

worklink



Wood County Workforce Mobility Study



Appendix C: Governance and Funding

Table of Contents

Introduction	5
Background	6
Workforce Mobility Context	6
How transit is funded today	9
Transit Governance	20
Local Government Transit Model	20
Regional Transit Authority Model	22
TMA Model	25
Non-Profit Transportation Provider Model	27
Transit Governance Tradeoffs	30
Workforce Transit Strategies	32
Microtransit	34
Regional route	35
Feeder Shuttle	36
Countywide Rural Service	37
Summary	39

List of Figures

Figure 1. Major Employers and Travel Flows	6
Figure 2. Study Areas.....	7
Figure 3. Urban and Rural Areas in Northwest Ohio	9
Figure 4. GoBUs Route Network (2026)	14

List of Tables

Table 1. Transit Providers in Wood County.....	8
Table 2. Transit Operations Funding By Provider.....	10
Table 3. Transit Capital Funding by Provider.....	11
Table 4. Tradeoffs Between Funding and Governance Models	30
Table 5. Workforce Transit Strategies	34
Table 6. Summary of Findings – Governance and Funding Report	39

Introduction

Employment in Wood County continues to grow due to expanding manufacturing, logistics, and warehouse industries. Many of these job locations are difficult to reach without access to a personal vehicle. The Wood County Workforce Mobility Study, known as WorkLink, is developing strategies to improve access to jobs across Wood County and the surrounding region.

WorkLink is a partnership between the Ohio Department of Transportation (ODOT), the Lake Erie West Regional Council, the Toledo Area Regional Transit Authority (TARTA), and the Great Lakes Community Action Partnership (GLCAP).

The WorkLink study seeks to identify strategies to improve mobility, including:

- New transit services
- New connection points between transit systems
- Transportation demand management programs

This technical memorandum focuses specifically on the governance and funding considerations necessary to implement these strategies.

Background

WORKFORCE MOBILITY CONTEXT

Employment and Commuting Patterns

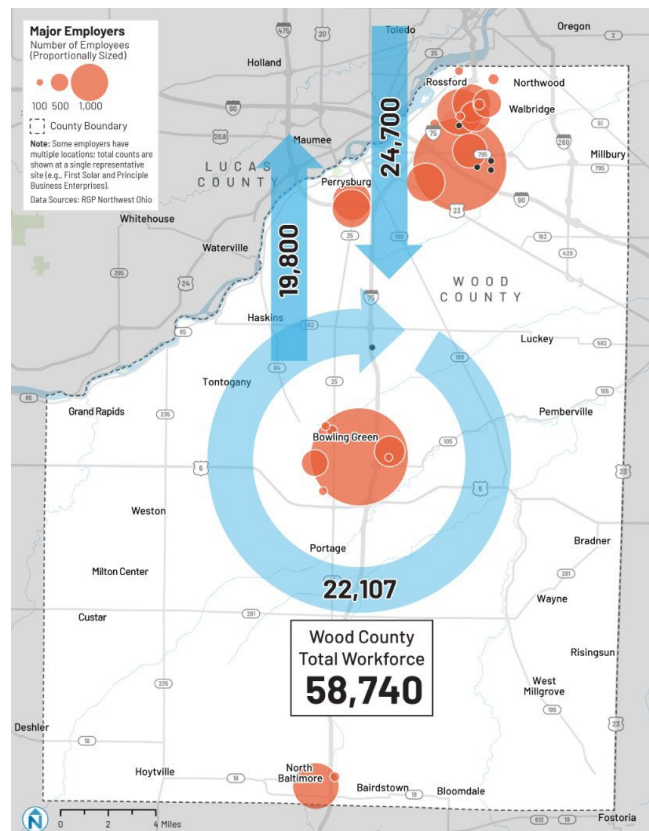
Wood County is a major employment center in northwest Ohio. Located just south of Lucas County and the City of Toledo, Wood County sees extensive cross-county travel flows, including reverse commutes from Lucas County to Wood County.

Key statistics include:

- Approximately 72,000 jobs in Wood County
- Only 38% of Wood County residents work within the county
- Nearly 50,000 jobs are filled by workers living outside the county
- More than one-third of workers commute from Lucas County

These commuting patterns demonstrate the importance of regional transportation connections, in addition to workforce transportation within Wood County itself.

FIGURE 1. MAJOR EMPLOYERS AND TRAVEL FLOWS



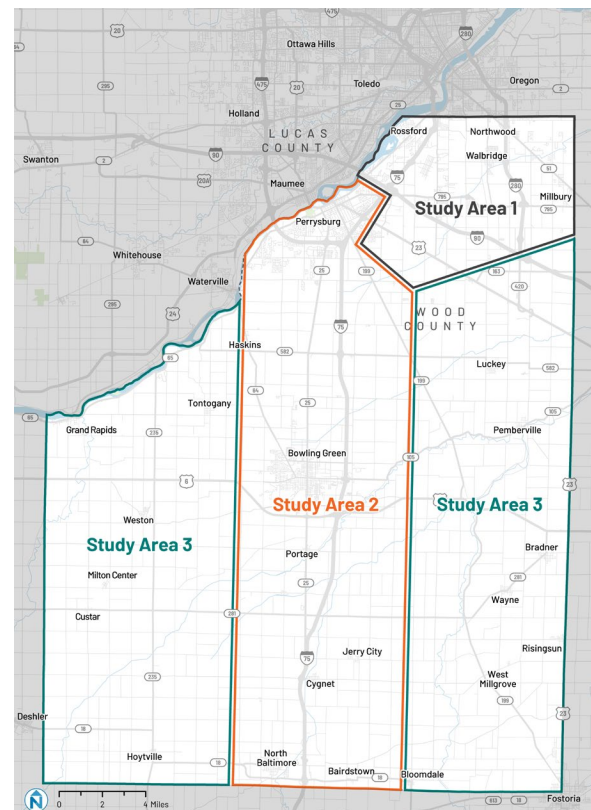
Study Areas

- The WorkLink study examines three specific study areas within Wood County, as shown in Figure 2.

Each study area reflects differences in land use and transportation needs.

- Study Area 1 is a major employment hub in northeastern Wood County, which includes the City of Rossford, Village of Northwood, and nearby communities.
- Study Area 2 covers the central portion of the county along I-75, including the City of Bowling Green.
- Study Area 3 encompasses remaining portions of the county east and west of the I-75 corridor, which are more rural in character.

FIGURE 2. STUDY AREAS



Existing Transit Services

Wood County currently has several transit providers operating independently, as shown in Table 1.

TARTA's Route 10 serves the City of Rossford in Study Area 1. In addition to fixed-route bus service, TARTA provides Americans with Disabilities Act (ADA) complementary paratransit service (TARTA Move), and an on-demand microtransit program (TARTA Flex) serving Lucas County and Rossford.

In Study Area 2, the City of Bowling Green's BG Transit service provides demand-response, or "dial-a-ride," using fully accessible minivans. Similar service is provided in the City of Perrysburg by Perrysburg Transit, which also offers connections to the TARTA system via destinations in the City of Rossford and the City of Maumee. Bowling Green State University (BGSU) offers a shuttle service oriented around the needs of students and employees.

