACRTA fixed route system had a per mile cost of \$6.72 giving them a LOS of F. Demand response cost of \$1.37 per mile, were within the statewide goal with a LOS B. This particular performance measure rated the Transit Authority low for fixed route.

TABLE E-17 FIXED ROUTE COST EFFICIENCY	
LOS	Cost per Mile
A	<\$3.00
B	\$2.01-\$3.00
C	\$3.01-\$4.00
D	\$4.01-\$5.00
E	\$5.01-\$6.00
F	>\$6.00

TABLE E-18 DEMAND RESPONSE COST EFFICIENCY	
LOS	Cost per Mile
A	<1.00
B	1.00-1.49
C	1.50-2.00
D	2.01-2.49
E	2.50-3.00
F	>3.00

The Operating Recovery rate or fare box recovery rate statewide goal for the fixed route system is at 15.00 percent while ACRTA had a 6.2 percent recovery rate for CY 2017 a LOS of F. The ACRTA fixed route system fare schedule (Table E-2) shows that many of the riders have the option of purchasing a monthly pass for a considerable discount over the \$1.00 per trip cost.

The demand response section of the ACRTA system has a recovery rate at 7.76 percent because many of the demand response rides are in coordination with other social service agencies.

Service area coverage of the Fixed Route service is basically limited to the City of Lima with just a small area outside the City Limits. The Transit Authority provides Uplift services to all eligible consumers within a ¾ mile area surrounding the fixed route



system. The demand response system serves the entire county and in certain cases outside the county. This performance measure finds the ACRTA operating at a LOS B.

TABLE E-19 FIXED ROUTE OPERATING RECOVERY	
LOS	Percent
A	>16.00%
B	15.01%-16.00%
C	14.01%-15.00%
D	13.01%-14.00%
E	12.01%-13.00%
F	<12.00%

TABLE E-20 DEMAND RESPONSE OPERATING RECOVERY	
LOS	Percent
A	>21.00%
B	20.01%-21.00%
C	19.01%-20.00%
D	18.01%-19.00%
E	17.01%-18.00%
F	<17.00%

The Span of Service is the number of hours a system is open for business. During the first 11 months of 2017 the ACRTA was open from 5:50 A.M. thru 10:15 P.M. and 7:50 A.M. to 5:15 P.M. on Saturdays. This gives ACRTA a LOS of C for 2017 for the fixed route system.

TABLE E-21 SERVICE AREA COVERAGE	
LOS	Service Area
A	Seamless regional mobility
B	County wide plus out-of-county destinations
C	County wide service
D	Citywide plus limited outside the City
E	City limits only
F	Less than City limits

TABLE E-22 SPAN OF SERVICE	
LOS	Hours per Year
A	>7,500
B	7,500-6,000
C	5,999-4,500
D	4,499-3,000
E	2,999-1,500
F	<1,500 (Unacceptable)

The average speed of system vehicles is the miles divided by total hours of the system vehicles. In 2017 the fixed route system ran 437,862 revenue miles and 32,162 revenue hours for a LOS of E. While the revenue miles for the demand repose system were 284,093 and the revenue hours were 18,786 for a LOS D.

TABLE E-23 AVERAGE SPEED OF FIXED ROUTE	
LOS	MPH
A	>30
B	25-30
C	20-24
D	15-19.99
E	10-14.99
F	<10 mph (Unacceptable)

TABLE E-24 AVERAGE SPEED OF DEMAND RESPONSE	
LOS	MPH
A	>30
B	25-30
C	20-24
D	15-19.99
E	10-14.99
F	<10 (Unacceptable)

The ACRTA has a 15 minutes before or 15 minutes after time frame for services giving them a LOS C.

In 2017 ACRTA Demand Response services were door-to-door plus a call to inform the passenger that the vehicle is on its way to pick them up giving them a LOS A.



TABLE E-25 PICK-UP PARAMETERS	
LOS	Minutes
A	<10
B	10-25
C	25.01-35
D	35.01-45
E	45.01-60
F	>60

TABLE E-26 TYPE OF SERVICE	
LOS	Service
A	Door-to-door plus call to inform passenger vehicle is on its way to pick them up
B	Door-to-door
C	Curb-to-curb, door-to-door upon request
D	Curb-to-curb
E	Stop-to-stop
F	Door-thru-door (unacceptable)_

The average headway for a fixed route system is the average time between successive transit vehicles at a stop. Since almost all of the fixed routes are on a 60 minute frequency the average headway in 2017 is a LOS of D.

ACRTA also uses level of performance measures to track their system. Under level of performance measures both passengers per hour and riders per mile are tracked. In 2017 the fixed route service, (not accounting for any special services) averages .88 passengers per mile and 10.74 passengers per hour.

TABLE E-27 AVERAGE HEADWAY	
LOS	Minutes
A	0-15
B	15.01-30
C	30.01-45
D	45.01-60
E	60.01-90
F	>90

TABLE E-28 FIXED ROUTE PASSENGERS PER HOUR	
LOS	Passengers per Hour
A	>30
B	25-30
C	20-24.99
D	15-19.99
E	10-14.99
F	<10

TABLE E-29 FIXED ROUTE SERVICE LEVEL CRITERIA						
Service Level Criteria - Fixed Route	A	B	C	D	E	F
Vehicles Beyond Useful Life						
Safety						
Service Effectiveness						
Cost effectiveness						
Cost Efficiency						
Operating Recovery						
Service Area						
Span of Service						
Average Speed						
Type of Service						
Average Headway						
Passenger per hour						