



**Department of  
Transportation**  
transportation.ohio.gov

Mike DeWine, Governor  
Jim Tressel, Lt. Governor  
Pamela Boratyn, Director

July 30, 2025

Brandon Waites, Mobility Manager  
TARTA  
612 N. Huron St  
Toledo, OH 43604

Dear Mr. Waites:

The Ohio Department of Transportation (ODOT) received your request for concurrence on your Locally Developed Coordinated Public Transit-Human Services Transportation Plan. Pursuant to Federal Transit Administration circular 9070.1G: *Enhanced Mobility of Seniors and Individuals with Disabilities Program Guidance and Application Instructions* the ODOT's Office of Transit has reviewed your agency's submitted plan and has determined that all regulatory requirements of the plan are met.

May this letter serve as concurrence from the ODOT's Office of Transit for the submitted Coordinated Public Transit-Human Services Transportation Plan to move forward for official adoption signatures by the Board of County Commissioners for the areas covered within this Coordinated Transportation Plan, or by the Coordinated Planning Committee(s) that has been granted authorized adoption authority by the local Board of County Commissioners. Once adoptions signatures have been obtained, please submit the finalized document to [crystal.brewer@dot.ohio.gov](mailto:crystal.brewer@dot.ohio.gov).

Should you have any additional questions, you may reach me at [crystal.brewer@dot.ohio.gov](mailto:crystal.brewer@dot.ohio.gov) or (614) 387-2291.

Sincerely,

E-SIGNED by Crystal Brewer  
on 2025-07-30 11:51:57 EST

Crystal Brewer, Special Projects Manager  
Ohio Department of Transportation  
Division of Planning  
Office of Transit

# Locally Coordinated Human Service Transportation Plan for Lucas County

2025-2030

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# Executive Summary

The Locally Coordinated Human Service Transportation Plan for Lucas County (LCHSTP) is a collaborative initiative prepared by the Toledo Area Regional Transit Authority (TARTA) and the Lake Erie West Regional Council. This plan aims to improve transportation services for seniors, individuals with disabilities, and other transportation-disadvantaged populations. This plan serves as a strategic approach for enhancing mobility within Lucas County and ensuring that those with the greatest transportation needs are adequately supported.

The primary objective is to identify existing transportation resources and systematically address the gaps in service, ultimately creating a more coordinated and efficient transportation network. By integrating services provided by health and human service organizations, the plan seeks to maximize available resources, reduce costs, and improve access to essential services. This collaborative approach ensures that vulnerable populations can access transportation to medical appointments, employment, community activities, and other services.

This locally coordinated plan fulfills the requirements of the Infrastructure Investment and Jobs Act (IIJA) which is the most recent federal transportation act, and which continues the requirements set forth in the Fixing America’s Surface Transportation (FAST) Act, signed into law as a reauthorization of surface transportation programs through fiscal year 2020.

This plan plays a crucial role in helping organizations become eligible for federal funding, specifically the Section (§) 5310 grant program, which provides financial support for organizations working to improve the mobility of seniors and individuals with disabilities.

## Community Resources

Lucas County provides a wide range of transportation services to its residents. The Toledo Area Regional Transit Authority (TARTA) offers extensive coverage across the county, including fixed-route services, paratransit services, and on-demand transportation. In addition to TARTA, several other private and public transportation providers contribute to the county’s mobility options. Based on the transportation stakeholder surveys, the responding providers collectively own around 379 vehicles, of which 189 are wheelchair accessible (49%).

## Unmet Transportation Needs

Identifying unmet transportation needs is a critical step in creating a truly seamless regional transportation system. These needs were identified through a public survey, public meetings, and stakeholder discussions. The table below outlines the identified unmet needs; each was assigned a priority ranking of high, medium, or low.

Table 1: Ranked Unmet Needs

<b>Rank</b>	<b>Unmet Need</b>
1	Extended hours of operation
2	Service area limitations
3	Education/information on services throughout the county
4	More on-demand services

## Plan Goals

Building on the identified unmet needs, the following five goals have been established to address these challenges and enhance the regional transportation system. The goals are outlined below:

1. Promote and expand the local mobility management program
2. Improve accessibility and awareness of paratransit and senior transportation service
3. Improve workforce access to transportation
4. Improve equitable access for low-income and underserved communities
5. Incorporate new technology to make using the transportation services more inclusive for all users

Achieving these goals will require collaboration between transportation providers and health and human service agencies. An annual review of the plan will enable these agencies and providers to assess progress and ensure that efforts are aligned with the goals. Each goal is supported by a set of objectives and strategies. Additionally, the plan identifies responsible parties, capital and labor needs, potential funding sources, and performance measures, as detailed on pages 28 - 31.

## Plan Requirements

A key element of the coordinated transportation plan process is the active and meaningful involvement of stakeholders. For projects funded under the § 5310 program, planning activities must include, at a minimum, the participation and/or representation of the following groups:

- Seniors
- Individuals with disabilities
- People with low incomes
- Public, private, and non-profit transportation providers
- Human services providers
- The general public

To ensure broad participation from the identified groups, several stakeholder engagement activities were carried out. A planning committee, consisting of human service and transportation providers, was established and met quarterly starting in February 2025 throughout the development of the plan. A public survey, which received 140 responses, was conducted to gather feedback from the public, with a special focus on seniors and individuals with disabilities. To maximize participation, paper surveys were made available in both English and Spanish during public engagement events and distributed to human service organizations to encourage client involvement.

Additionally, two public meetings were held on March 26th, 2025. One of which was held at noon and the other in the evening to accommodate attendee availability. Both sessions included an optional virtual format. A total of 10 individuals attended, and a poll conducted during the presentation revealed that persons identifying as individuals with disabilities and older adults attended both meetings.

A public comment period was held May 30th through June 29th to review the draft plan and ensure the plan identified all the possible unmet needs and gaps in the region.

This plan was formally adopted and signed by a planning committee on May 11, 2026. More information about the planning committee can be found in Appendix A.

# Introduction

The purpose of the Locally Coordinated Human Services Transportation Plan (LCHSP) is to identify community resources for transportation. Coordination between health and human service providers and public transit has demonstrated reduced costs and increased access to services for older adults, individuals with disabilities, and other populations facing transportation barriers.

The plan is a requirement of the Federal Transit Administration (FTA) for the Specialized Transportation § 5310 program. Organizations wishing to apply for § 5310 funds must actively participate in the planning process. Projects must be included in the plan to be eligible for § 5310 funding. The § 5310 program aims to enhance the mobility of seniors and individuals with disabilities by providing grant funds to non-profit organizations, government agencies, and both public and private transportation providers. These funds can be used for vehicle purchases, mobility management services, technology upgrades, infrastructure improvements, and operating costs.

The plan includes the following elements:

- Analysis of the geographic area and population demographics
- Assessment of available services
- Evaluation of transportation gaps and needs
- Goals and strategies to address identified gaps and needs
- Implementation strategies and performance measures

## Federal Funding Overview

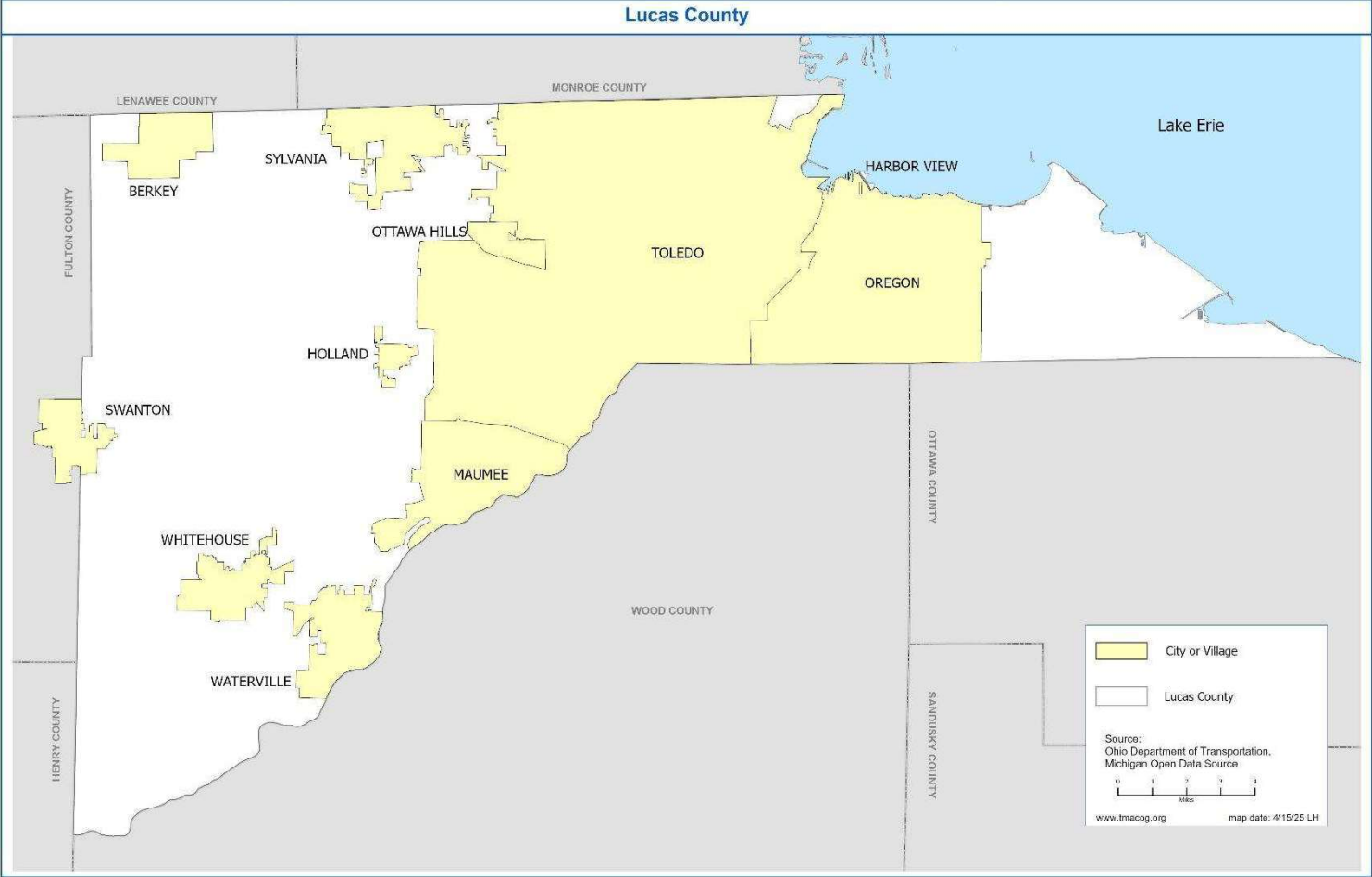
The Fixing America's Surface Transportation (FAST) Act was signed into law in 2015 and continued many provisions of the Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21) Act.

- **§ 5310 Enhanced Mobility of Seniors & Individuals with Disabilities:** This program is a formula grant that provides funding to public transportation providers, non-profits, and other eligible organizations for vehicle purchases, mobility management, technology upgrades, and operating costs to improve mobility transportation needs of the elderly and persons with disabilities.
- **§ 5316 Job Access and Reverse Commute (JARC) Program:** The program addresses transportation challenges faced by welfare recipients and low-income individuals seeking to obtain and maintain employment. It provides funding for both capital planning and operating expenses for projects designed to transport low-income individuals to and from jobs, employment-related activities, and reverse commute destinations.

# Geographic Area

This coordinated plan covers all of Lucas County, this geographic area is illustrated in the map below. Based on the 2023 U.S. Census American Community Survey (ACS), the population of Lucas County is 424,015.

Map 1: Lucas County Boundary 2025



# Population Demographics

The data for this coordinated plan is sourced from a combination of the 2023 American Community Survey (ACS) and the Ohio Development Services Agency (ODSA). The chart below shows the population change in Lucas County from 2020 to 2025, along with projections through 2050.