Together, these transit services meet many of the public transportation needs in Wood County, but gaps in coordination and service exist for destinations beyond the TARTA service area or outside municipal boundaries.

TABLE 1. TRANSIT PROVIDERS IN WOOD COUNTY

Provider	Service Type	Service Area
TARTA	Fixed-route bus, paratransit, and microtransit	Study Area 1 (Toledo-Rossford)
BG Transit	Demand-response	City of Bowling Green + 1 mile outside city limits
Perrysburg Transit	Demand-response	City of Perrysburg, with links to TARTA service at two designated connection points
BGSU Shuttle	Campus transit	Bowling Green

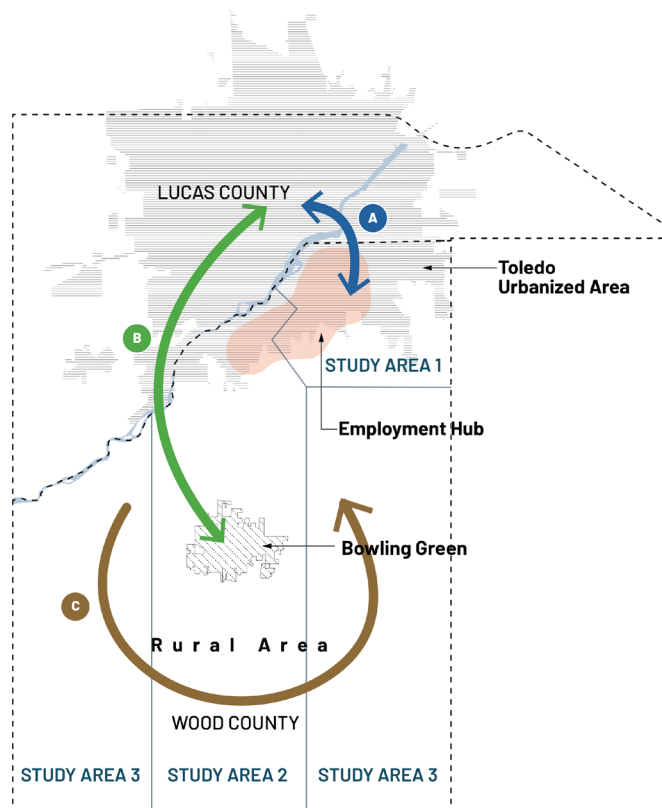
HOW TRANSIT IS FUNDED TODAY

Public transportation in the United States is funded through a combination of federal, state, and local sources. Depending on the size and type of the system, state and federal funding often provides support for operations and maintenance expenses, vehicle purchases, and infrastructure investments.

Funding structures vary depending on the type of service provided. For example, transit systems serving large metropolitan areas typically rely largely on local tax revenue, while transit services in rural areas often receive more federal operating assistance. Workforce transportation services, such as employer shuttles or microtransit programs, often rely on a mix of public funding and private contributions from employers or institutions.

Wood County includes a mix of urban and rural areas, as shown in Figure 3. Urban portions of Wood County are eligible for federal and state transit funding for urban areas, while rural portions are eligible for rural funding programs.

FIGURE 3. URBAN AND RURAL AREAS IN NORTHWEST OHIO



Transit funding can generally be divided into two categories:

- **Operations funding.** Supports the day-to-day cost of providing service, including driver wages, fuel, maintenance, insurance, and administrative expenses.
- **Capital funding.** Supports the purchase of long-term assets such as buses, vans, maintenance facilities, passenger shelters, and technology systems.

Existing Funding Sources by Provider

Most transit agencies rely on multiple sources of operations and capital funding to meet the needs of their communities. Transit providers in Wood County currently use a variety of federal, state, and local funding sources for operations, as summarized in Table 2.

TABLE 2. TRANSIT OPERATIONS FUNDING BY PROVIDER

Source/Provider	TARTA	BG Transit	Perrysburg Transit	BGSU
Federal Funding Sources (% of total)	FTA Section 5307 for eligible maintenance (Total: 8.0%)	FTA Section 5311 (Total: 50.9%)	N/A	N/A
State Funding Sources (% of total)	Ohio Transit Partnership Program (Total: 1.4%)	Ohio Transit Partnership Program (Total: 25.0%)	N/A	N/A
Local Funding Sources (% of total)	Pre-2022: Property tax levy (2.5 mill) (FY2024 Total: 0%)	CDBG* and general fund allocations (Total: 13.1%)	Property tax levy (0.8 mill) (Total: Not reported)	Student fees (Total: 100%)
Directly Generated Revenue (% of total)	Fares, contracts, other revenue Since 2022: 0.5% RTA sales tax in Lucas County and Rossford (FY2024 Total: 90.5%)	Fares, other revenue (Total: 11.0%)	Fares (Total: Not reported)	N/A
Total Operations Funding	\$43,481,307	\$642,333	\$623,400	\$750,000

Sources: National Transit Database, 2024; Perrysburg Transit and BGSU data from 2025 budgets.

* Note: Community Development Block Grant (CDBG) funds are direct grants from the U.S. Department of Housing and Urban Development (HUD) to municipalities. While federal in origin, they can be used as local match for FTA funds.

Capital funding typically comes from a broader variety of federal sources, which can provide most of the funding needed for transit agencies to purchase vehicles, build and expand facilities, and conduct major capital maintenance activities. Additionally, many of the same state and local sources of operations funding can also be used as local match for federal grants, as shown in Table 3.

TABLE 3. TRANSIT CAPITAL FUNDING BY PROVIDER

Source/Provider	TARTA	BG Transit
Federal Funding Sources	FTA Section 5307, FTA Section 5339, CMAQ (Total: 70.2%)	FTA Section 5311, FTA Section 5339
State Funding Sources	Ohio Transit Partnership Program (Total: 9.9%)	Ohio Transit Partnership Program
Local Funding Sources	Pre-2022: Property tax levy (2.5 mill) (FY2024 Total: 0%)	Community Development Block Grant and general fund allocations
Directly Generated Revenue	Fares, contracts, other revenue Since 2022: 0.5% RTA sales tax in Lucas County and Rossford (FY2024 Total: 19.9%)	Fares, other revenue
Total Capital Funding	\$13,942,671	\$0*

Source: National Transit Database, 2024.

* Note: BG Transit did not report any capital expenses in FY2024; table includes eligible funding sources only. Perrysburg Transit and BGSU capital expenses are funded locally and are not publicly reported.

Federal Transit Funding Programs

The Federal Transit Administration (FTA) administers several operating and capital funding programs that support public transportation across the United States. These programs provide formula funding to transit agencies based on population, service levels, and other factors.

Federal transit funding programs generally require matching funds from state or local sources, meaning federal funding cannot typically be used to cover the entire cost of a project.

In most federal transit programs, capital costs are subsidized at a higher percentage than operating costs. For example, federal funding may cover up to 80 percent of vehicle purchases but only 50

percent—or less—of operating costs. This structure requires local governments and transit agencies to identify stable local funding sources to support long-term operations.

The federal funding programs most relevant to Wood County workforce mobility services are described below.

