Central Indiana Regional Rural & On-Demand Transportation Study

Final Report

Prepared for CIRTA

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Prepared by RLS & Associates with PB&J Design, Inc.

3131 South Dixie Hwy. Suite 545 Dayton, OH 45439 937.299.5007 www.rlsandassoc.com

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I. INTRODUCTION

The Central Indiana Regional Transportation Authority (CIRTA) Board initiated the Rural/On-Demand Transit Study in February 2009. The purpose of the study is to assist rural/on-demand transit providers in Central Indiana throughout the region's transition toward improving regional and cross-county transportation opportunities for the general public.

As Central Indiana grows, the rural/on-demand transit providers in the region are seeing a change in not only transportation needs but also an increasing demand for transportation options to meet those needs. Providers are being asked to connect to other providers in neighboring counties and employers are looking for mobility options for the workforce. Area leaders are looking for performance outcomes that meet local needs and rural transit providers are consistently looking to increase efficiencies and leverage partnerships. As a result, the rural/on-demand transit providers of Central Indiana have agreed to partner in a planning effort that will bring attention to these matters.

There are multiple studies on-going in Central Indiana to analyze the potential and benefits for multi-modal, regional transportation. The results of this study are intended to fit within the grander picture for Central Indiana and to emphasize the role of the rural/on-demand transportation services that are available and necessary in nine counties surrounding Marion County, including Delaware County. As regional and cross-county transportation needs increase for Central Indiana, the rural/on-demand transportation providers, through this study, are actively and collectively preparing to be available to meet those needs.

This document combines all of the individual chapters that have been provided to the study participants and discussed throughout the planning process to date. Rural transit providers and CIRTA have had an opportunity to review and comment on each portion of the report, and their comments have been incorporated into this document.

The following chapters describe the existing conditions for rural/on-demand regional and cross-county transportation service and recommend strategies to achieve the goal of a seamless transportation network. The document includes the following:

- Recommendations and preliminary implementation plans for selected service structures. Service alternatives included in Chapter V were agreed upon by the study participants.
- Operational alternatives that represent methods to begin to streamline the "behind-the-scenes" aspects of operations with varying levels of coordination/consolidation which were accepted by the rural/on-demand transportation providers as a starting point for coordinated transportation.

- Organizational alternatives that represent coordination and progressively more consolidated services.

At the time of this report, the transit providers have selected the service and operational alternatives to be implemented. Although a single coordinated or consolidated approach to the regional organizational structure (Chapter VII) has not been agreed upon by all participants, all participants have agreed that CIRTA should be responsible for leading the effort to progressively organize and implement the coordinated operational strategies, and drive the momentum for the individual providers as they implement the regional service strategies (Chapter V).

NEXT STEPS

To date, it has been determined through the study that there is a high potential in Central Indiana for effectively streamlining regional and cross-county transportation through the strategies contained herein.

In December 2009, the transit partners participated in a planning and marketing meeting to discuss the next steps for implementing coordinated services. During 2010, consulting team and CIRTA have been working with each of the individual providers to assist with individual implementation timelines and activities that will form an overall marketing plan for the region.

Also, the consulting team has been working with the transit providers and CIRTA to develop a logo and brand for the regional and cross-county transportation network. Bringing the new transportation opportunities, new regional service structure, and new logo/brand together, is a brochure that each of the participating providers will use and distribute in their primary jurisdictions. Providers have agreed that the brochure will include information about local transportation in their counties and also about regional transportation service options and fares. Rural/on-demand transportation providers have agreed to provide the regional service under their own system names along with the CIRTA brand.

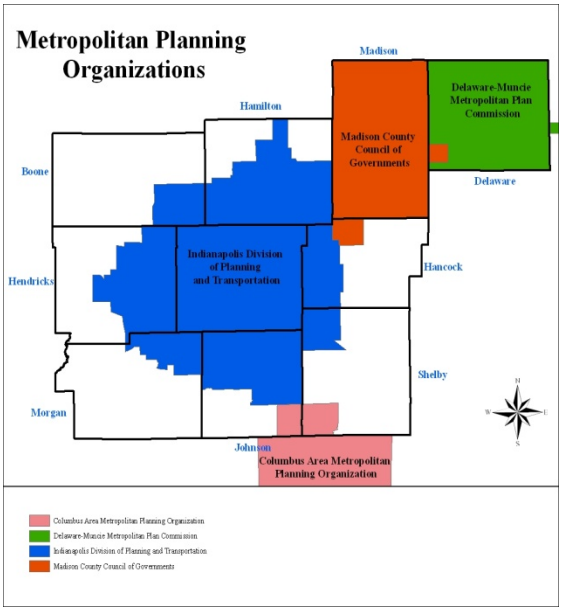
Each of the participating transportation providers has experience with operating transportation in their communities and understands the realities of expanding service to include the regional approach documented in this study. The implementation timelines for regional and cross-county service will be different for each county. The consulting team provided guidance and materials to assist with public outreach, presentation materials for county elected officials and boards of directors, and assistance with organization of coordinated efforts (i.e., recommendations for how to share policies, staffing information, etc.)