Chart 1: Projected Population For Lucas County (Source ODSA)

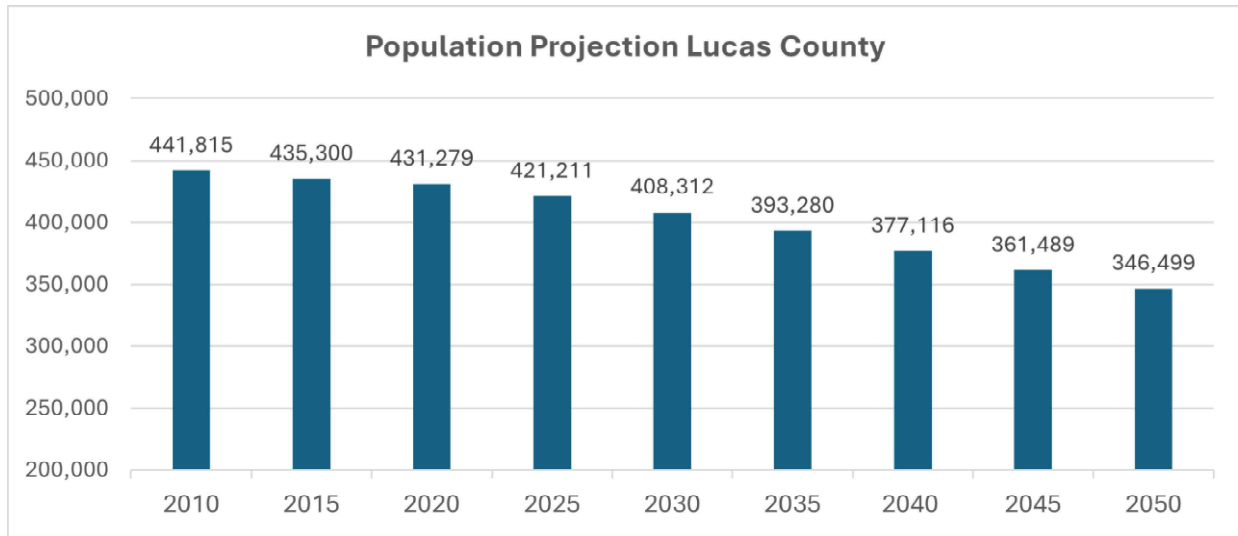


Chart 2: Population By Age Group (ACS 2021 5-Year Estimates)

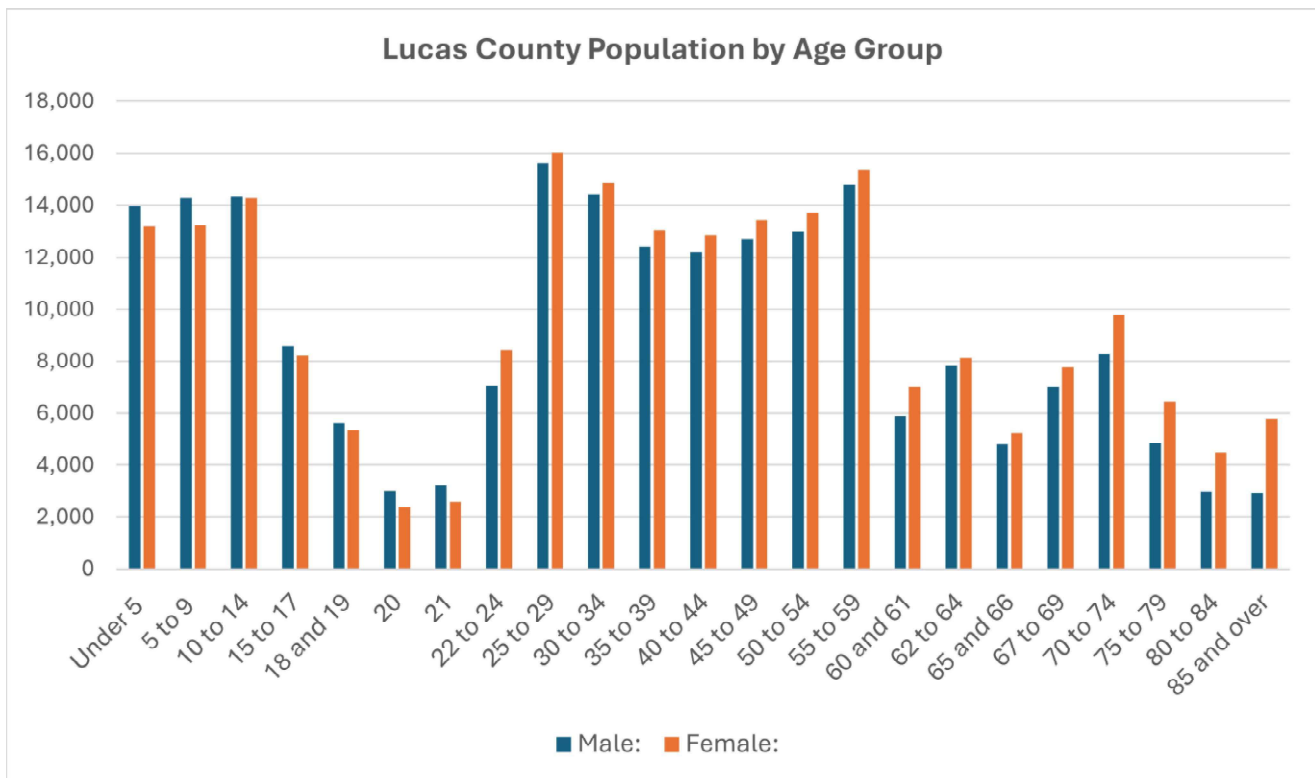


Chart 3: Population by Race for Lucas County (ACS 2020)

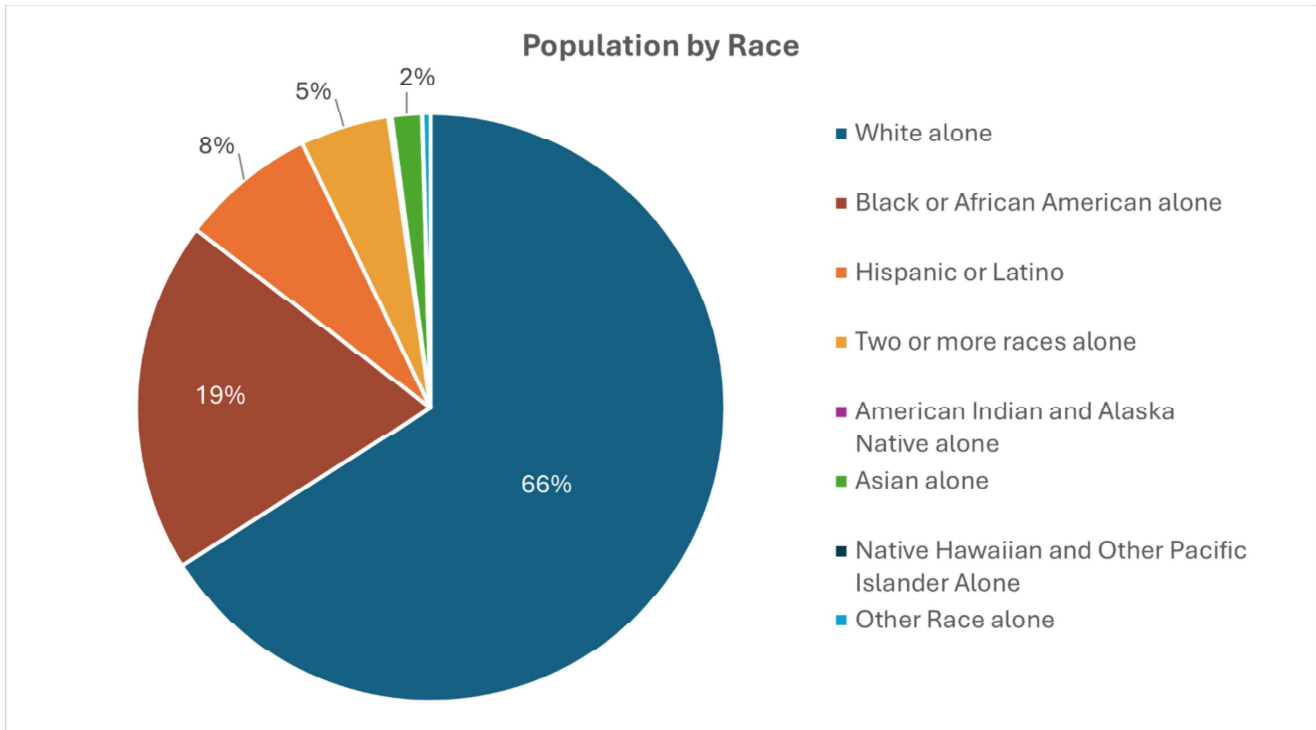
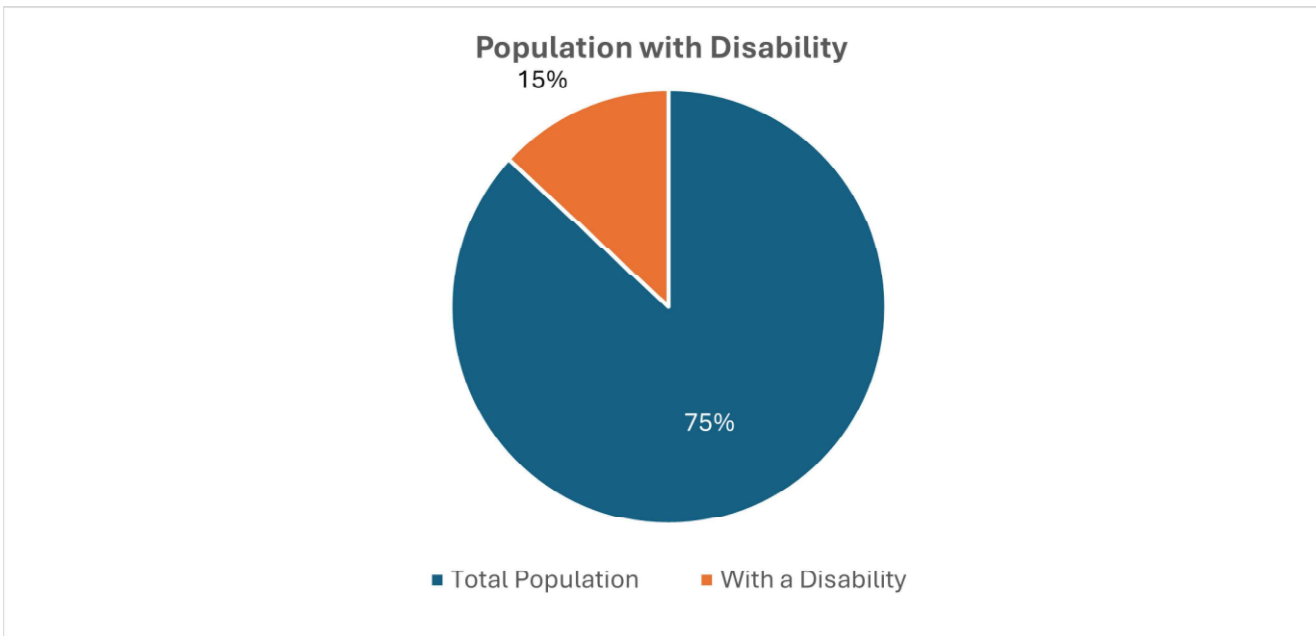


Chart 3 displays the racial breakdown of Lucas County's population. 68% of the population is White, followed by 20% Black or African American. Additionally, 8% of the population identifies as two or more races, 2% as Asian, and 2% as another race.

Chart 4: Percent of Population with Disability (ACS 2023)

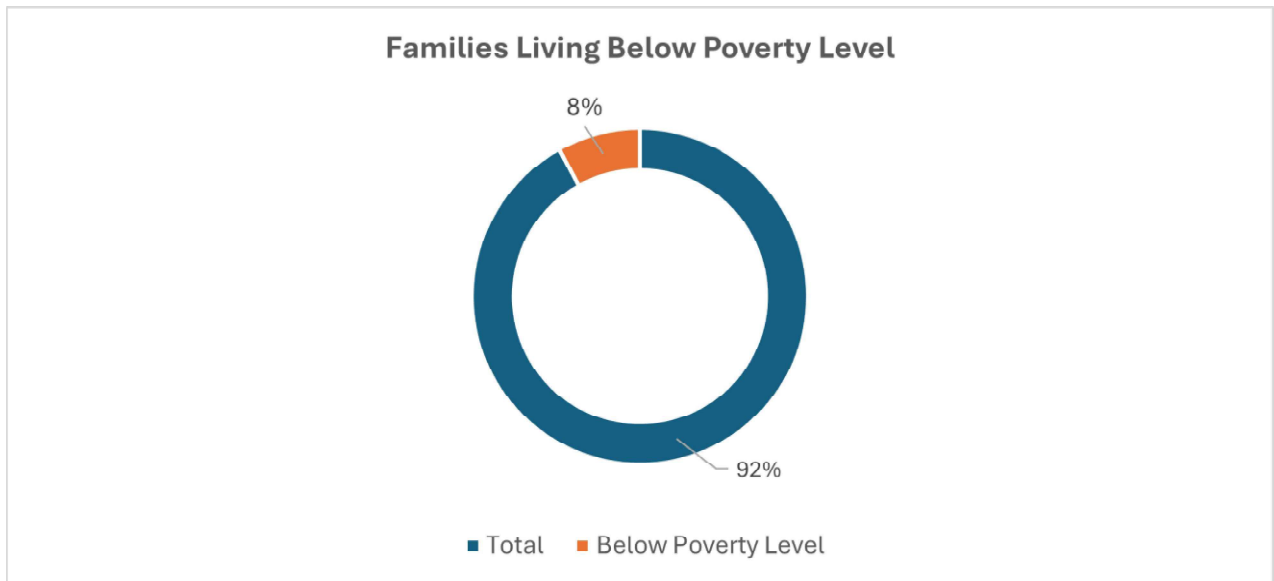


As shown in the chart above, 15% of Lucas County's population has a disability. Table 2 provides a breakdown of the types of disabilities in the county. Ambulatory difficulty is the most common among residents over 65, affecting 21% of this group.

Table 2: People with Disabilities by Type of Disability (ACS 2023 5-Year Estimates)

	Total	With a Disability	Percent with a Disability
<b>With Hearing Difficulty</b>	424,015	15,834	3.7%
Population under 18 years old	98,259	706	0.7%
Population 18 to 64 years old	255,218	5,335	2.1%
Population over 65 years	70,538	9,793	13.9%
<b>With Vision Difficulty</b>	424,015	10,516	2.5%
Population under 18 years old	98,259	637	0.6%
Population 18 to 64 years old	255,218	5,428	2.1%
Population over 65 years	70,538	4,451	6.3%
<b>With Cognitive Difficulty</b>	424,015	26,501	6.7%
Population under 18 years old	72,187	4,976	6.9%
Population 18 to 64 years old	255,218	16,493	6.5%
Population over 65 years	70,538	5,032	7.1%
<b>With Ambulatory Difficulty</b>	424,015	29,855	7.5%
Population under 18 years old	72,187	576	0.8%
Population 18 to 64 years old	255,218	14,622	5.7%
Population over 65 years	70,538	14,657	20.8%
<b>With Self-Care Difficulty</b>	424,015	10,705	2.7%
Population under 18 years old	72,187	1,124	1.6%
Population 18 to 64 years old	255,218	5,364	2.1%
Population over 65 years	70,538	4,217	6.0%
<b>With Independent Living Difficulty</b>	424,015	20,636	6.3%
Population 18 to 64 years old	255,218	12,143	4.8%
Population over 65 years	70,538	8,493	12.0%

Chart 5: Percentage of Families with Income Below Poverty Level (ACS 2023 5-Year Estimates)



Charts 5 and 6 illustrate poverty levels in Lucas County. Eight percent of families and 11 percent of individuals live below the poverty line.