FTA Section 5307 – Urbanized Area Formula Grants

The Section 5307 program provides funding to transit agencies serving urbanized areas with populations greater than 50,000. These funds are distributed annually to metropolitan regions based on population size, transit service levels, and other factors.

Section 5307 funds can be used for the following purposes:

- Bus purchases
- Capital maintenance
- Transit planning
- Passenger facilities
- Technology investments
- Operating expenses
(Small urban systems only serving cities with less than 200,000 people)

In northwest Ohio, TARTA receives Section 5307 funding. Since Toledo is an urban area over 200,000 in population, FTA does not allow TARTA’s Section 5307 funding to be used for transit operations; 5307 can only be used for the other items listed above. Operating funds come from local and state sources.

Portions of northern Wood County fall within the Toledo urbanized area, therefore 5307-eligible expenses in these areas can be covered through Section 5307. As of FY2026, TARTA receives approximately \$7.5 million in Section 5307 funding annually.¹

FTA Section 5311 – Rural Area Formula Program

The Section 5311 program supports transit services in rural areas, which include cities and towns with urban populations under 50,000. The program is designed to ensure that residents of rural communities have access to public transportation services.

¹ FTA Section 5307 and 5340 Urbanized Area Formula Appropriations, FY2026:
<https://www.transit.dot.gov/funding/apportionments/table-3-fy-2026-section-5307-and-5340-urbanized-area-formula-appropriations>

Section 5311 funding is administered by state departments of transportation. ODOT is responsible for distributing Section 5311 funds to rural transit providers across Ohio. These funds can support the following eligible activities:

- Operating expenses
- Vehicle purchases
- Vehicle and facilities maintenance
- Planning activities

Section 5311 allows federal funding to cover up to 50 percent of an agency’s operating costs. Section 5311 funding could play an important role in supporting both capital investment and ongoing operations.

In Ohio, ODOT regulations specify that only one transit provider in each county can receive Section 5311 funding. In Wood County, BG Transit receives approximately \$325,000 per year in Section 5311 funding. For a new transit provider to offer rural transit service in Wood County using federal funding, this provider would need to coordinate with or replace BG Transit as the recipient of Section 5311 dollars.

FTA Section 5311(f) – Intercity Bus Program

As a component of the rural area formula program, FTA requires that states spend at least 15 percent of Section 5311 funding on intercity bus programs unless they can certify that “the intercity bus services of the State are being met adequately.” This funding, designated as Section 5311(f), is designed to support the connection of rural areas to the regional and national system of intercity bus service.

As with Section 5311, Section 5311(f) funds are distributed by state departments of transportation. Eligible activities include the following:

- Planning and marketing initiatives
- Capital grants for bus facilities
- Operating assistance for public, private, or non-profit intercity bus operators

In Ohio, ODOT utilizes Section 5311(f) funds to support a private, non-profit entity, Hocking-Athens-Perry Community Action (HAPCAP). HAPCAP contracts with intercity bus providers to operate a network of Section 5311(f)-supported intercity routes, branded as [GoBus](#).

ODOT completed its most recent [Intercity Bus Needs Assessment](#) in 2024, resulting in the expansion of GoBus service to Toledo and Wood County. The region is now served by two GoBus routes: the GoBus Red Line (Cincinnati-Dayton-Toledo) and the GoBus Purple Line (Toledo-Columbus). Each route serves the TARTA Transit Center and University of Toledo in Lucas County, as well as Bowling Green in Wood County, as shown in Figure 4.

FIGURE 4. GOBUS ROUTE NETWORK (2026)



FTA Section 5310 – Enhanced Mobility of Seniors and Individuals with Disabilities

The Section 5310 program supports transportation services that improve mobility for older adults and individuals with disabilities. Section 5310 funding can support the following investments:

- Vehicle purchases
- Operations and maintenance for paratransit services
- Non-profit transportation programs
- Travel training and mobility management activities

While this program is not specifically focused on workforce mobility, vehicles or services funded through Section 5310 may be used to support broader community transportation needs when consistent with program guidelines. ODOT administers the Section 5310 program for the Lake Erie West region, including

the Toledo urbanized area and surrounding rural areas. The Toledo urbanized area received \$775,000 in Section 5310 funding in FY2026.² Rural allocations from ODOT vary by year but are estimated at \$167,568 in FY2026.³

To be eligible for Section 5310 funding, transportation providers must be included in a local coordinated public transit-human services transportation plan designed to meet the needs of older adults and individuals with disabilities. The following providers are included in Wood County's [2026-2030 coordinated plan](#):

- BG Transit
- Black and White Transportation
- Comfort Keepers
- Perrysburg Transit
- TARTA (Rossford Service)
- North Central Area Transit (Fostoria only)
- Wood County Committee on Aging
- Hancock Area Transportation Services (HATS)
- Wood County Veterans Services
- Wood County Board of Developmental Disabilities
- Children's Resource Center (CRC)
- Work Leads to Independence (WLI) Transportation
- Wood Lane Residential Services (WLRS)
- First Step Domestic Violence Services

FTA Section 5339 – Bus and Bus Facilities

The Section 5339 program supports capital investments in transit vehicles and infrastructure via formula and competitive grants. Eligible uses include:

- Bus purchases
- Maintenance facilities and equipment
- Charging or fueling infrastructure
- Passenger facilities, including shelters and stations

² FTA Section 5310 Funding Apportionments, FY2026:

<https://www.transit.dot.gov/funding/apportionments/table-8-fy-2025-section-5310-enhanced-mobility-seniors-and-individuals-0>

³ Lake Erie West Regional Council (TMACOG) 2026-2029 Transportation Improvement Program:

<https://dfig7j11pdx8o.cloudfront.net/images/FY-2026-2029-TMACOG-TIP-Final.pdf>

Section 5339 funds can help transit agencies replace aging vehicles, expand their fleets, and improve both customer-facing and operational facilities. Section 5339(a) allocates formula funding for transit agencies in large urban areas, as well as to states for small urban and rural areas. TARTA receives approximately \$750,000 in Section 5339(a) funding annually, and ODOT receives an additional \$4 million to distribute to rural areas.⁴

Transit agencies may also apply for additional Section 5339 funding through the Section 5339(b) competitive grant program, as well as the Low or No Emission Grant Program, designated as Section 5339(c). No agencies in Wood County received competitive Section 5339 grants in FY2025 or FY2026.

Congestion Mitigation and Air Quality (CMAQ)

The Congestion Mitigation and Air Quality (CMAQ) program provides federal funding for transportation projects that reduce traffic congestion and improve air quality. CMAQ funds are ultimately distributed by metropolitan planning organizations, or MPOs. The MPO for northwest Ohio is Lake Erie West Regional Council (Lake Erie West).

In 2021, Ohio established the Ohio Statewide Urban Congestion Mitigation and Air Quality program with the intent of quickly identifying and advancing eligible projects and better utilizing the statewide CMAQ funding. ODOT estimates that Lake Erie West will receive approximately \$4.7 million in CMAQ funding per year from 2026 to 2029. Approximately 90 percent of this funding is already programmed for projects included in Lake Erie West's [2026-2028 Transportation Improvement Program](#) (TIP), including TARTA transit projects, roadway improvements, and MPO-sponsored rideshare and air quality programs.