II. ENVIRONMENTAL SCAN

The Environmental Scan is an analysis and description of Central Indiana's population, demographics, and trip generators. Information is presented in terms of the regional political, financial, demographic, and socio-economic trends, ridership and service trends, and technology for all of the participating counties. It is important to gain an understanding of these general factors from a regional perspective because they pertain to the feasibility of organizing a regional and cross-county transportation structure for Central Indiana. These factors have a variable degree of impact on the transportation service in each rural county and may or may not influence the rural/on-demand transportation providers' ability to implement transportation service that provides access across county lines.

POLITICAL

METROPOLITAN PLANNING ORGANIZATION AND ITS PARTNERS



While the Central Indiana urbanized area exists primarily in Marion County, portions of it extend into adjacent Boone, Hamilton, Hancock, Hendricks, Johnson, Morgan, and Shelby counties. In the Indianapolis region, the City of Indianapolis, Department of Metropolitan Development (DMD) is the designated Metropolitan Planning Organization (MPO). The MPO staff is comprised of the planners from the Transportation Section of the DMD Division of Planning. The MPO is responsible for transportation planning in the area defined by the most current Census as being urbanized, plus the area anticipated to be urbanized in the next 20 years. A map of the Metropolitan Planning Area (MPA) and neighboring Metropolitan Planning Areas is provided here for reference. In addition to the Indianapolis MPO area, this study was expanded to include Delaware County, which includes the Delaware-Muncie Metropolitan Planning Organization.

Transportation planning in Central Indiana is regional in scope because the transportation needs cross over governmental boundaries and require the cooperation and participation of all levels of government. For regional transportation decisions, the Indianapolis Regional Transportation

Council (IRTC), which consists of representatives from Counties, Cities, and Towns in the MPA, together with State and Federal oversight agencies, develop transportation plans and recommendations in cooperation with the MPO.[1]

In fact, the MPO coordinates its planning efforts with more than 40 planning partners from local, state, and federal levels of government. Another one of those planning partners is the Central Indiana Regional Transportation Authority (CIRTA). CIRTA is a quasi-governmental organization (Indiana Code 36-9-3) that is working to bring more transportation options to the area to better connect the urban core of Indianapolis with suburban and rural communities in Marion, Hamilton, Hancock, Shelby, Johnson, Morgan, Hendricks, Boone, Madison and Delaware counties. CIRTA has a 16-member board with representation appointed from elected leaders in ten Central Indiana counties as well as municipalities, the IRTC, and the labor organization for IndyGo employees. Among its other transportation planning goals, CIRTA is developing a business model that will allow it to expand its services and become a resource for both public and private organizations that share the common goal of improving the quality of life for those who live and work in the region through alternative transportation options.

Rural/On-Demand Transportation Providers

The rural/on-demand transportation providers in Central Indiana interact with the Indianapolis MPO and are represented in the boards of directors for regional planning partners. These transportation providers communicate the transportation needs of their county residents to the regional transportation planning organizations and participate in all regional transportation planning efforts. They must also balance the diverse influences and priorities of their local county governments with their regional planning efforts. The county governments provide local match for the rural transportation programs, and transportation providers are responsible for ensuring that the priority for service is to the general public within their county service area.

As the geographic separation between the urbanized and rural areas continues to blur, all of the Central Indiana rural/on-demand transportation providers are facing an increasing demand for transportation that crosses county boundaries. At the same time, local political influences are encouraging many of them to resist using their resources in neighboring counties. Each county government approaches the concept of developing regional transportation with a unique perspective. Some encourage trips out of the county. Others want to preserve the rural nature of their county by keeping public transportation resources within the county lines as often as possible.