Chart 6: Individuals with Income Below the Federal Poverty Level (ACS 2023 5-Year Estimates)

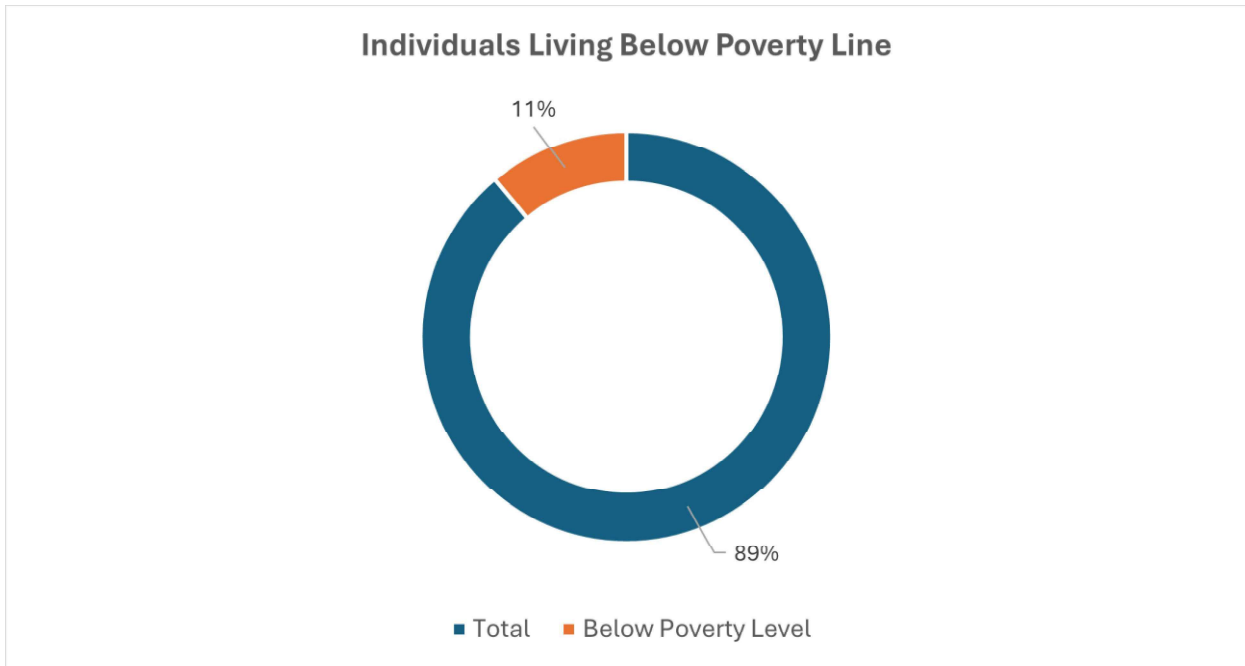
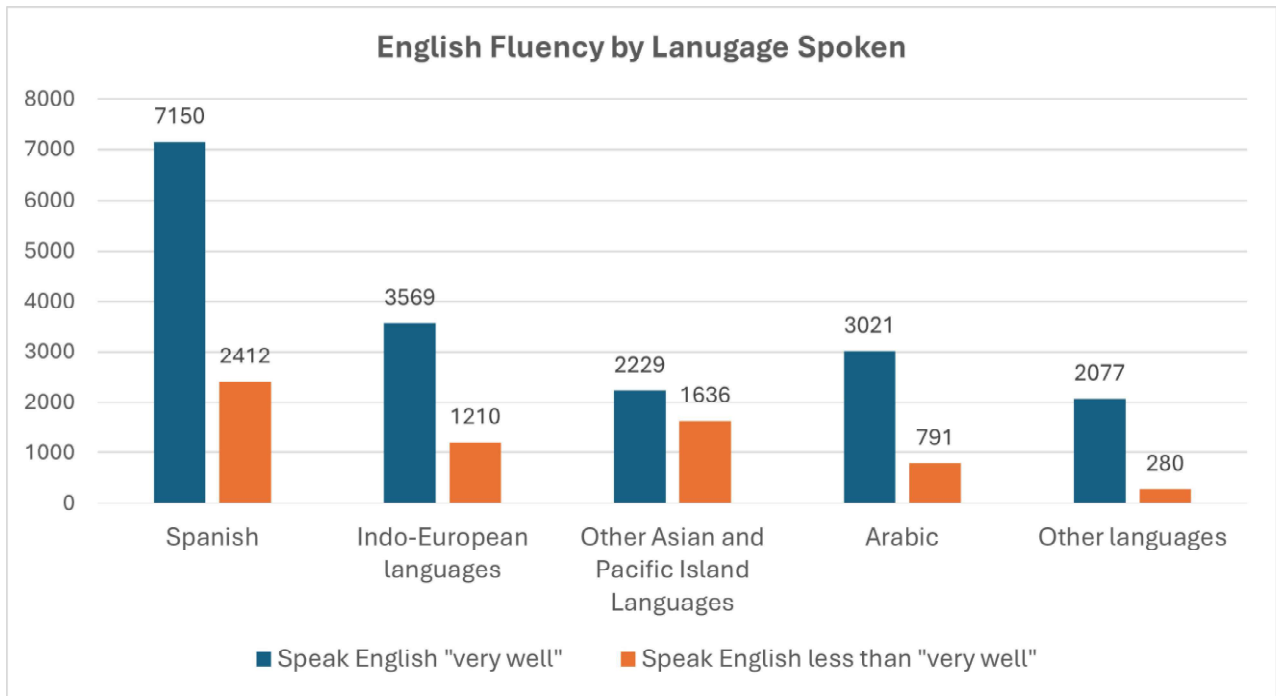


Chart 7: Population that Speaks English "Less than Very Well" (ACS 2023 5-Year Estimates)



## Existing Resources

A large portion of the county is covered by the regional transit authority's fixed route service, TARTA. It also provides paratransit service (TARTA Move) and on-demand options. They are an essential service in the area and provide numerous rides daily. Due to lack of funding and the restricted service area, TARTA/TARTA MOVE is not able to provide transportation throughout the entire region.

In addition to the services provided by TARTA, the county is served by several private taxicab companies that offer transportation options for transit users. Many of these companies operate across the entire service area and include wheelchair-accessible vehicles in their fleets. However, a commonly reported concern is the affordability of these services, as they are primarily for-profit and may not be financially feasible to all users.

The county also benefits from a network of human service agencies that offer transportation assistance to their clients. These include senior centers serving older adults and organizations dedicated to individuals with disabilities. In addition to meeting the specific needs of their clients, these agencies help bridge service gaps and, in some cases, facilitate travel across county lines—enhancing overall mobility within the region.

## Assessment of Available Services

Evaluating the capabilities of service providers and identifying gaps or redundancies in transportation services across communities helps transportation planners gather essential information. This information supports informed decisions to improve the transportation network in Lucas County.

To identify the qualifying transportation providers in Lucas County, a Transportation Provider Survey was distributed, and 19 responses were returned.

The primary goal of this survey was to provide stakeholders with an opportunity to highlight specific transportation services, identify gaps, and articulate needs and priorities for their respective communities or service areas. Where applicable, data from the previous coordinated plan was incorporated to supplement the findings from this assessment. Stakeholders who did not complete the survey will not be eligible for § 5310 funding; however, they will be given the chance to participate and be included in the coordinated plan during its first annual review.

## Vehicles

The transportation providers that were surveyed have a combined total of 353 vehicles. Approximately 52% of the vehicles are wheelchair accessible. Wheelchair accessible vehicles and paratransit services play a crucial role in the region's transportation network. Most transit users are older adults or have a disability that restricts them from driving. Having an abundance of readily available wheelchair accessible vehicles is imperative in order to ensure an inclusive transportation system.

As vehicles get older, they tend to need more maintenance, are at greater risk of breaking down, and become increasingly more expensive to operate. Replacing vehicles based on their age and condition is important to maintaining a cost-efficient transportation service. One way the region addresses this need is through the Specialized Transportation Program § 5310, which helps support vehicle replacement and enhances overall service quality. <sup>(b)(1)</sup>

## Inventory of Transportation Providers

Table 3: Provider List

<p><b>Agency Name:</b> A Forever Friend  <b>Organization Type:</b> For profit  <b>Service Description:</b> Fixed route, curb to curb, door-to door  <b>Website:</b> N/A  <b>Transportation Hours:</b> Monday-Friday 8:00 a.m. – 12:00 p.m.  <b>Service Area:</b> Lucas County  <b>Eligibility Requirements:</b> Physical or mental disability  <b>Contact Information:</b> 419-463-1908</p>	<p><b>Agency Name:</b> Anne Grady Services  <b>Organization Type:</b> Private nonprofit, social services  <b>Service Description:</b> Curb to curb  <b>Website:</b> www.annegrady.org  <b>Transportation Hours:</b> Everyday 8:00 a.m. – 12:00 p.m.  <b>Service Area:</b> Lucas, Wood, Fulton Counties  <b>Eligibility Requirements:</b> Agency clients only  <b>Contact Information:</b> 416-866-6500</p>
<p><b>Agency Name:</b> Autism Model School  <b>Organization Type:</b> Public nonprofit  <b>Service Description:</b> Fixed route, door to door  <b>Website:</b> www.amstoledo.org  <b>Transportation Hours:</b> Monday-Friday 7:00 a.m. – 4:30 p.m.  <b>Service Area:</b> Lucas County  <b>Eligibility Requirements:</b> Clients between 5-21 years of age  <b>Contact Information:</b> 419-897-4400</p>	<p><b>Agency Name:</b> Bittersweet Farms  <b>Organization Type:</b> Private nonprofit  <b>Service Description:</b> Door to door  <b>Website:</b> www.bittersweetfarms.org  <b>Transportation Hours:</b> By appointment  <b>Service Area:</b> Lucas County  <b>Eligibility Requirements:</b> Agency clients only  <b>Contact Information:</b> 419-875-6986 (ext. 1272)</p>
<p><b>Agency Name:</b> Black &amp; White Transportation  <b>Organization Type:</b> For profit  <b>Service Description:</b> Curb to curb, door to door, door through door, demand response  <b>Website:</b> www.bwtransportation.com  <b>Transportation Hours:</b> 24/7 by appointment  <b>Service Area:</b> Lucas County, Ottawa, Sandusky Counties  <b>Eligibility Requirements:</b> Agency clients only</p>	<p><b>Agency Name:</b> Cherry Steet Mission  <b>Organization Type:</b> Public nonprofit  <b>Service Description:</b> Demand-response transportation  <b>Website:</b> www.cherrystreetmission.org/  <b>Transportation Hours:</b> Everyday 7:00 a.m. – 7:00 p.m.  <b>Service Area:</b> Lucas County  <b>Eligibility Requirements:</b> Open to all  <b>Contact Information:</b> 419-214-3007</p>

<p><b>Agency Name:</b> East Toledo Senior Center  <b>Organization Type:</b> Public nonprofit  <b>Service Description:</b> Curb to curb, door to door  <b>Website:</b> www.easttoledoseniorecenter.org  <b>Transportation Hours:</b> As needed.  <b>Service Area:</b> 43605, 43616  <b>Eligibility Requirements:</b> Age and location requirements  <b>Contact Information:</b> 419-691-2254</p>	<p><b>Agency Name:</b> Harbor  <b>Organization Type:</b> Private nonprofit  <b>Service Description:</b> Demand-response transportation  <b>Website:</b> www.harbor.org  <b>Transportation Hours:</b> By appointment  <b>Service Area:</b> Lucas County  <b>Eligibility Requirements:</b> Agency clients only  <b>Contact Information:</b> (419) 475-4449</p>
<p><b>Agency Name:</b> Jewish Senior, Family, &amp; Social Services  <b>Organization Type:</b> Public nonprofit, social services  <b>Service Description:</b> Demand response, door to door, door through door  <b>Website:</b> www.jewishtoledo.org/jfs  <b>Transportation Hours:</b> By appointment  <b>Service Area:</b> Lucas County  <b>Eligibility Requirements:</b> Financial need, Some services only open to Jewish members  <b>Contact Information:</b> 419-885-4461</p>	<p><b>Agency Name:</b> Lucas County Board of Developmental Disabilities, Government agency  <b>Service Description:</b> Does not currently provide transportation but are interested in doing so.  <b>Website:</b> www.lucasdd.org  <b>Service Area:</b> Lucas County  <b>Eligibility Requirements:</b> Agency clients only  <b>Contact Information:</b> 419-380-4000</p>
<p><b>Agency Name:</b> Maumee Senior Center  <b>Organization Type:</b> Public nonprofit  <b>Service Description:</b> curb to curb, door to door, demand response  <b>Website:</b> www.maumeeseniorecenter.com  <b>Transportation Hours:</b> M-F 8:30 p.m. – 12:00 p.m.  <b>Service Area:</b> Lucas County  <b>Eligibility Requirements:</b> Transportation funding Middle Eastern and North African clients  <b>Contact Information:</b> 419-243-1119</p>	<p><b>Agency Name:</b> Nami Greater Toledo  <b>Organization Type:</b> Public nonprofit, Mental Health Agency  <b>Service Description:</b> Group scheduling, door to door  <b>Website:</b> www.namitoledo.org/  <b>Transportation Hours:</b> M-F 6:00 p.m. – 9:00 p.m.  <b>Service Area:</b> Greater Toledo area  <b>Eligibility Requirements:</b> Transportation funding Middle Eastern and North African clients  <b>Contact Information:</b> 419-243-1119</p>
<p><b>Agency Name:</b> Ohio Masonic Communities  <b>Organization Type:</b> Private nonprofit  <b>Service Description:</b> Demand-response  <b>Website:</b> N/A  <b>Transportation Hours:</b> By appointment  <b>Service Area:</b> Lucas County  <b>Eligibility Requirements:</b> Agency clients only</p>	<p><b>Agency Name:</b> Ohio Means Jobs Lucas County  <b>Organization Type:</b> Private nonprofit  <b>Service Description:</b> Does not currently provide transportation but are interested in doing so  <b>Website:</b> www.omjlc.com.  <b>Service Area:</b> Lucas County  <b>Eligibility Requirements:</b> Federal poverty guidelines; percentage varies.  <b>Contact Information:</b> 419-213-5627</p>