CMAQ funds can be used for both capital investments and operations of projects that improve air quality, including new or expanded transit services. Workforce transportation programs, such as new shuttle routes or vanpool programs, are often eligible for CMAQ funding because they can reduce single-occupant vehicle trips.

CMAQ funding is typically used for pilot programs, often covering operating costs for the first several years of a new transit service. After the initial CMAQ funding period ends, local funding sources are typically required to sustain the service. For this reason, CMAQ funding can be a useful tool for launching new workforce mobility programs.

⁴ FTA Section 5339 Funding Apportionments, FY2026:

<https://www.transit.dot.gov/funding/apportionments/table-12-fy-2026-section-5339-buses-and-bus-facilities-apportionments-full>

State Transit Funding in Ohio

State governments also play an important role in funding public transportation. In Ohio, ODOT provides technical and financial assistance to transit providers across the state, including major funding support through the Ohio Transit Partnership Program (OTP2). OTP2 is funded by a combination of state and federal sources, including Federal Highway Administration (FHWA) funds “flexed” from highway to transit uses under 23 U.S.C. § 104(f) and 49 U.S.C. § 5334(i)(1).

ODOT’s Office of Transit also manages federal grant programs on behalf of small urban and rural transit systems, which support transit operations, vehicle purchases, and planning activities. ODOT serves as the designated recipient for FTA Section 5311 funding, which it distributes to rural providers. ODOT also manages the State of Ohio’s Rural Technical Assistance Program (RTAP).

State funding for urban and rural transit agencies often serves as the matching funds required to access federal grants. For example, federal programs such as Section 5307, Section 5311, and Section 5339 (as well as numerous competitive grant opportunities) require transit agencies to provide a local or state match of between 20 and 50 percent. The State of Ohio’s investment in transit operations and capital funding helps transit systems more effectively access the significant federal funding available for transit. In FY2024, ODOT provided \$629,177 in operating assistance and \$1.4 million in capital assistance for TARTA, as well as \$160,408 in operating assistance for BG Transit.

ODOT’s technical assistance activities also include guidance on grant applications, service planning, and compliance with federal transit regulations. For communities considering new transit services, ODOT can serve as an important partner in identifying funding opportunities and navigating federal requirements.

Local Funding Sources

Local funding is the largest source of transit operating revenue nationwide. While federal and state programs can support capital investments and certain operating costs, long-term transit operations typically rely on stable local funding sources. Local funding sources can include:

- Property tax levies
- Municipal general funds
- Sales taxes
- Employer contributions
- Fare revenue
- Advertising and sponsorships

Communities may use varying combinations of these funding sources depending on their governance structure. Transit providers in Wood County rely on several different local funding models.

TARTA’s local funding is generated primarily via a ½ cent sales tax levy approved by voters of Lucas County and the City of Rossford in Wood County. This levy provides the majority of TARTA’s operating revenue, with the remainder from fares, advertising, and sponsorships. Perrysburg Transit’s non-fare revenue is generated via a local property tax levy, while BG Transit receives contributions from the city’s general fund.

Private Funding

Private funding sources can sometimes supplement public transit funding to aid in providing workforce transportation programs. Various types of private funding could include the following:

- Grants from non-profit organizations or philanthropic foundations
- In-kind support from social service providers
- Direct monetary support from private employers
- Indirect support from employers via economic development organizations, chambers of commerce, or transportation management associations.

Transportation Management Associations (TMAs)

As defined by the Association for Commuter Transportation (ACT),⁵

“A Transportation Management Association (TMA) is an organized group applying carefully selected approaches to facilitating the movement of people and goods within an area. TMAs are often legally constituted and frequently led by the private sector in partnership with the public sector to solve transportation problems.”

Typical TMA objectives include:

- Reducing single occupancy vehicle (SOV) trips, particularly for inbound commute trips
- Funding local/area mobility improvements
- Maintaining benefit/incentive programs that promote drive-alone alternatives
- Leveraging and mitigating supply constraints among existing parking resources
- Improving access to local destinations, particularly for those who do not or choose not to drive

⁵ Association for Commuter Transportation TMA Handbook: https://assets-002.noviams.com/novi-file-uploads/commuter/PDFs_and_Documents/Councils/TMA_Council/tma_handbook_final-a38cc67b.pdf

In some regions, TMAs serve as conveners to allow multiple employers to share the cost of providing transportation services that benefit their employees. A TMA may then contract with a private transportation provider or public transit agency to operate a bus, shuttle, or on-demand service that meets the needs of participating employers. TMA-sponsored services may be more flexible than public transit providers in responding to changing workplace hours, employment site locations, or employee residence locations.

Employers may be more willing to provide financial support for workforce transportation services when economic conditions or transportation barriers have resulted in workforce shortages impacting business operations.

Transit Governance

Transit governance refers to the organizational structure responsible for planning, funding, and overseeing transit services.

The governing organization typically sets policies, secures funding, and determines service priorities. In some cases, the governing agency also operates transit services directly. In other cases, the governing agency contracts with a private company or another public agency to operate the service.

Selecting an appropriate governance model is an important step in implementing new transportation services because governance structures influence funding eligibility, operational flexibility, and decision-making authority.

Several governance models could potentially manage workforce mobility services in Wood County.

LOCAL GOVERNMENT TRANSIT MODEL

Local governments such as cities, counties, or townships may operate transit services directly. Under this model, the local government oversees service planning, budgeting, and operations. This model is commonly used for small municipal transit systems. In Wood County, both Perrysburg Transit and BG Transit operate under local government oversight.

One advantage of the local government model is that it allows communities to tailor services to local needs. Local officials have direct control over service decisions, including routes, schedules, and fares. However, this model can also lead to fragmented transit systems when multiple jurisdictions operate independent services. Smaller communities may also face financial constraints that limit their ability to expand services.

Incorporated Municipalities (Cities, Villages)

Cities and villages in Ohio are municipal governments that operate under either statutory authority or home-rule powers granted by the Ohio Constitution. Municipal governments have relatively broad authority to provide services and raise revenue.

Municipalities may:

- Operate public transportation services directly
- Contract with private companies or transit agencies to provide service
- Raise revenue through local taxes, including income taxes and property taxes
- Place levies or tax increases on the ballot for voter approval

Because municipalities have the authority to levy income taxes and manage their own budgets, they often have greater financial flexibility than other local governments. This flexibility allows cities to operate small transit systems or contribute funding to regional transportation services.

In Wood County, the City of Bowling Green supports Bowling Green Transit through a combination of municipal funding and federal transit grants. Similarly, Perrysburg Transit is supported through a property tax levy approved by local voters. However, municipal transit services are typically limited to the geographic boundaries of the city or village unless formal agreements are established with neighboring jurisdictions.

Cities and villages in the urban portion of Wood County (Study Area 1) include the following:

- City of Rossford
- City of Perrysburg
- Village of Walbridge
- City of Northwood
- Village of Millbury

Townships

Townships are the most limited form of local government in Ohio in terms of both authority and resources. Townships primarily provide basic services such as road maintenance, zoning administration, and fire protection. Townships generally do not operate large-scale public services such as transit systems. Their ability to raise revenue is also more limited than that of cities or counties. Townships rely primarily on property tax levies approved by voters and do not have authority to impose income or sales taxes.