[1] http://www.indympo.org/Admin/Pages/overview.aspx

IndyGo

The largest public transportation provider in the region, IndyGo, provides public fixed route and complementary paratransit transportation within Marion County with limited service into the surrounding counties. Service into or connections with surrounding counties include:

- Route 31 to Greenwood (Johnson County). Route 31 operates between 5:00 AM and 6:30 PM, Monday through Friday, 6:20 AM to 8:00 PM on Saturdays, and 9:20 AM to 8:00 PM on Sundays and Holidays. The IndyGo Route 31 and Access Johnson County have three transfer locations within Greenwood.
- Express bus Fishers/Carmel. These routes operate Monday through Friday with peak morning and afternoon departures from the Town of Fishers and the City of Carmel.

IndyGo is progressive in its coordinated regional transportation efforts. The recent focus toward coordinating service between IndyGo and Central Indiana's rural/on-demand public transportation providers in the adjacent counties has centered on the implementation of additional IndyGo Commuter Express (ICE) routes for Job Access and Reverse Commute (JARC) which extend into surrounding counties where the rural/on-demand transportation providers can connect to IndyGo. In addition, IndyGo has offered to donate its retired vehicles to non-profit and public transportation provider organizations within Central Indiana.

Regional Transportation Planning

The Indiana Department of Transportation (INDOT) updated the SAFETEA-LU Indianapolis Regional Coordinated Public Transit-Human Services Transportation Plan in 2009. Non-profit organizations, transportation providers, government officials, and faith-based organizations from eight Central Indiana counties participated in the planning process. The organizations agreed on the following coordinated transportation goals to facilitate improved mobility throughout Indianapolis and the region:

- Improve communication between public transportation providers, non-profit agencies, schools, faith-based organizations, and for-profit companies with the intent to coordinate transportation to fill gaps and eliminate unnecessary duplication in each county and throughout the region.

- Collaborate to improve and increase regional, multi-county, and multi-modal coordinated transportation services.

- Promote all new and existing coordinated regional, cross-county, and local public transportation and mobility options to older adults, individuals with disabilities, people with low incomes, and the general public in an effort to increase awareness and mobility.

- Expand service areas, frequency, hours, and days of existing transportation options to meet the needs of older adults, individuals with disabilities and people with low incomes.

- Implement and enhance employment related transportation services for people with low incomes and individuals with disabilities.

- Improve safety and accessibility of vehicles, bus stops, and bus shelters.

- Incorporate new technology and capital to improve existing mobility options and serve more people.

- Increase funding for coordinated transportation in Central Indiana.

To address these goals, a series of strategies were developed that require the involvement of the public transportation providers, transportation planning and funding organizations in the region, and the non-profit human service organizations that participated in the planning process. The strategies that directly affect regional and cross-county transportation service include the following:

- Develop a County-by-County Transportation Resource Guide.

- Hire/Designate a Mobility Manager (MM) to be responsible for coordinating human service transportation with the public transportation systems of the region.

- Develop and operate a one-stop traveler information center to coordinate transportation information on all travel modes and manage eligibility regulations and arrangements for customers of supporting organizations. Ultimately, agree upon the service strategy to remove or reduce duplications in service, or unnecessary driver/vehicle downtime through sharing vehicles and/or mixing consumers. This strategy is initially intended for long-distance and cross-county trips.

- Coordinate driver and staff training with transportation providers throughout the region.

- Implement Express Bus routes that connect the IndyGo fixed routes with all counties adjacent to Marion County.

- Implement immediate response, demand response, or route deviation service for cross-county connectivity to provide new opportunities for travel to employment, access to medical services, and all general use purposes.

- Establish transfer centers where passengers can transfer from a provider in the county of trip origin to a provider in a neighboring county.

- Expand and enhance **carpooling, vanpooling, and guaranteed ride home** opportunities for commuters in Central Indiana counties.

- Advertise available **park-and-ride lots** and ridesharing opportunities.

- Establish a **marketing program** to promote the effectiveness and safety of regional and multi-county coordinated transportation services.

- Create and maintain an updated **presentation and brochure** that promotes new cross-county and regional coordinated transportation.

- **Implement** circulator, shuttles, or similar community based transportation routes in neighborhoods, and major employment centers that connect with IndyGo fixed routes.

- Coordinate the use of **Section 5310 vehicles** to implement routes or on-demand service that could serve 2nd and 3rd shift work-related trip purposes for people with low incomes traveling in or to suburban and rural areas.

- Extend IndyGo fixed routes to provide **job access and reverse commute** service between Indianapolis and the suburban and rural areas.

- Create a new Central Indiana **mobility-for-employment program** for individuals with disabilities involving an agreement between multiple organizations to coordinate trip requests for trips that are outside of the current operating hours or service areas of public transportation providers and human service agencies.