<p><b>Agency Name:</b> ProMedica  <b>Organization Type:</b> Private nonprofit, Hospital  <b>Service Description:</b> Does not currently provide transportation but are interested in doing so  <b>Website:</b> www.promedica.org/  <b>Service Area:</b> 43560  <b>Eligibility Requirements:</b> N/A  <b>Contact Information:</b> 567-585-0271</p>	<p><b>Agency Name:</b> Sister of St. Francis of Sylvania  <b>Organization Type:</b> Private nonprofit  <b>Service Description:</b> Curb to curb, door to door, door through door  <b>Website:</b> www.sistersof.org/  <b>Transportation Hours:</b> Everyday 8:00 a.m. – 4:00 p.m.  <b>Service Area:</b> Lucas County  <b>Eligibility Requirements:</b> N/A  <b>Contact Information:</b> 419-882-2016</p>
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Table 4: Organizational Characteristics

Agency Name	Vehicles (ADA)	Scheduling Window	Accommodations	Funding Sources	Requests Fulfilled	Driver Requirements
A Forever Friend	2	2-3 days	Wheelchairs, Motorized Scooters, Caretakers or aids.	Self-funded	73%	CPR certified with a good driving record.
Anne Grady Services	15 (15 ADA)	1-3 days notice	Wheelchair accessible	Medicaid Waiver	95%	CPR/First Aid, Valid License
Autism Model School	5 (3 ADA)	1-2 days	Autism-friendly transport	Private, School-funded	90%	Special needs certified
Bittersweet Farms	10 (7 ADA)	24-48 hrs	Mobility aids, caregiver ride-along	Private, Donations	90%	Agency-trained
Black & White Transportation	50 (25 ADA)	Same-day available	Wheelchair vans, door-to-door	Private pay, contracts	99%	Licensed chauffeurs
Cherry Street Mission	4 (2 ADA)	24-48 hrs	Clients only, basic mobility	Donations	85%	Shelter staff/volunteers
East Toledo Senior Center	6 (5 ADA)	2 days	Mobility assistance	FTA 5310, Local	90%	Background check, valid license
Jewish Senior, Family & Social Services	3 (2 ADA)	1-2 days	Senior-friendly, caregiver assist	Private donors, grants	90%	Trained staff
Lucas County Board of DD	25 (20 ADA)	Same-day/advance	All accessibility	County/State funded	98%	Agency-certified
Maumee Senior Center	5 (4 ADA)	1-2 days	Curb-to-curb, walkers	FTA 5310	85%	Volunteer or licensed staff
NAMI Greater Toledo	3 (1 ADA)	By appointment	Mental health clients	Donations	80%	Certified peer staff

Ohio Means Jobs Lucas County	2 (1 ADA)	1–2 days	Employment-based access	WIOA/Public grants	85%	County staff
ProMedica	10 (5 ADA)	By appt/referral	Health transport, wheelchairs	Private, Medicaid	95%	Med staff/licensed
Sisters of St. Francis	3 (2 ADA)	Appointment-based	Religious/social aid transport	Donations	88%	Sisterhood-trained
The Epilepsy Center of NW Ohio	5 (3 ADA)	1–2 days	Neurological care support	Medicaid, Donations	90%	Trained caregivers
Thomas M Wernert Center	4 (3 ADA)	Next-day	Mental health transport	County/Grant-funded	90%	Peer counselors
TLC Transit, LLC	30 (22 ADA)	Same-day possible	Wheelchair lifts	Private Pay, Medicaid	98%	Licensed + Defensive Driving
Toledo Lucas County Homelessness Board	3 (2 ADA)	Appt-based	Shelter access	HUD/Federal	85%	Shelter partners
United Way 211	N/A	Referral-based	Directory/referral service	United Way	N/A	N/A
A Forever Friend	2 (1 ADA)	24–48 hrs	Client-based service	Private	85%	Licensed caregiver
Diversity & Inclusion – City of Toledo	N/A	N/A	Information/referral only	City-funded	N/A	N/A
Ohio Masonic Communities	4 (2 ADA)	By appointment	Seniors and veterans	Private, Foundation	90%	Care staff
Sandra De Steno – United Way 211	N/A	N/A	Directory/referral service	United Way	N/A	N/A

# TARTA’s Transportation Role

Public transportation is a vital component in the “Moving Forward 2055: Regional Transportation Plan” the long-range plan developed by the Lake Erie West Regional Council. Lake Erie West serves as the regional planning organization for Lucas and Wood counties in Ohio and Monroe County in Michigan. In addition to county-wide public transit, numerous transit projects are included on the committed project list, priority project list, and the initiative list. The need for transit in the area was identified through a public survey conducted for the TARTA Next report in 2022. TARTA’s ridership is highly transit-dependent with 73% of survey respondents using the service every day.

In addition to the long-range transportation plan, the Lake Erie West 2025-2026 Transportation Legislative Agenda also includes support for public transit at the federal, state and local levels. The document lists several different policies that aim to improve public transit, therefore encouraging policymakers to make prudent investments in transportation resources.

## Ridership

TARTA’s ridership demonstrates strong community demand for public transit. TARTA reported the following ridership data.

Table 5: TARTA Ridership

Total Riders	Adults	Reduced Fare <sup>1</sup>	Free Fare	TARTA Flex	Paratransit	Paratransit Contract
2,006,430	1,430,608	377,640	198,181	51,250	178,472	70,200

## Safety Management Policy Statement

The mission of the Toledo Area Regional Transit Authority (TARTA) is to provide a safe and reliable transportation service for the public, healthful and safe working conditions for all TARTA employees, and to comply with all applicable Federal, State, and local laws and regulations. TARTA is fully committed to Safety Management Systems (SMS) and to providing its customers with a safe transportation service, maintaining a strong safety culture, and providing a working environment that ensures the safety and health of its employees and protects the environment.

TARTA is further committed to developing, implementing, maintaining, and continuously improving its processes to ensure that all transit service delivery activities occur under a balanced allocation of organizational resources, aimed at achieving the highest level of safety performance and meeting the established standards. As such, TARTA is placing the management of safety as one of the core business functions of the organization, across all modes of transportation.

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<sup>1</sup> Includes students, veterans, active-duty military, riders aged 65 or older and riders aged 18 or under.

It shall be the responsibility of management at all levels of the organization, as well as employees in each <sup>2</sup>division to be accountable for delivery of the highest level of safety performance, beginning with the Chief Executive Officer (CEO). The CEO has assigned the SMS Manager the duties of assisting with managing the SMS Program on a daily basis. Therefore, TARTA is committed to achieving the safety objectives listed.

## Safety Objectives

TARTA has established the following safety objectives to assess our safety performance and the effectiveness of the Safety Management System.

1. **Supporting** the SMS and the management of safety by providing appropriate resources to support an organizational culture that fosters safe operational practices, encourages effective safety reporting and communication, and actively manages safety with the same attention to results as that given to the other management systems of the agency.
  2. **Integrating** the management of safety as part of the primary responsibilities of all TARTA managers and employees.
  3. **Clearly Defining** accountabilities and responsibilities of all employees and managers alike to uphold the organization's safety performance goals and performance of the Safety Management System.
  4. **Establishing and Operating** a Safety Risk Management process allowing for hazard identification, analysis, and risk evaluation utilizing an employee reporting program as a principal source for information gathering.
  5. **Prioritizing** the elimination or mitigation of calculated identified safety risks created by operating conditions or activities, to a level consistent with the agency's acceptable level of safety performance.
  6. **Ensuring** that no action will be taken against any employee who discloses a safety concern through an employee safety reporting program unless disclosure indicates through the investigative process and beyond a reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures was committed.
  7. **Complying** with, or exceeding, when possible, legislative, and regulatory requirements and standards.
  8. **Ensuring** sufficiently trained and knowledgeable human capital is available to implement the various SMS processes, including as part of service delivery operations.
  9. **Ensuring** all employees are provided with adequate and appropriate safety-related information and training, competent in safety management processes and subject, and allocated only tasks commensurate with their skills.
  10. **Establishing and Measuring** safety performance against data-driven safety performance indicators and targets.
  11. **Continuous Improvement** of safety performance and the SMS through management processes that ensure appropriate safety risk management, assurance, and promotion activities are identified, implemented, and effective.
  12. **Ensuring** externally supplied systems and services to support TARTA operations are delivered in a manner to meet safety performance standards
  13. **Defining** processes to address conditions when disciplinary actions will be exempt based on the actions of an employee, in support of promoting a positive safety culture.
-

# Alternative Transportation Options

The section below provides information about additional transportation resources in Lucas County.

## Air Travel

Lucas County is home to two airports, the Eugene F. Kranz Toledo Express Airport and the Toledo Executive Airport. The Toledo Express Airport offers nonstop and connecting flights to approximately 200 destinations worldwide. The airport offers both long-term and short-term parking for travelers. The Toledo Executive Airport is used for corporate aviation, air freight services, emergency aviation services, law enforcement, flight training, and privately-owned aircraft.

## Amtrak

Amtrak is a nationwide rail service that connects 46 states, the District of Columbia, and three Canadian provinces. Toledo hosts an Amtrak station with trains heading to Chicago, IL, Buffalo, NY, and Washington, D.C. Serving around 100 passengers daily, it ranks among the busiest rail stations in Ohio. The station is in downtown Toledo at the Martin Luther King Jr. Plaza.

## Greyhound

Greyhound is the leading provider of intercity bus travel, offering service to 2,400 destinations across North America. Toledo has a Greyhound bus station located downtown, with popular routes including Detroit, Columbus, Cincinnati, Chicago, Cleveland, Indianapolis, Nashville, Dayton, and Shreveport.

## Veo

Vevo is a scooter & bike-sharing program available in Toledo. The program is a 24/7 micromobility system that can be used for point-to-point trips as well as scenic rides. There are 850 e-scooters located throughout Toledo. The cost for riding e-scooters is \$1 to unlock and \$0.35/minute. It is \$0 to unlock and \$1/hour to ride pedal bikes.

## GoBus

Northwest Ohio is coordinating with the Ohio Department of Transportation to explore the potential expansion of GoBus services into the region. This expansion can address the unmet need for intercity bus transportation in Northwest Ohio. GoBus is Ohio's only rural intercity bus program, connecting rural communities to cities like Cleveland, Columbus, and Cincinnati.

## Trails

Lucas County is home to numerous local trails, including the well-known Chessie Circle Trail, Wabash Cannonball Trail, and University Park Trail. These trails offer both point-to-point routes and scenic paths for riders to enjoy.

# Transportation Needs and Gaps

To better understand the transportation needs of Lucas County residents, below you will find an overview of demographic and socio-economic data of the population. The following section is an evaluation of the gaps in service based on geographic data and from the perspective of the targeted populations, transportation providers and the general public.

TARTA and Lake Erie West brought together a variety of stakeholders in the area to solicit feedback and requested participation from any organization that could potentially be impacted by the coordinated transportation planning process. More information on how the lead agency engaged stakeholders and the general public is available upon request.