While townships can contribute funding toward transportation services or participate in intergovernmental agreements, they may not have the administrative capacity or financial resources to operate transit systems independently. Perrysburg and Walbridge townships, while located in Study Area 1, are unlikely to take on the cost and administrative burden of directly providing transit service.

Counties

Counties in Ohio serve as regional administrative units responsible for coordinating services across multiple municipalities and townships. County governments are generally responsible for services that benefit residents across a broader geographic area, such as public health programs, human services, and regional planning.

Counties may play a role in transportation planning and coordination, particularly in rural areas where smaller communities may not have the capacity to operate their own transit systems. Counties may also serve as the designated recipient of federal rural transit funding, such as funding provided through the Federal Transit Administration's Section 5311 program. However, counties have more limited taxation authority than municipalities. Counties typically rely on property tax levies and voter-approved sales taxes to generate revenue for public services. Unlike cities, counties do not have authority to levy local income taxes.

If Wood County were to pursue a countywide workforce mobility service, the county could either operate the service directly or serve as the lead coordinating agency while contracting with an existing public transit agency or private transportation operator.

REGIONAL TRANSIT AUTHORITY MODEL

Regional Transit Authorities (RTAs) are public agencies created under state enabling legislation to provide transit services across multiple jurisdictions. RTAs are governed by boards that represent participating communities. These agencies typically have the authority to levy taxes or receive dedicated funding sources to support transit operations.

TARTA is an example of an RTA operating in northwest Ohio. RTAs offer several advantages, including the ability to plan transit services across municipal boundaries and the ability to secure stable funding sources through dedicated tax revenues. However, expanding the RTA's service area may require approval from participating communities and, in some cases, voter approval.

RTA Formation

RTA formation, governance structures, and expansion opportunities are detailed in Section 306 of the [Ohio Revised Code](#). Pursuant to Section 306.32, "Any county, or any two or more counties, municipal corporations, or townships, or any combination of these," may elect to form an RTA. To form an RTA, each jurisdiction's legislative body must pass a resolution or ordinance addressing the following:

- Justification for the creation of an RTA
- Counties, municipalities, and/or townships to be included
- The official name and address of the RTA
- Governing board structure and board selection process
- Cost allocation among participating jurisdictions
- Types of transit facilities/service to be provided

Pursuant to Section 5739.023, regional transit authorities are permitted to levy a sales tax of up to 1.5 percent (or less, if the county in which the RTA is located has an existing sales tax exceeding 1 percent). Implementation of a new RTA tax is only permitted if approved by majority vote in a referendum within the RTA's service area.

RTA Expansion

Once established, RTAs may be expanded by amending the original resolution or ordinance to include additional counties, municipalities, or townships. The updated resolution or ordinance must be passed by the legislative bodies of a majority of current RTA member jurisdictions (including any that may have

joined since its creation), as well as each jurisdiction proposing to join the RTA. If the RTA has existing sales or tax levy authority, resolutions of expansion become effective within 60 days, unless a petition of referendum has been filed. In that case, the proposed amendment would be put on the ballot of the next feasible primary or general election and approved by a majority of voters in the jurisdiction(s) to be added to the RTA.

RTAs are generally not permitted to overlap geographically, with some exceptions for RTAs formed before 1975.

What Would RTA Governance Look Like in Wood County?

RTA formation in Wood County could be pursued in two ways:

Option 1: Expansion of TARTA to Wood County.

If additional jurisdictions in Wood County would prefer to join TARTA, interested cities, villages, or townships in Wood County would need to follow the RTA expansion procedures in Section 306.32 of the [Ohio Revised Code](#). As a first step, each city, village, or township that wishes to join TARTA would need to pass a resolution or ordinance in favor of joining, and a majority of existing RTA members (currently consisting of Lucas County and the City of Rossford) would need to pass corresponding resolutions approving the expansion.

In Ohio, any city, town, or village joining an RTA that currently levies a sales tax would be subject to the same tax rate as existing members. Under state law, the creation or expansion of an RTA taxing district is subject to a *petition of referendum* within 60 days after the approval of the final resolution for RTA expansion. If no qualifying petition is filed within 60 days, the RTA expansion takes effect without a referendum.

For a referendum to be called, a petition must be signed by a number of registered voters equal to 10 percent of the votes cast in the previous gubernatorial election within the area to be added to the RTA. This referendum would be placed on the ballot at the next feasible primary or general election.

In order to approve expansion, a majority of voters in the area to be added to the RTA would need to vote “yes” on the expansion referendum. Per Ohio law, residents of all areas that are proposed to be added to the RTA would vote together as a district, rather than as individual municipalities or townships. If the referendum receives a majority of the popular vote in the district as a whole, the RTA would expand to all municipalities and townships that have passed a resolution to join the RTA. This prevents an RTA expansion from being approved in some jurisdictions while failing in others, which could otherwise result in a patchwork of RTA members that make transit service geographically difficult to provide.

If the entirety of Wood County wishes to join TARTA, the expansion would need to be approved by the Wood County Board of County Commissioners and Lucas County Board of County Commissioners, subject to a petition of referendum in all of Wood County.

Option 2: Creation of a new RTA

If part of Wood County would prefer to create an independent RTA, each city, township, or village proposing to participate in the RTA would need to pass a resolution or ordinance to form it. If the new RTA would cover only a portion of the county, the RTA would be formed by individual townships and municipalities. If the RTA were to be formed at the county level, the county commission would need to vote in favor of RTA formation, and the City of Rossford would need to pass a resolution and referendum to withdraw from TARTA.

Creation of an RTA does not in itself require a referendum, but taxation authority does. For a new RTA to levy a property or sales tax, a referendum would need to pass by majority vote within the proposed RTA service area.

TMA MODEL

As previously noted, a TMA is an administrative body created to manage the transportation needs of a particular venue, district, or community - typically as a non-profit, member-controlled organization.

TMA Funding and Operations

TMA's are funded through a mixture of member dues or assessments, fees for services, and government and philanthropic grants. TMA's may also assess property owners within a defined geographic area. Many TMA's, if not established within a public agency or an existing organization, are incorporated as 501(c)(3) non-profit organizations, while others include 501(c)(4), 501(c)(6), special improvement or assessment districts. The latter two options provide the framework for codified, sustained funding from property owners (501(c)(4)) or members (501(c)(6)) within a defined geography.

Employers participate in the TMA by paying membership dues to fund transportation services. In some cases, local governments or regional transit agencies also contribute funding to support the programs. Because multiple employers share the cost of the service, the financial burden on any single employer is reduced.

TMA shuttle programs commonly operate using small or medium-sized buses that run fixed routes between transit stations and employment sites. In recent years, some TMA's have begun to operate more flexible service models, including demand-response service or rideshare subsidies. These transportation options may enable TMA's to be more responsive to changing travel needs.