- Develop **employer-provided** shuttles, ridesharing, and carpooling.

- Purchase and utilize **scheduling software** for public transportation providers in the region where the appropriate software does not exist.

- Document regional transportation needs and request a more coordinated approach to **increase transportation funding from state and local levels**.

FINANCIAL

The public transportation providers in Central Indiana receive a variety of revenues to operate transportation for the general public. Revenue sources include local assistance from towns, communities, counties, and public or private contributions, contract revenues, fare revenues, and state and federal assistance.

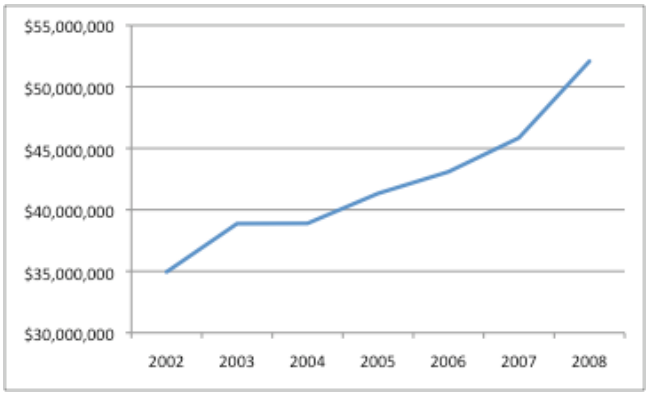
Total operating costs for FY 2004 through 2008 for each public transportation provider are shown in the following exhibits. Generally, the trend demonstrates an increase in operating costs each year.

The increase in total operating costs parallels the increase in overall service levels and an increase in the cost of fuel, labor, insurance, and other factors.

Marion County

IndyGo provides fixed route transportation in Indianapolis. It is the largest provider in the Central Indiana region and has the highest total operating expenses. The system has increased service levels throughout the period and operating expenses have increased proportionally.

Exhibit 2:
IndyGo Total Operating Expenses

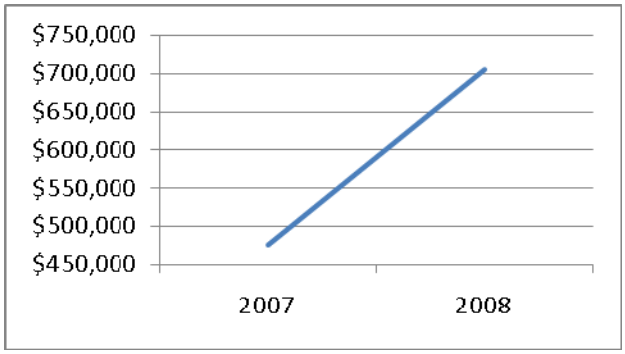


Source: INDOT Public Transit Annual Reports, 2002-2008

Hamilton County

Janus Developmental Services provided transportation in Hamilton County until 2007 when Hamilton County Express (HCE) was initiated so that service could be expanded to include anyone in Hamilton County, regardless of age and ability. Hamilton County Express had $475,445 in operating expenses during its first year. Due to the success of the first year, service was expanded and annual operating expenses and revenue increased to $705,615 in 2008.

Exhibit 3:
Hamilton County Express Total Operating Expenses

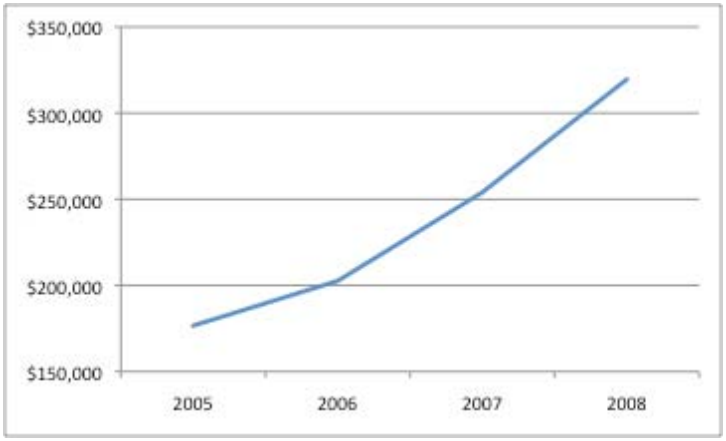


Source: INDOT Public Transit Annual Reports, 2002-2008

Hancock County

The next exhibit illustrates the annual operating expenses for Hancock Area Rural Transit (HART). Prior to 2005, Independent Residential Living and the Hancock Senior Center provided transportation in Hancock County without public funding. In 2005, the Hancock County Senior Services applied for and received funding to expand transportation service to include service for the general public. During their first year of operation, the total annual operating expenses were $176,632. Expenses and revenue have increased each year as the program steadily expanded its services.