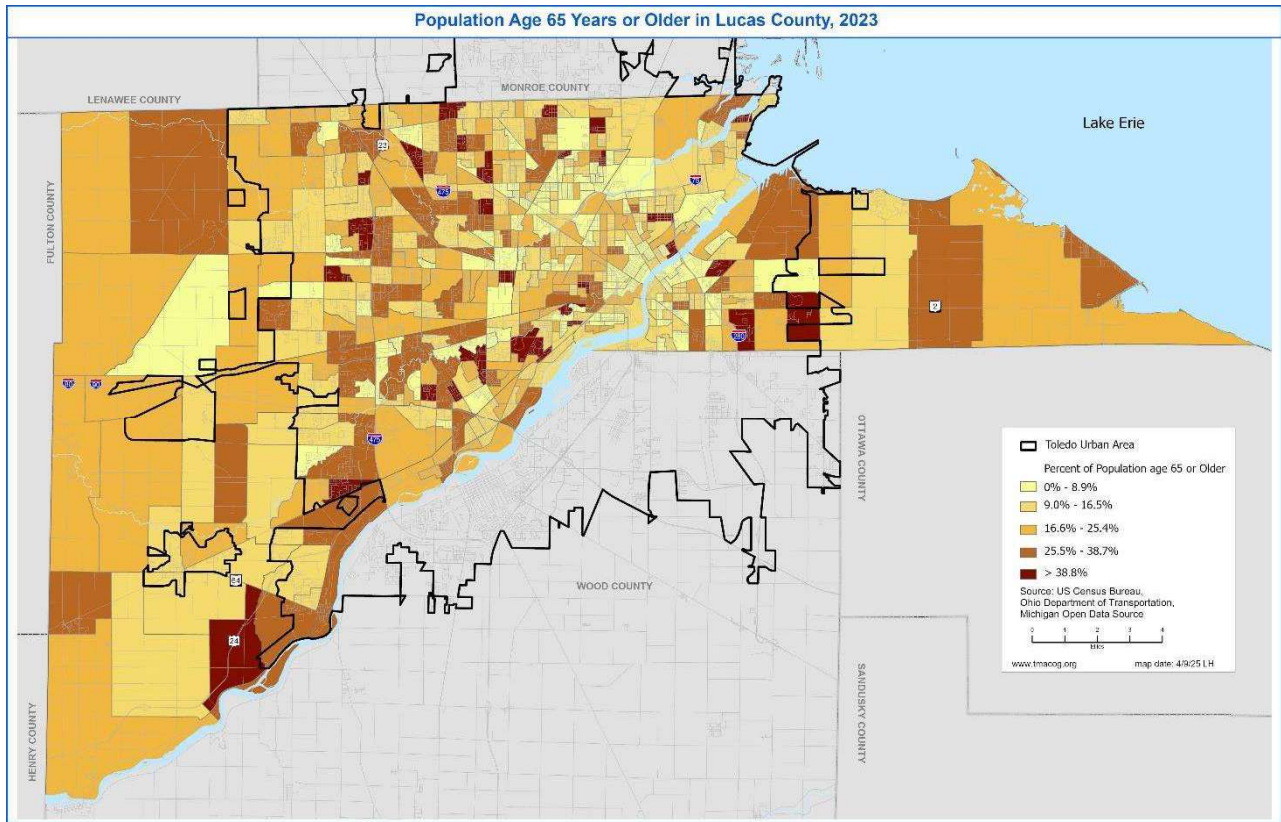
The following methods were used to assess transportation needs and gaps:

- Evaluation of demographic data
- Public input
- Stakeholder engagement
- Public meetings

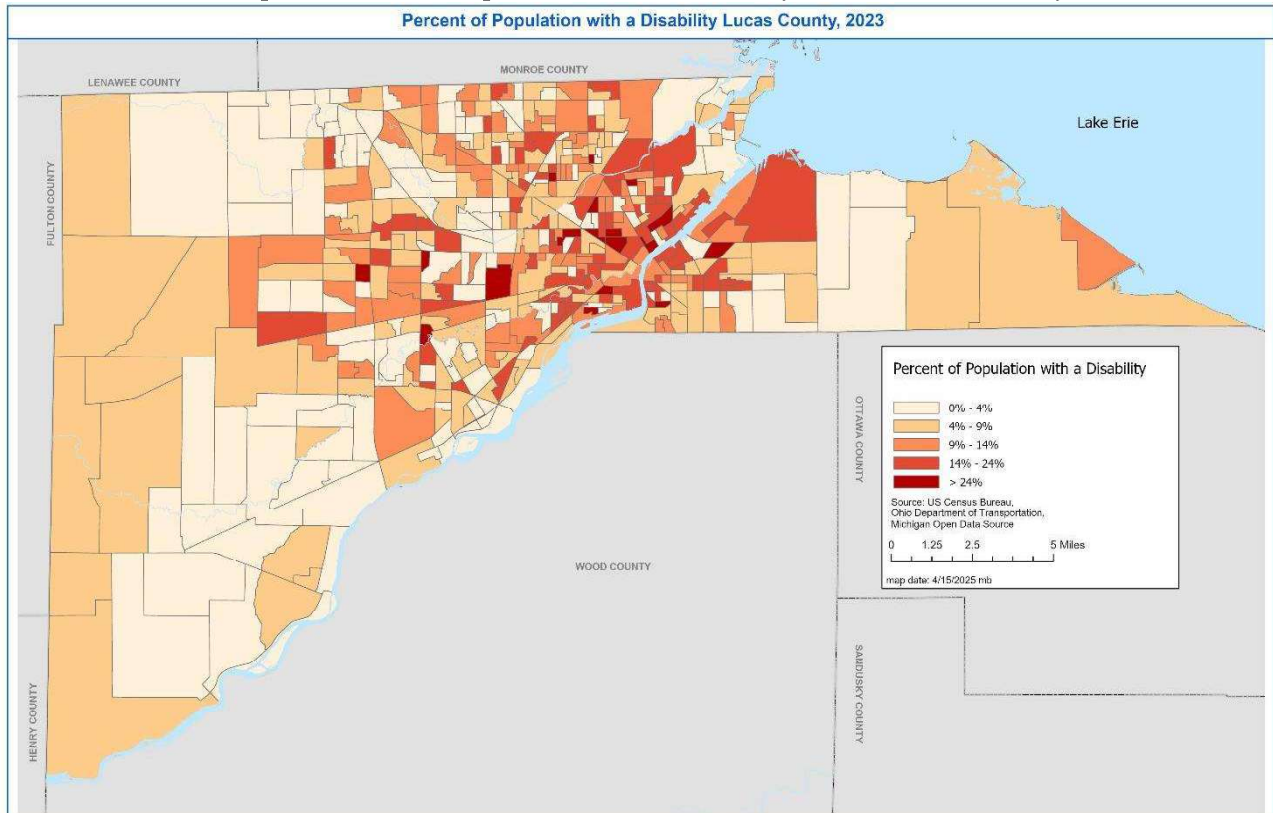
## Local Demographic and Socio-Economic Data

Data for each target population group was aggregated by Census Block Group for transportation analysis. Demographic and socio-economic data is useful for comparing areas with the highest and lowest concentrations of individuals most likely to need transportation. This information can then be compared to the locations of major trip generators, and available transportation services.

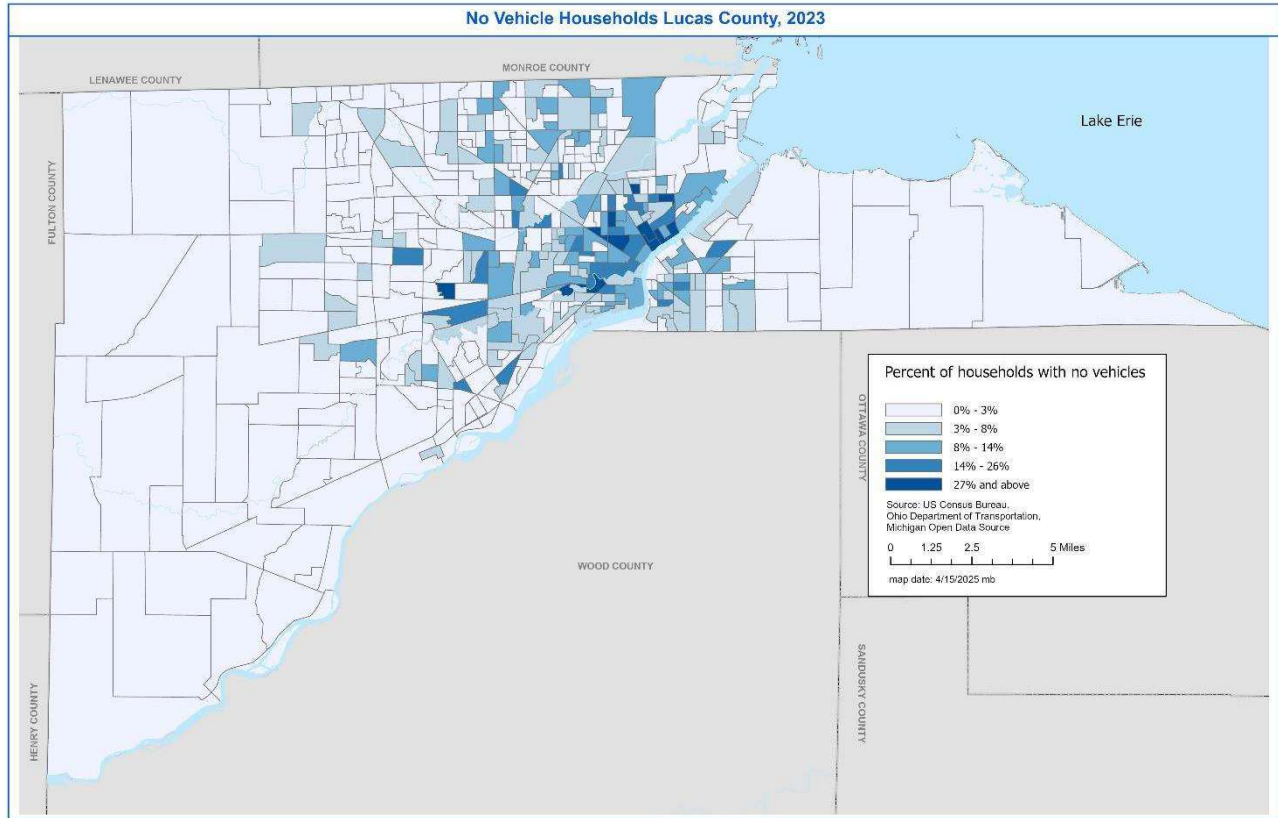
**Map 2: Population Age 65 or Older 2023 - Lucas County**



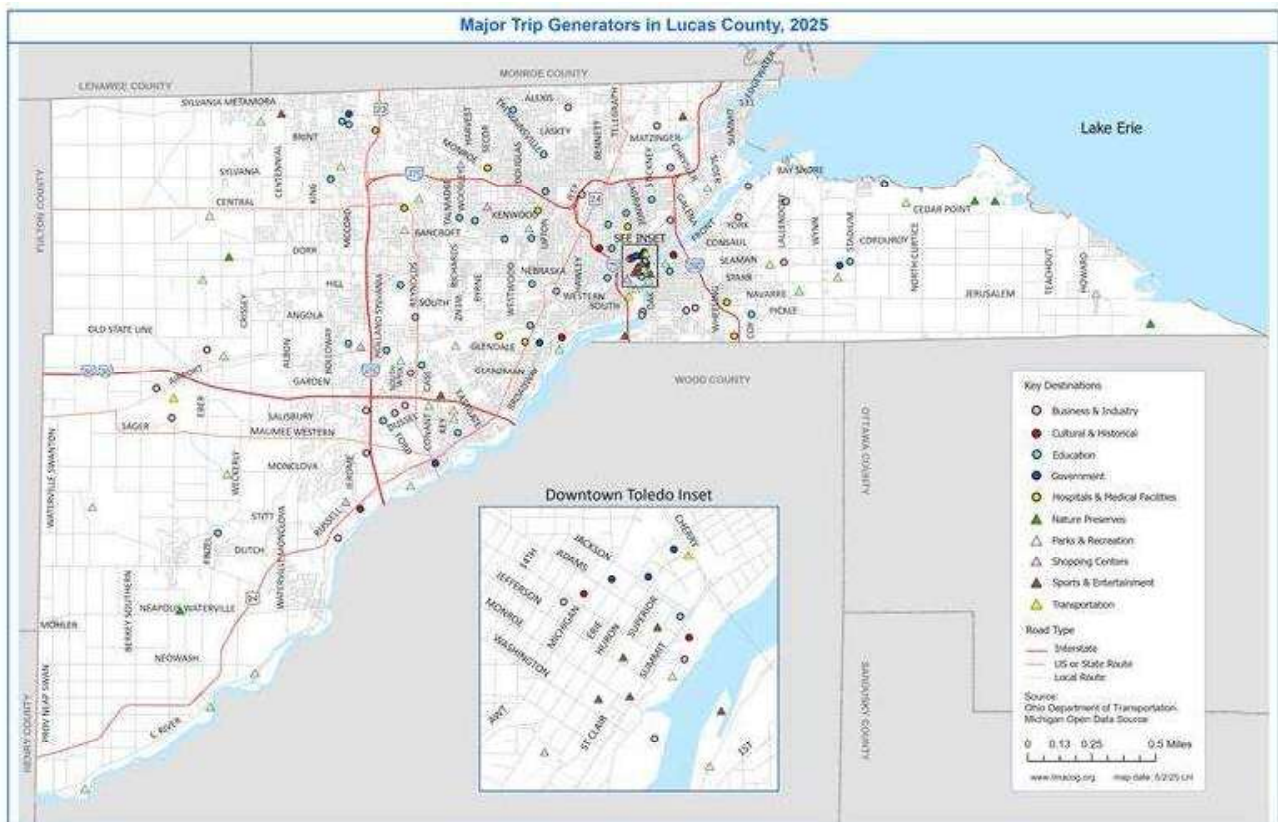
**Map 3: Percent of Population with a Disability 2023 - Lucas County**



**Map 4: No Vehicle Households 2023 - Lucas County**



**Map 5: Major Trip Generators 2025 - Lucas County**



## Analysis of Demographic Data

The maps included in this plan offer insights into the distribution of key populations and the areas where transportation gaps may exist. By analyzing this visual data, we can better understand the needs of individuals with disabilities, seniors, and households without vehicles, as well as identify their most frequent destinations. Coordination of all available transportation services in the area is essential to identify options to ensure individuals can get to essential locations like work, medical appointments, grocery stores, etc.

Map 2 reveals a concentration of older adults, particularly in rural areas of Lucas County, rather than in urban centers. This trend suggests that many of the county's seniors are in more dispersed and less accessible areas where transportation services may be limited. Identifying where older individuals reside is key since they tend to be one of the largest users of public transit. In comparison, a higher percentage of individuals with disabilities reside in urban centers of Lucas County than in suburbs. As shown previously, 14% - 24% of people in Toledo's most central areas are individuals with a disability. Whereas over 38% of residents in Lucas County's most rural areas are seniors, indicating that these populations may face unique challenges related to mobility and access to essential services.