TMA Case Study

TMA Bucks – Bucks County, Pennsylvania

Established in 1998, TMA Bucks is the TMA for Bucks County, Pennsylvania. Located within the Philadelphia metropolitan area, Bucks County is home to nearly 650,000 residents across suburban and rural areas. While Bucks County borders the City of Philadelphia, much of its population is located far from the Southeastern Pennsylvania Transportation Authority (SEPTA) bus and rail networks.

TMA Bucks is a membership-based, 501(c)(4) non-profit organization that fosters partnerships among government and businesses within Bucks County. It employs a dedicated staff of five employees and is governed by a board of directors from member organizations. Ex-officio members include representatives from the Delaware Valley Regional Planning Commission (DVRPC) and the Bucks County Planning Commission.

TMA Bucks partners with Bucks County Transport, the county's non-profit transit provider, to offer two employer shuttle routes that connect major business destinations to the SEPTA bus and rail networks. Each route operates Monday through Friday during rush hours (approximately 6 to 9:30 AM and 2 to 6 PM). The Bristol RushBus connects to the SEPTA Trenton regional rail line and connects to nearby

employers in Bristol Borough, including Dow Chemical and Pennco Tech. The Warminster RushBus connects to the SEPTA Warminster regional rail line and the SEPTA Route 22 bus and serves employers in multiple townships and boroughs. Each route is operated using small buses fueled by compressed natural gas. Fares are \$1.00 for regular riders and free for seniors age 65 or older.

What Would TMA Governance Look Like in Wood County?

In Wood County, a TMA could be formed independently by area employers, or with assistance from Lake Erie West Regional Council, or other regional organizations. A TMA would traditionally be established as a standalone 501(c)(3), 501(c)(4), or 501(c)(6) organization, with area employers providing financial support and policy direction via a governing board. Initially, TMA startup could be funded in part by federal CMAQ funds, state funds, grants from private non-profit organizations, or support from existing business groups like the Wood County Economic Development Commission. Initial funding could help the TMA hire at least one staff member, who would be responsible for establishing and growing the TMA's membership among area businesses.

Transit service supported by a TMA could take the form of employer shuttles, microtransit, or demand-response service.

A Wood County TMA would likely contract with TARTA or another existing transportation provider to manage and operate the service. Transit services would likely change over time as new businesses join the TMA, so a dedicated staff could help the TMA respond to meet evolving needs.

The TMA could also help provide employers with information about TARTA and other existing transportation options that can help businesses attract and retain employees.

TMA's are a promising path forward but additional questions for groups that are continuing to address these questions include:

- Can the TMA create value without requiring unanimous political support from every jurisdiction?
- Are vehicles restricted to pulling into contracted private property instead of creating stops along the road?
- What is the smallest coalition of employers and public partners needed to launch a successful pilot?
- Can the TMA demonstrate measurable workforce and economic development benefits before seeking broader public investment?
- How can existing organizations—such as workforce boards, chambers of commerce, economic development organizations, transit providers, and mobility managers—be coordinated rather than duplicated?
- Could the TMA serve as an interim governance model that eventually evolves into a more formal regional transportation organization if conditions become favorable?

NON-PROFIT TRANSPORTATION PROVIDER MODEL

Some workforce transportation programs are operated by non-profit organizations. Non-profit transit providers often partner with employers, workforce development agencies, and local governments to deliver transportation services. Non-profit organizations may apply for grants, coordinate services among multiple partners, and contract with private transportation providers to operate vehicles.

This model can be useful for launching pilot programs or serving specialized populations, but long-term sustainability depends on identifying stable funding sources.

Non-Profit Transportation Provider Case Studies

Wheels to Work – West Michigan

The Wheels to Work program is a workforce transportation service operated by Hope Network in West Michigan. The program was developed to address transportation barriers that prevented workers from accessing employment in suburban industrial areas outside the reach of existing transit service.

The service provides scheduled rides directly between workers' homes and their workplaces, making it particularly useful for employees working late-night or early-morning shifts.

Unlike traditional public transit, the service is specifically designed around employment destinations rather than general mobility needs.

Key roles of the program include:

- Pick-up from workers' homes and direct transport to workplaces
- Routes tailored to employer shift times
- Flexible scheduling for multiple shifts
- Employer participation in program design

The program acts as a single point of coordination for both employers and riders, simplifying scheduling and communication. Workers register for the service and are scheduled for rides based on their work schedules.

The program uses a shared-cost model between employers and employees. Employers contribute to the cost of transportation because reliable transportation improves worker retention and reduces recruitment costs. Employees also pay a portion of the ride cost, typically deducted through payroll. In some cases, employers may cover the full cost of the service as an employee benefit. This cost-sharing structure allows the program to operate sustainably while keeping fares affordable.

The Wheels to Work program is supported through partnerships with:

- Local governments
- Workforce development organizations
- Community organizations
- Employers

These partnerships help recruit riders and identify employment sites that would benefit from improved transportation.

Ready to Work Shuttle – Bowling Green, Kentucky

The Ready to Work Shuttle was created by Hope House Ministries to address transportation barriers faced by individuals seeking employment.

The program was developed after local workforce development programs found that many participants had the skills and job opportunities needed for employment but lacked transportation to reach job sites. To address this issue, the organization launched a shuttle service connecting workers to employment centers in the region.

The Ready to Work Shuttle operates using a 16-passenger van and provides transportation to multiple employment locations. Key characteristics of this service include:

- Scheduled routes serving employment clusters
- Service aligned with shift start times
- Centralized pick-up locations
- Door-to-door drop-off at workplaces

Participants typically arrive at a central pickup point before their shift, then the shuttle transports them to their job sites. The program serves approximately 30 riders each month and transports workers to more than two dozen employment locations.

Riders pay a weekly fee that covers multiple round trips. For example, riders pay approximately \$35 per week for transportation. The actual operating cost is higher (approximately \$85 per rider per week). The difference between rider fees and operating costs is supported by donations, grants, and local partnerships. This approach allows the program to remain affordable for workers with lower incomes.

The program is coordinated by a transportation program manager, who is responsible for scheduling routes, supervising drivers, tracking maintenance, managing rider communications, and monitoring program costs.

Good Rides – Northwest Ohio

The Good Rides program was launched by Goodwill Industries of Northwest Ohio to help individuals overcome transportation barriers that prevent them from maintaining employment. The program is part of a broader workforce development initiative that addresses employment barriers through personalized support services.

The program provides:

- Shuttle transportation to job sites
- Individualized transportation planning
- Support for workers facing transportation challenges

Participants work with workforce navigators to identify transportation barriers and develop solutions that allow them to maintain employment.

What Could a Non-Profit Transit Provider Look Like in Wood County?

A non-profit transportation provider could begin operating in Wood County in multiple ways.

- **Option 1: Existing non-profit organization.** The simplest means of establishing a non-profit transportation program is to work with an existing non-profit organization that is willing to serve as a transportation operator. In many regions, non-profit organizations are already involved in providing transportation services for older adults and people with disabilities.
- **Option 2: Creation of a new non-profit organization.** If no existing organization is willing to provide transit service, interested parties could establish a new 501(c)(3) organization to pursue grant funding, solicit tax-deductible donations, and fund transit service. Such an organization would be eligible for FTA Section 5311 funding and could provide either workforce-oriented service or transit options for the general public. Service could be directly operated or contracted through an existing public or private provider.

In Wood County, the Wood County Board of Developmental Disabilities sponsors existing transit service for people with disabilities, funded in part by the Federal Developmental Disabilities (DD) Act. Similarly, Wood County Committee on Aging provides medical transportation for seniors age 60 and older, funded by Wood County tax levy along with federal funding through the Older Americans Act (OAA). Partnering with these existing organizations or their transit operators could yield efficiencies and reduce the need to form a fully separate non-profit organization or transit program.

TRANSIT GOVERNANCE TRADEOFFS

Table 4 summarizes key tradeoffs between the funding and governance models discussed in this section. Existing local government or RTA sources have the broadest ability to utilize state and federal funding sources, maintain existing facilities, and meet countywide transit needs.

TABLE 4. TRADEOFFS BETWEEN FUNDING AND GOVERNANCE MODELS

Criteria	Local Government	TARTA / New RTA	TMA	Non-profit
Can leverage federal operations funds?	Yes, 5311 funds.	Not for 5307 funds. Could become a 5311 recipient if service is extended to rural portions of Wood County.	Yes, 5311 funds.	Yes, 5311 funds.
Can leverage federal capital funds?	Yes, 5339 and/or 5310 funds.	Yes, 5339 and/or 5310 funds.	Yes, 5339 and/or 5310 funds.	Yes, 5339 and/or 5310 funds.
Ability to meet FTA regulations?	May require changes to meet additional federal requirements.	Yes, well prepared.	New organization - depends on operating model.	Yes, depending on the operating model.
Can use existing maintenance facility?	Yes, either in-house or through contract operator.	Yes, could use existing facility.	Unlikely due to high cost.	Yes, depending on the operating model.
Will use accessible vehicles?	Yes, existing fleet is fully accessible.	Yes, existing fleet is fully accessible. Any new RTA would need to acquire accessible vehicles.	Required if using public funding.	Required if using public funding.

Criteria	Local Government	TARTA / New RTA	TMA	Non-profit
Ability to serve workforce needs in north Wood County?	Yes, depending on funding partners.	Yes. TARTA could serve workforce needs if it expands to cover more of Wood County. A new RTA could serve workforce needs along with other transportation services.	Yes.	Yes, depending on focus of non-profit.
Ability to serve overall transportation needs in Wood County?	Yes, depending on funding partners.	Service is currently outside of TARTA's core function. Would require expansion or a new RTA.	Unlikely due to membership-based funding model.	Yes, depending on resources.

PEER AGENCY INTERVIEWS

As part of the Wood County Workforce Transit Feasibility Study, interviews with peer agencies were conducted. The project team identified agencies with workforce connector programs, and prioritized programs with similar urban contexts and/or governance models. In February 2026, the project team interviewed leadership representatives for CIRTAs Plainfield & Whitestown Connectors and City of Groveport's GREAT Workforce Transportation Program. The primary goal of interviewing peer agencies was to grasp the functionality of different governance models, potential funding mechanisms, and challenges to startup and maintain workforce transportation services.

CIRTA's Plainfield & Whitestown Connectors

CIRTA operates two last-mile workforce connectors to major employers in Plainfield and Whitestown. IndyGo riders can take Routes 8, 37, and 38 to Bridgeport Road or Lafayette Square to transfer to connectors, or riders can board for the first trip of the day at the Downtown Transit Center in Indianapolis.

The Plainfield Connector was created in 2012 as the city of Plainfield experience a lot of employment growth. CIRTA helped to establish an Economic Improvement District (EID) for Plainfield, which functions as the primary governing body and funding entity for the service. Whitestown created their own connector in 2015, following the same governance model as Plainfield, creating their own EID. Both EIDs used the Federal Highway Administration's Congestion Mitigation and Air Quality (CMAQ) Improvement Program funding for startup costs (for up to 5 years). The EIDs fully support the connectors in addition to 5307 funding due to their partnership with IndyGo., and local match contributions.

The EIDs create annual budgets and have the potential to create more programs outside of the connectors, such as allocating funding to aid with worker recruitment and retention. The Plainfield EID, notably, has invested in infrastructure such as stop shelters for the connector. The Plainfield and Whitestown EIDs are made up of property owners, not businesses.

City of Groveport's GREAT Workforce Transportation Program

The GREAT Workforce Transportation Program connects COTA riders to the Rickenbacker area of Groveport, which is home to many major employers in the Columbus area. COTA's newly built Mobility Center at Rickenbacker now serves as the connection point between COTA Lines 22 & 24 and GREAT shuttles.

The GREAT Workforce Transportation program was created in partnership between COTA and City of Groveport, with the City of Groveport being the main operator of the program, in 2015 as a response to an employer expressing concerns over filling seasonal positions. The program first started as a fixed route transit service but was later modified to run as an on-demand service in 2019. The service currently runs with four 28-passenger vehicles, owned by the City of Groveport. About 60% of operating costs go toward the contact

for the service, and the remainder goes towards other operational expenses (fuel, maintenance, insurance, etc.). The program is entirely funded by the City of Groveport's general fund. It was noted in the interview with the project team that the key to the program's success comes from the city's view of the program as revenue protection, with the Rickenbacker area generating thousands in jobs and revenue for the City of Groveport. While the program does not currently use federal funds, it has profited immensely from its close partnership and coordination with COTA.

Workforce Transit Strategies

The WorkLink study evaluated several strategies that could improve workforce mobility within Wood County and between Wood County and neighboring communities. These strategies are designed to address the transportation barriers identified through the study’s data analysis and stakeholder engagement process.

The strategies focus on improving access to major employment centers in northern Wood County while also strengthening transportation connections between communities throughout the county. They also recognize that different areas of the county require different types of transportation solutions. More urbanized areas may support fixed or scheduled transit services, while rural areas often require flexible or on-demand transportation options.

Four primary workforce mobility strategies were identified for further evaluation, as shown in Table 5.

TABLE 5. WORKFORCE TRANSIT STRATEGIES

Strategy	Description
Microtransit	On-demand shared ride service connecting workers to employment areas
Regional route	Fixed or scheduled route connecting Toledo, Perrysburg, and Bowling Green
Feeder shuttle	Shuttle service connecting workers from transit hubs to employment sites
Rural transit	Expanded rural transportation service across Wood County

Each strategy has different implications for governance, funding, and implementation. Some strategies could potentially be implemented by existing transit providers, while others may require new partnerships or organizational structures.

The following sections describe these strategies and discuss how they could be governed and funded.

MICROTRANSIT

Microtransit services use smaller vehicles and flexible routing to provide shared rides within a defined service area. Riders typically request trips through a mobile application or by phone. Microtransit can be particularly useful in suburban employment areas where destinations are widely dispersed and traditional fixed-route transit may not be practical.

Governance

A microtransit service could potentially be governed by Wood County or by TARTA. If TARTA were to operate the service, it could potentially expand its existing microtransit programs to include additional areas of Wood County. Alternatively, Wood County could contract with a private microtransit operator while coordinating with existing transit providers.