In contrast, Map 4 highlights much higher density of households without vehicles in urban areas, specifically Downtown Toledo. In some of these neighborhoods, a significant proportion of households rely on public or alternative transportation options due to limited access to private vehicles. At least 27% of households in Central Toledo neighborhoods are no vehicle households, underscoring the importance of reliable transportation services currently servicing the area.

In contrast, there is a much lower incidence of households without vehicles in rural areas of Lucas County, with the majority of rural regions showing 0-3% of households in this category. This indicates that transportation access in rural areas may be less of a concern in terms of vehicle availability, but other challenges related to mobility could still exist, such as long distances between destinations and limited transit options for seniors and people with disabilities.

As shown previously in Map 5, major trip generators are distributed across the county, with a particular concentration of sports, entertainment, and recreational activities in the urban center of Toledo. These destinations attract people from all over the county, including those who may not own vehicles. Additionally, many hospitals, medical facilities and transportation options are also located in central Toledo. Given the importance of these services, ensuring access for individuals without personal transportation is crucial.

In summary, this data underscores the need for targeted transportation solutions that address both the urban and rural realities of Lucas County. Urban areas require solutions that accommodate individuals without vehicles, while rural regions may need more localized or flexible options to meet the needs of seniors and others who face similar mobility barriers. Coordinated efforts to improve access to essential destinations, particularly for underserved populations, will be essential in bridging the transportation gaps

# Public Engagement and Stakeholder Meetings

As part of stakeholder engagement efforts, TARTA hosted and facilitated two public meetings on March 26th, 2025, to discuss unmet transportation needs and gaps with local residents. This session provided members of the public with the opportunity to share comments, voice transportation needs and brainstorm strategies to improve mobility needs. In total, ten people participated in the meetings. Of those, two self-identified as individuals with a disability, and one person self-identified as a senior. During the meeting, attendees were presented with highlights of the previous Locally Coordinated Transportation plan.

Due to the cross-platform attendance, poll questions were presented throughout the meeting to encourage engagement and allow attendees to self-identify. In addition to the poll questions, participants were able to ask questions by using the live chat option, which were read off periodically throughout the meeting.

## Public Input

To ensure that the coordinated plan reflects real community needs, a survey was conducted to gather feedback from community members. This survey is key to better understanding local transportation needs, barriers and priorities for public transit users. Although the focus of this plan is to enhance transportation for seniors and individuals with disabilities, this survey was open to all members of the Lucas County community. Feedback collected through this survey was used to directly inform the strategies and goals of this plan.

Of the 140 surveys completed by members of the public: 20% were submitted by individuals with a disability that requires a use of a cane, walker, wheelchair, or other device and 31% were from older adults (over 65 years of age).

## Survey Responses

The following pages include some of the highlights from the public survey. The full survey results can be found in Appendix D.

To ensure the survey remained relevant and efficient for each respondent, conditional logic was applied to certain questions. For example, when respondents were asked whether transportation services are available to them, their answers determined which follow-up questions they saw. If a respondent answered "no", meaning transportation services are not available, they were then shown additional questions asking about barriers to explore reasons for lack of access.

This approach allowed respondents to skip questions that were not relevant to their experience, helping to streamline the survey and reduce unnecessary burden while ensuring we collected detailed information from those for whom the issue applied.

Chart 8: Use of Public Transportation, Carpooling and Senior/Paratransit Services

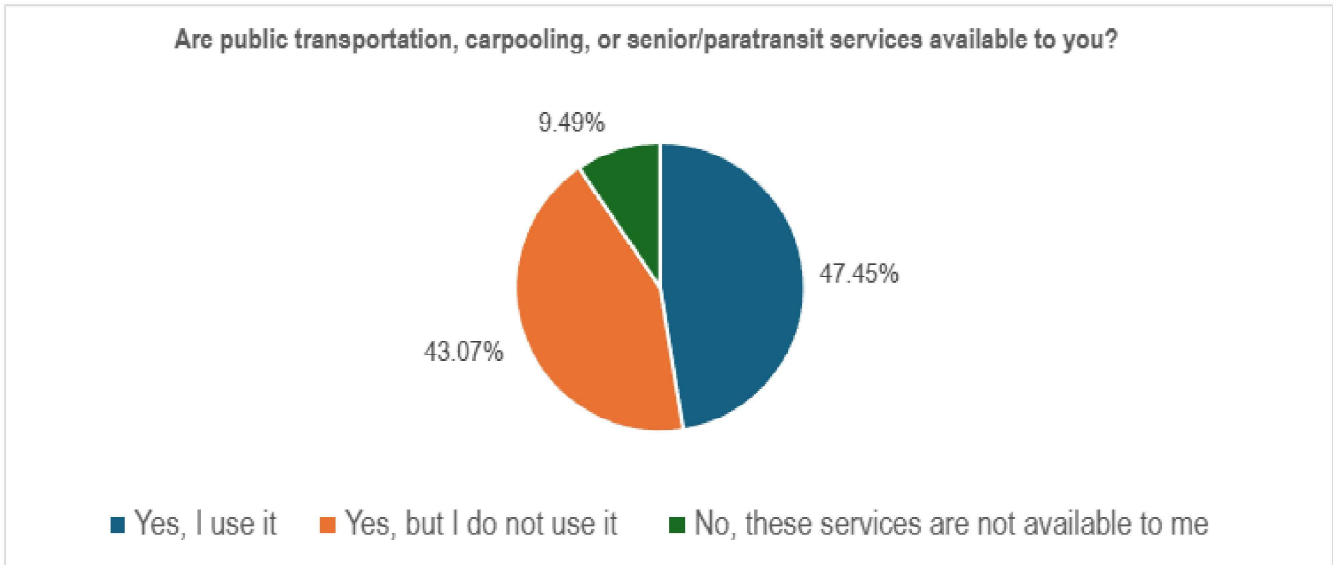
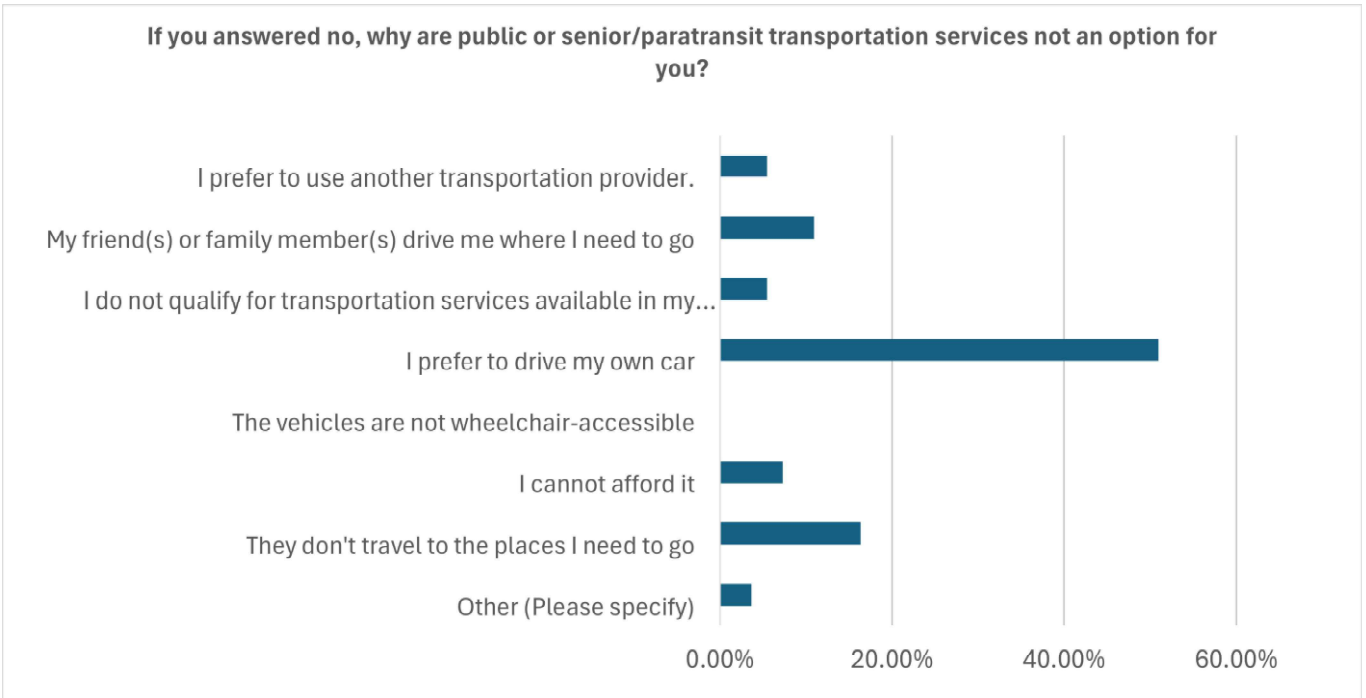
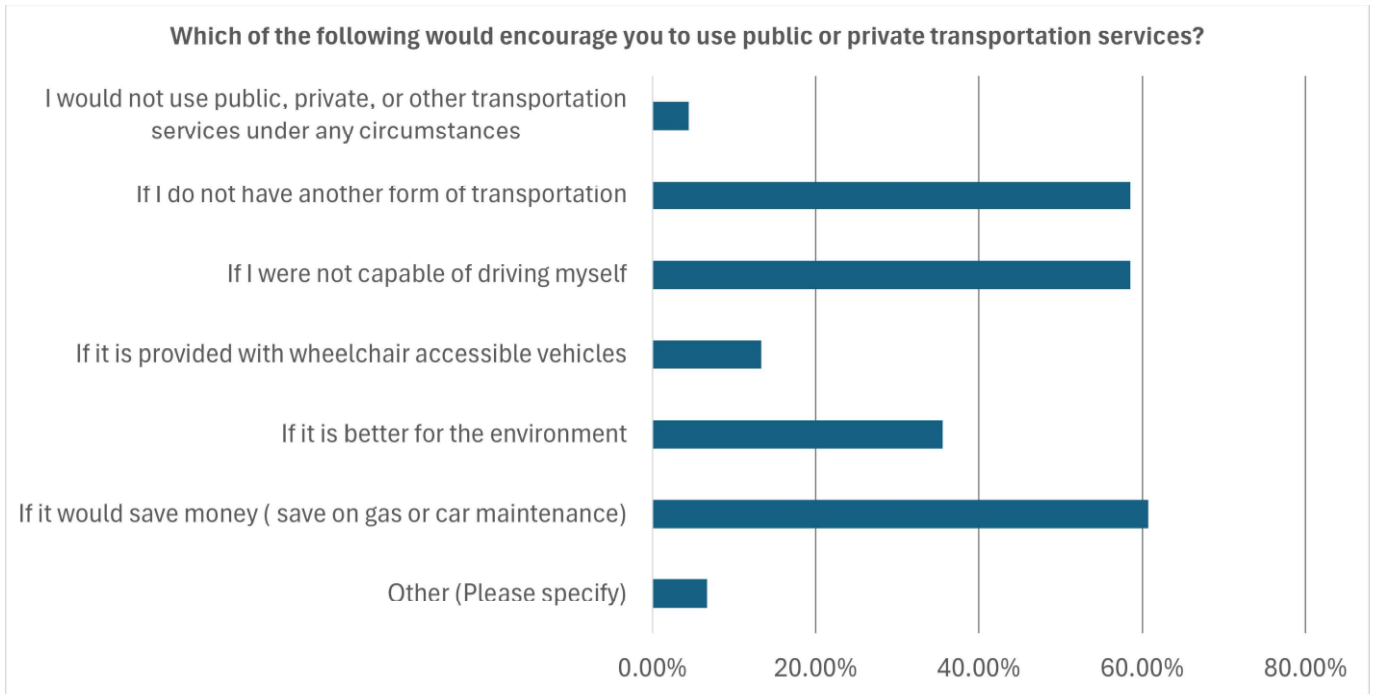


Chart 9: Reasons for Not Using Public Transportation



The question shown above was only shown to survey respondents who indicated that they either do not use public transportation or that it is not available to them, to identify transportation service barriers.