Funding

Because much of northern Wood County lies within the Toledo urbanized area, federal operating funding for microtransit may be limited. As a result, microtransit services may rely heavily on local funding sources, including local government contributions and employer partnerships.

REGIONAL ROUTE

A regional transit route connecting Toledo, Perrysburg, and Bowling Green would provide a stronger transit backbone for workforce mobility in the region. This route would serve as a link between the Toledo metropolitan area and employment centers in Wood County.

Currently, the primary transit connection between Toledo and Wood County is TARTA Route 10, which connects downtown Toledo with Rossford. However, this service does not reach many of the employment areas located along the I-75 and U.S. 20 corridors or in Bowling Green. A regional route could extend or supplement existing service to provide improved access to these employment centers. A regional route could operate as a limited-stop bus service connecting major destinations such as:

- Downtown Toledo transit hub
- Rossford and Northwood employment areas
- Perrysburg and Perrysburg Township
- Bowling Green
- Bowling Green State University

Additional stops could serve large employers or transportation connection points along the corridor. Such a route could operate at peak commute times or throughout the day depending on demand. Peak-hour trips would primarily serve workers traveling to and from jobs, while off-peak service could provide additional mobility for residents traveling to school, medical appointments, or other destinations.

Governance Considerations

A regional route would likely require coordination across multiple jurisdictions. Several organizations could potentially serve as the governing entity for such a service.

TARTA would be a logical candidate to govern the service because it already operates regional transit service within the Toledo metropolitan area and has experience managing fixed-route operations. TARTA also has access to federal transit funding programs that support urban transit services.

Alternatively, Wood County could serve as the lead agency responsible for coordinating the service. Under this model, the county could contract with TARTA or a private transportation provider to operate the service.

Another potential option could involve a regional rural transit provider, such as HAPCAP or a neighboring county transit provider. However, this approach would depend on how well the proposed service aligns with federal rural transit funding requirements.

Funding Considerations

Funding for a regional route could potentially include a mix of sources. The rural portions of the route could be eligible for FTA Section 5311 funding, which supports transit service in rural areas. If the route extends into the Toledo urbanized area, portions of the service could potentially be supported through FTA Section 5307 funding. Additional funding sources could include:

- Local government contributions
- Employer partnerships
- Passenger fares
- Potential CMAQ funding for initial service implementation

A regional route could also be implemented incrementally, starting with peak-hour commuter trips and expanding service over time as demand grows.

FEEDER SHUTTLE

A feeder shuttle would connect workers traveling on regional transit routes with employment sites that are located beyond walking distance of major transit corridors.

For example, workers arriving at a transit hub in Perrysburg or Rossford could transfer to a shuttle that provides direct transportation to nearby industrial parks or warehouse districts.

Governance

Several organizations could potentially manage a feeder shuttle service.

Wood County could serve as the coordinating agency and contract with an existing transit provider to operate the shuttle. Alternatively, TARTA could operate the service directly if it aligns with the agency's service area and operational priorities.

Otherwise, a TMA could also be formed to coordinate service to major employers in northern Wood County. Under this model, participating employers would help fund and guide the operation of the shuttle service.

Funding

Feeder shuttle services are often funded through a combination of sources, including:

- Employer contributions
- Passenger fares
- Local government funding
- Federal funding (especially for vehicles)

If feeder shuttles operate in the Toledo urbanized area, federal Section 5307 operating assistance will be unavailable. However, local and state operating assistance can help reduce the need for employer contributions to cover the entire cost of operations and maintenance. Other federal grants, such as CMAQ funding or innovative mobility pilot programs, may also be available.

Lake Erie West Role

Lake Erie West could provide technical assistance to help local partners determine the appropriate governance and funding structure for shuttle service. Once identified, a lead partner could apply to Lake Erie West for CMAQ funding for one or more of the following startup activities (subject to the MPO's competitive selection process and funding availability):

- Completing a feasibility study to determine route design
- Developing a TMA governance and funding structure (if applicable)
- Funding startup and initial operating costs for shuttle service (likely for a 1-3 year pilot program)

Once a shuttle service is started, Lake Erie West could help local partners monitor performance and determine whether extension of the pilot program is warranted. Lake Erie West could also assist local partners in identifying and applying for additional grant funding as applicable.

COUNTYWIDE RURAL SERVICE

While northern Wood County contains several major employment centers, much of the county remains rural. Residents in rural communities often face significant transportation barriers due to long travel distances and limited transportation options.

A countywide rural transit service could help address these challenges by providing transportation connections between smaller communities and major destinations such as Bowling Green, Perrysburg, and Toledo.

Rural transit services typically operate using smaller vehicles such as vans or cutaway buses and often use demand-response scheduling rather than fixed routes. Under a demand-response model, riders schedule trips in advance and are picked up at their homes or at designated pickup points. Expanding rural transit service could improve access to:

- Employment opportunities
- Education and training programs
- Medical services
- Government services
- Shopping and daily needs

Governance Considerations

A countywide rural service could be governed by several types of organizations.

One option would be for Wood County to serve as the lead agency responsible for administering the service. Counties frequently play this role for rural transit programs because they can coordinate service across multiple municipalities.

Another option would be to partner with an existing regional rural transit provider, such as HATS or another multi-county transit operator that already administers federal rural transit funding.

Using an established rural transit provider could simplify the process of securing federal funding because the organization would already have experience managing Section 5311 programs and complying with federal transit requirements.

Funding Considerations

The primary federal funding source for rural transit service is the Section 5311 program, distributed by WisDOT along with state funding assistance. This program can support both operating costs and capital expenses such as vehicle purchases.

Because Section 5311 allows federal funding to cover a portion of operating costs, it is often the most important funding source for rural transit systems. Additional funding sources for a countywide rural service could include:

- ODOT rural transit funding
- County or municipal contributions
- Human service agency partnerships
- Passenger fares

A countywide rural service could also coordinate with existing transportation programs operated by human service agencies to maximize efficiency and reduce duplication.

Summary

This report documents considerations related to transit funding sources, governance models, and workforce transit strategies as they relate to Wood County. Key findings of this document are summarized in Table 6.

TABLE 6. SUMMARY OF FINDINGS – GOVERNANCE AND FUNDING REPORT

Topic Area	Key Findings
Workforce Mobility Context	- Wood County encompasses multiple urban and rural study areas, including major employment centers adjacent to Lucas County. - Commute patterns show significant commute activity from Wood County to Lucas County, as well as from Lucas County to Wood County employers.
Transit Funding Sources	- Current transit services in Wood County are provided using a variety of federal, state, and local sources. - Potential local sources of revenue include tax levies at the county, municipal, or RTA level, as well as grant funding and employer support.
Transit Governance Models	- Public transit governance in Wood County could take the form of local government (municipalities, townships, or counties), as well as RTA formation or expansion. - Workforce-specific programs could be provided through a TMA or non-profit transportation provider.
Workforce Transit Strategies	- Potential workforce transit strategies in Wood County include microtransit, regional routes, feeder shuttles, and countywide rural service. - Microtransit and feeder shuttles offer the potential to target services at workforce needs, while regional routes and countywide service would provide access to employers while addressing a broader set of community transportation challenges.