**Chart 10: Factors that Would Encourage Use of Public or Private Transportation**



**Chart 11: Suggested Improvements to Current Transportation Options**

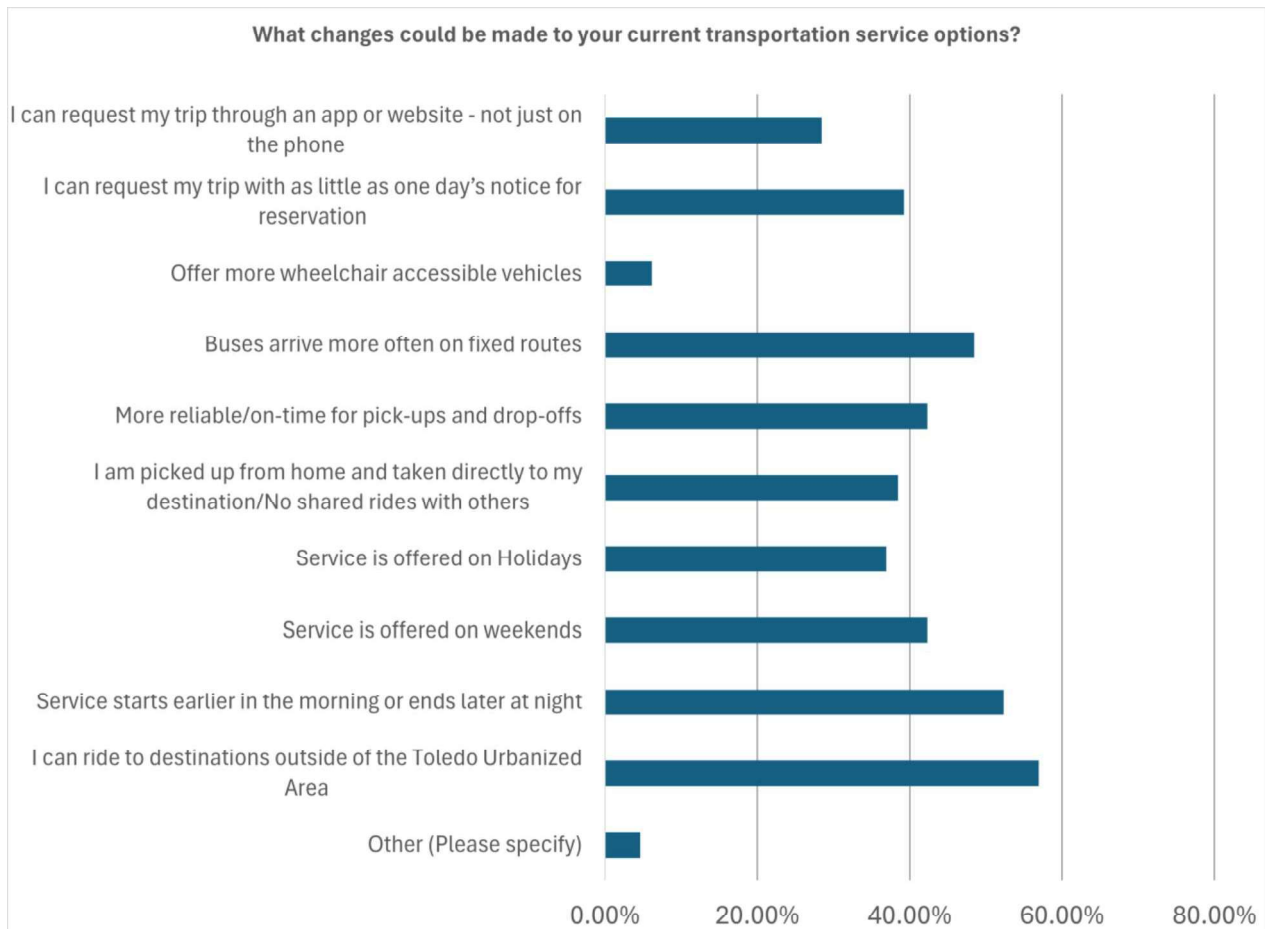


Chart 12: Transportation Needs on Weekdays

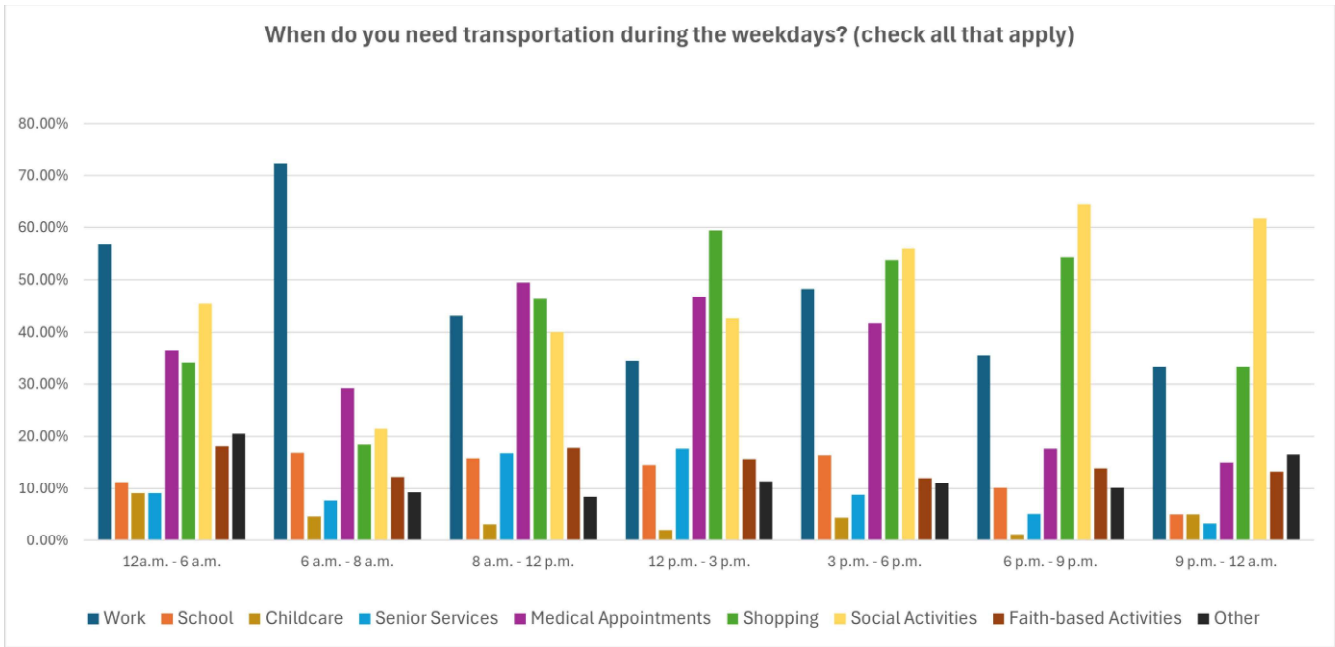


Chart 13: Transportation Needs on Weekends

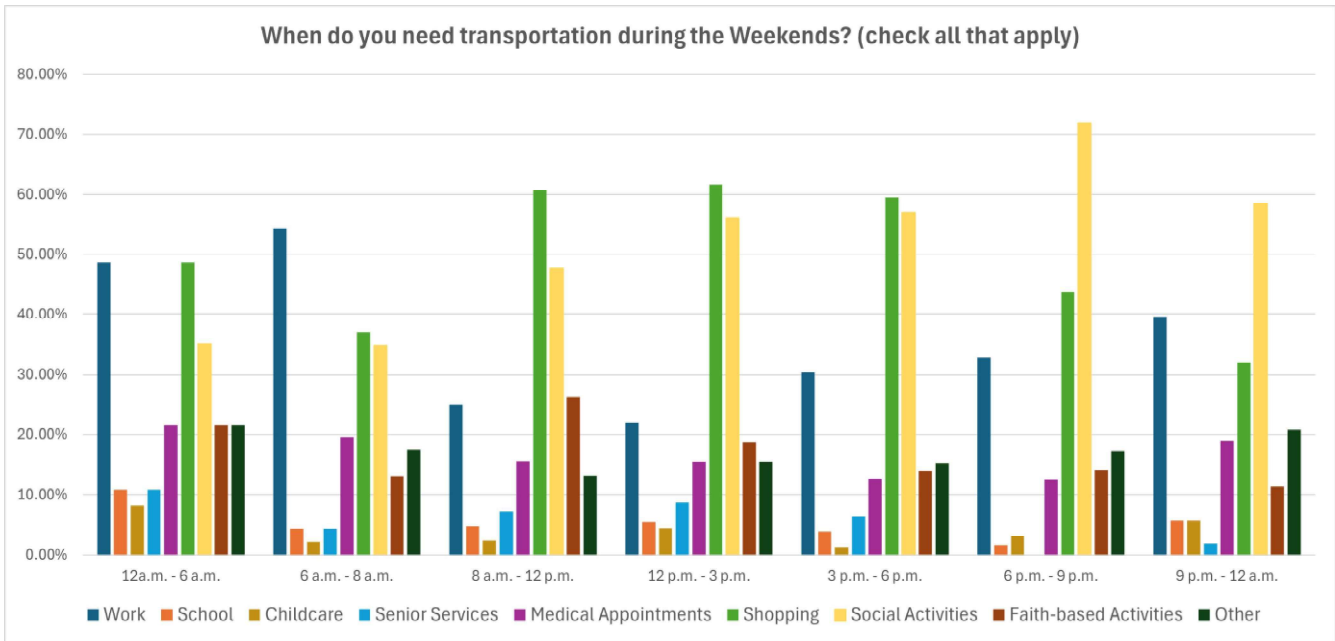


Chart 14: Accessibility and Convenience of Fixed Route Service

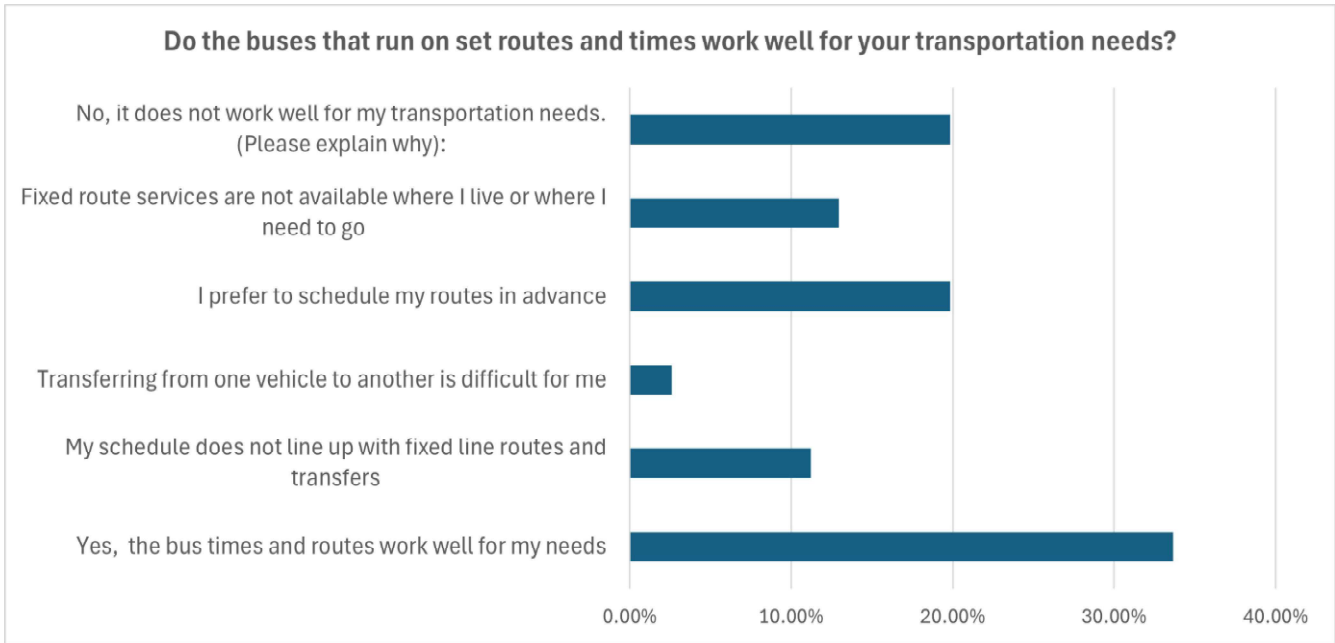
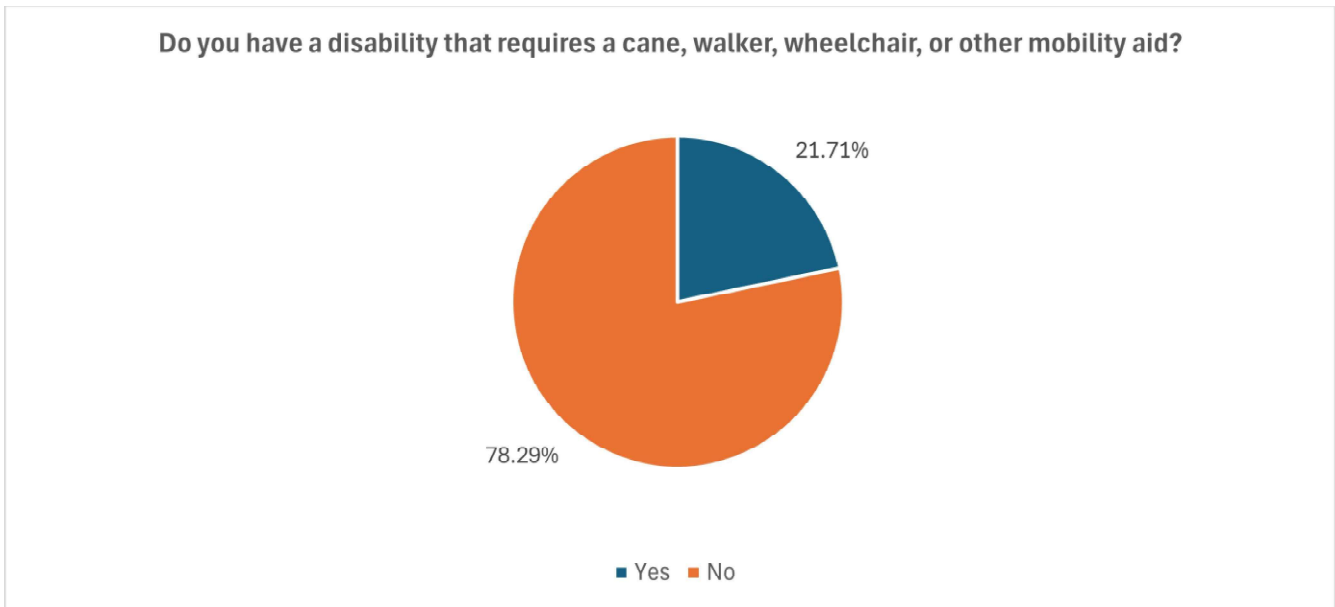


Chart 15: Use of Mobility Aids



## Challenges to Coordinated Transportation

In addition to identifying needs, the planning committee gathered information to identify challenges in providing coordinated transportation services. These challenges include the following:

- **Funding**  
 Transportation providers have expressed difficulty with finding and properly training drivers. This process is time-consuming and especially difficult for smaller agencies with limited resources. With strict requirements for driver positions, agencies have trouble hiring qualified and dependable drivers.
- **Limited transit education**  
 Lack of education on transit can prevent people from accessing essential services, as they may not know how to use available transportation options effectively. This can lead to missed opportunities for work, healthcare, or education, especially for vulnerable or underserved populations.
- **Hiring and training drivers**  
 Many stakeholders indicated that funding is one of the main reasons they have restricted services and hours. If more funding was available, they could potentially expand their services and meet more transportation needs.
- **Liability issues with vehicle sharing**  
 Sharing vehicles between agencies could increase the number of services offered and availability of transportation services. However, due to many regulations, liability becomes a concern when determining accountability for accidents, damages, or operational risks.

## Summary of Unmet Mobility Needs

Table 6: Prioritized Unmet Needs

Rank	Unmet Need Description	Method Used to Rank Need
1	Extended hours of operation (Nights, weekends, holidays) community surveys	Community surveys
2	Service Area limitations	Surveys and public feedback, especially from rural residents and agencies serving those outside core urban zones.
3	More on demand service/shorter windows to book rides	Discussed in public forums and supported by seniors and disability advocates; ranked high in stakeholder meeting.
4	Cost of private vendors	Providers expressed concern during stakeholder meeting about affordability; moderate mention in community surveys
5	Education on transit/transportation services	Surveys and raised in every stakeholder meeting; riders unaware of what's available or how to schedule rides
6	Increased collaboration between community stakeholders	Suggested by multiple agencies and advisory boards as a strategy to close service gaps; emphasized in stakeholder meeting.

7	Access to local airports, bus/train stations	Public feedback sessions: moderate priority due to infrequent trips but high importance for those who rely on regional connectivity
8	Wayfinding and signage	Noted in public comments especially among older adults and individuals with low literacy or vision impairments; lowest rank due to limited system-wide impact

# Goals and Strategies

## Developing Strategies to Address Gaps and Needs

Strategies for improving transportation for Lucas County should address the identified service gaps and user needs if they are to be effective. As described, the gaps and unmet needs were based on information obtained from geographic analysis, feedback from meeting participants, and responses from the public.

Based on information gathered throughout the planning process, Lake Erie West and TARTA developed the following goals and strategies to address these issues. Each strategy listed below is assigned a priority level based on the expected availability of primary funding sources to support plan implementation. However, some strategies may not be eligible for funding under the existing programs, there is no guarantee that adequate funding will be available to implement all of them. Achieving these goals will also require commitment and support from local stakeholders. Despite these challenges, the strategies below have been specifically designed to target the most critical identified needs.

The implementation timeframe for each strategy is as follows:

- Immediate: To be implemented within 6 months.
- Near-term: To be implemented within 6 to 12 months.
- Mid-term: To be implemented within 12 to 24 months.
- Long-term: To be implemented within 2 to 4 years.
- Ongoing: Already in place or starting immediately, requiring continued effort.

Five (5) goals were identified. These goals are listed below:

1. Promote and expand the local mobility management program

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2. Improve accessibility and awareness of paratransit and senior transportation service

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3. Improve workforce access to transportation

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4. Improve equitable access for low-income and underserved communities

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5. Incorporate new technology to make using the transportation services more inclusive for all users

## Goal 1. Promote and expand the local mobility management program

Need(s) being addressed: Education on transit/transportation services.

**Objective 1.1:** Increase collaboration with agencies that serve and advocate for seniors and individuals with disabilities.

**Objective 1.2:** Establish an official centralized call center that individuals can use to identify available transportation options.

**Strategies:** Develop a Mobility Coordination Council (TAC), Conduct Cross-Agency Outreach and Training. (Timeline: Near term)

- Quarterly meetings with organizations and mobility managers to share updates, ideas, and challenges.
- Share information between different agencies to identify gaps and overlaps in resources.
- Identify ways to address gaps in cost of private vs. public transportation.
- Once complete, distribute the Locally Coordinated Human Services Transportation Plan to relevant stakeholders.
- Implement public awareness campaigns to inform the public of available transit options and transportation programs.

Responsible Party/Supporting Party	Capital/labor	Funding	Performance Measures
TARTA/TAC	Staff Time	5310	Meeting participation

## Goal 2. Improve accessibility and awareness of paratransit and senior transportation service

Need(s) being addressed: Education on transit/transportation services, Wayfinding and signage, Access to transportation for seniors and people with disabilities.

**Objective 2.1:** Continue implementation of the Specialized Transportation Program § 5310, which is designed to improve transportation for seniors and individuals with disabilities, and provides funding for vehicles, equipment, and other technology and software.

**Objective 2.2:** Coordinate with transportation providers to expand paratransit services and enhance accessibility for residents county-wide.

**Objective 2.3:** Improve existing travel training programs.

**Objective 2.4:** Improve public awareness of transportation services through targeted education, training, and outreach tools (e.g., travel training, signage, and public newsletters).

**Objective 2.5:** Update and install wayfinding, signage, informational Kiosks throughout the region.

**Strategies:** Increase public awareness of paratransit services and mobility programs, strengthen regional coordination for paratransit and travel training services. (Timeline: Near-term)

- Promote the program to encourage increased participation.
- Maintain a committee dedicated to reviewing and scoring applications.
- Solicit applications from local agencies on a yearly basis.
- Work with transportation providers to identify ways to partner.
- Collaborate with human service agencies to expand and promote travel training programs.

Responsible Party/Supporting Party	Capital/labor	Funding	Performance Measures
TARTA/Lake Erie West/ AOA	Staff time	5310	Tracking number of agencies signing up for travel training

### Goal 3. Improve workforce access to transportation

Need(s) being addressed: Service area limitations, extended hours of operation (Nights, Weekends, Holidays), more on-demand service / shorter booking windows.

**Objective 3.1:** Enhance transportation service levels.

**Objective 3.2:** Encourage employers to set up a van pool program for employees through collaboration with transportation providers.

**Objective 3.3:** Identify and address transportation gaps and needs that hinder access to employment opportunities.

**Strategies:** Increase public awareness of paratransit services and mobility programs, strengthen regional coordination for paratransit and travel training services. (Timeline: Near term)

- Promote the program to encourage increased participation.
- Maintain a committee dedicated to reviewing and scoring applications.
- Solicit applications from local agencies on a yearly basis.
- Work with transportation providers to identify ways to partner.
- Collaborate with human service agencies to expand and promote travel training programs.

Responsible Party/Supporting Party	Capital/labor	Funding	Performance Measures
TARTA/Local agencies & employers	Staff time	5310	Feedback from customer satisfaction surveys

### Goal 4. Improve equitable access for low-income and underserved communities

Need(s) being addressed: Cost of private vendors, education on transit/transportation services

**Objective 4.1:** Engage with community leaders to develop solutions for areas underserved by transit.

**Objective 4.2:** Identify and address transportation access barriers to regional travel hubs (airports, bus, and train stations), especially for low-income residents.

**Objective 4.3:** Partner Neighborhood Health Association, Toledo-Lucas County Health Department and other relevant agencies/organizations to improve transit access to supermarkets, full-service grocery stores and healthy food options.

**Strategies:** Collaborate with city planners to improve livability through transit design, conduct community-led transit access assessments. (Timeline: Mid-term)

- Identify community needs and gaps and address ways to provide service.
- Work with city planners to identify ways to make communities more livable by identifying needed transportation improvements.
- Identify providers already providing transportation to these destinations.
- Conduct a survey to gain a better understanding of how to provide improved transportation

Responsible Party/Supporting Party	Capital/labor	Funding	Performance Measures
TARTA/Lake Erie West/ 211	Staff time	5310	Surveys/Focus groups

## Goal 5. Incorporate new technology to make using the transportation services more inclusive for all users

Need(s) being addressed: Education on transit/transportation services, access for individuals with disabilities, wayfinding and signage.

**Objective 5.1:** Incorporate new technology to make using the transportation services more inclusive for all users through on-board fare access.

**Objective 5.2:** Update current ride request processes across Lucas County transportation providers (e.g., digital tools, mobile apps, website improvements).

**Objective 5.3:** Enhance digital wayfinding on apps and websites to ensure inclusive, accessible and user-friendly navigation for all transit users.

**Objective 5.4:** Increase access for users with disabilities through visual aids, readers, and mobility devices, autonomous & EV vehicles.

**Strategies:** Expand accessible tech features for riders with disabilities, modernize wayfinding and rider navigation tools. (Timeline: Ongoing)

- Develop apps that allow ride requests and scheduling.
- Research best practices of other transit providers.

<b>Responsible Party/Supporting Party</b>	<b>Capital/labor</b>	<b>Funding</b>	<b>Performance Measures</b>
TARTA	Staff time	Grants	Customer feedback

# Plan Adoption

The coordinated plan was formally adopted by the planning committee on []. To view the resolutions, see appendix C. Prior to adoption the plan underwent a 30-day public comment period from May 19th to June 30<sup>th</sup>, 2025.

To ensure this Coordinated Public Transit-Human Services Transportation Plan remains current and responsive to community needs, it will be reviewed and updated on an ongoing basis. A comprehensive review will occur every four years, aligned with the Section 5310 funding cycle, while annual updates will be made as needed to reflect changes in transportation services, funding sources, technology, or identified unmet needs. Minor updates, such as provider contact information or service adjustments, may be approved administratively by TARTA. Substantial amendments—such as changes to goals, strategies, or funding priorities—will involve stakeholder consultation and be documented through the planning committee. A summary of annual updates and amendments will be maintained in an internal log and shared with relevant partners upon request.

## Appendix A: List of Planning Committee Participants

The planning committee consists of representation from local agencies as well as participation of individuals with disabilities, older adults, and members of the general public.

### Agency Representation

Name	Agency
<b>Laura D-</b>	Able Law
<b>Andy Heft</b>	Area Office on Aging
<b>Luke Reed</b>	Autism Model School
<b>Julie Champa</b>	Bittersweet Farms
<b>Clark Gross</b>	Black and White Transportation
<b>Candace Buckley</b>	Cherry Street Mission
<b>Valeria Fatica</b>	City of Toledo
<b>Roy Cherry</b>	Epilepsy Center of Northwest Ohio
<b>Sarah Abts</b>	General Public
<b>Valerie Moyer</b>	Harbor Behavioral Health
<b>Christine Gladieux</b>	Harbor Behavioral Health
<b>Antawon Anderson</b>	Kingwon Transportation
<b>Amy Abodeely</b>	Lucas County Health Department
<b>Nathaniel Reid</b>	Sisters of St. Francis of Sylvania, Ohio
<b>Stacey Stubblefield</b>	Thomas Wernert Center
<b>Julie Embree</b>	Toledo Lucas County Homelessness Board
<b>James Cousino</b>	Toledo Lucas County Homelessness Board
<b>Emily Mathews</b>	United Way 211
<b>Brandon Waites</b>	TARTA
<b>Richard Russel</b>	TARTA
<b>Marissa Bechstein</b>	Lake Erie West
<b>Amira Nur</b>	Lake Erie West

In addition to hosting a planning committee, TARTA and Lake Erie West also conducted a variety of activities designed to increase the involvement of community stakeholders in identifying community resources, addressing community needs, and setting goals and priorities. More information about the efforts that occurred is available upon request. To request additional information please contact:

**Brandon Waites, Lucas County Mobility Manager**  
**Toledo Area Regional Transit Authority (TARTA)**  
**567-666-5250**  
**[bwaites@tarta.com](mailto:bwaites@tarta.com)**

## Appendix B: Definitions

There are several terms used throughout the plan that may be unique to transportation providers or human service agencies. The terms are defined here for reference.

**§ 5310 Program** – Enhanced Mobility of Seniors & Individuals with Disabilities (49 U.S.C. 5310) provides Federal formula funding for the purpose of assisting private nonprofit groups in meeting the transportation needs of older adults and people with disabilities when the transportation service provided is unavailable, insufficient, or inappropriate to meeting these needs. The program aims to improve mobility for seniors and individuals with disabilities by removing barriers to transportation service and expanding transportation mobility options.

**AOA** - Area agencies on aging coordinate local services for older adults and people with disabilities in their communities. Agencies provide supports to individuals in their homes or in other settings of their choice.

**Coordination** – Collaborative efforts toward understanding and meeting the mobility needs in the most appropriate, cost effective, and responsive manner.

**FAST Act** – Congress established the funding for Federal Transit Administration programs through authorizing legislation that amends Chapter 53 of Title 49 of the U.S. Code. On December 4, 2015, President Obama signed the Fixing America’s Surface Transportation (FAST) Act, reauthorizing surface transportation programs through Fiscal Year 2020.

**Gaps In Service** – A break in the continuity of available transportation resources such as a break between hours of operation or a break between two or more geographic areas.

**Lead Agency** – The organization responsible for facilitating outreach; composing a plan that meets the requirements of current Federal and State legislation; maintaining documentation from the planning process and making it available upon request; and leading stakeholders through annual reviews, amendments, and updates of the plan. The Lead Agency also is responsible for submitting the adopted Coordinated Plan and all amendments or updates to participating stakeholders and ODOT.

**Major Trip Generator** – A location that attracts a significant number of trips, either vehicular or pedestrian, to and from a specific location.

**Planning Committee** – The Planning Committee is composed of key community stakeholders. The Planning Committee members agree to actively participate in the planning process and act as the plan advisory and adopting entity.

**Ridership** – The total number of passengers who boarded transportation vehicles are counted each time they board a vehicle.

**Transportation** – Transportation is broadly defined to include traditional transit, human service agency services, on-demand (taxi-like) services, bicycle and pedestrian programs and amenities.

**Unmet Transportation Needs** – Transportation that is wanted or desired but is not currently available.

# Appendix C: Plan Approval Documentation

## Appendix D: Survey Results