Exhibit 4:
Hancock Area Rural Transit Total Operating Expenses



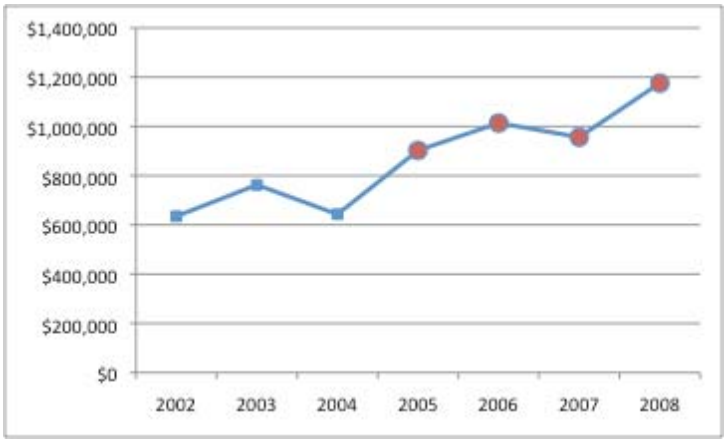
Source: INDOT Public Transit Annual Reports, 2002-2008

Johnson and Shelby Counties

Access Johnson County is one of the longest running public transportation programs in Central Indiana. The program provided public transportation for Johnson County through 2004. In 2005, the program expanded by adding service in Shelby County, under the name of ShelbyGo. The chart below depicts the annual operating expenses and revenue for the program as it has grown

throughout the years. The larger dots in the exhibit indicate a combination of Johnson and Shelby County expenses.

Exhibit 5:
Access Johnson County/ShelbyGo Total Operating Expenses

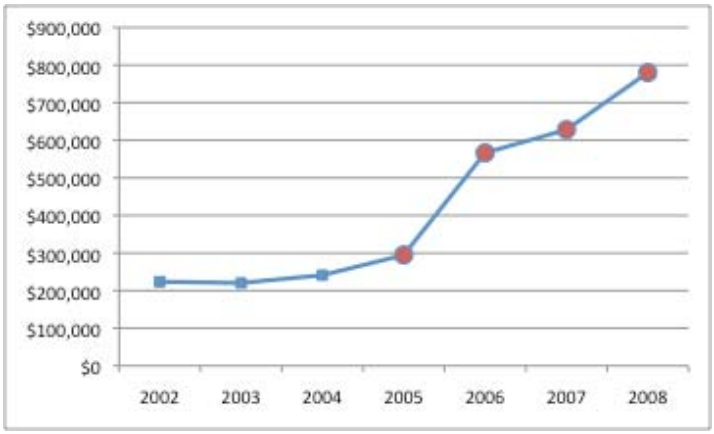


Source: INDOT Public Transit Annual Reports, 2002-2008

Hendricks and Morgan Counties

Public transportation in Hendricks County has also been a long running program. As depicted in the chart below, LINK Hendricks County expanded its service area to include Morgan County in 2005. Operating revenues and expenses reflect the expansion in public transportation service. The larger dots in the exhibit indicate combined expenses for Hendricks and Morgan counties.

Exhibit 6:
LINK Hendricks County Total Operating Expenses



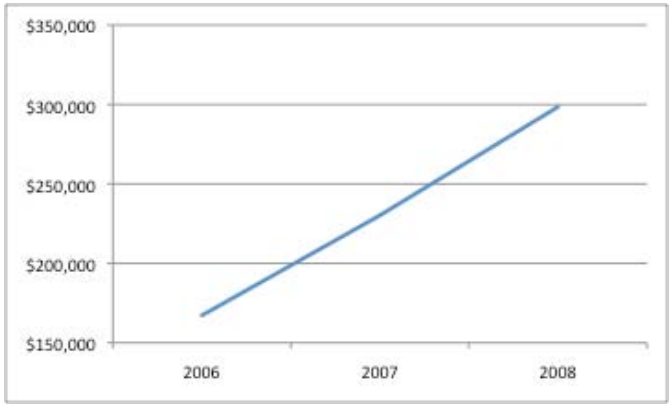
Source: INDOT Public Transit Annual Reports, 2002-2008

Boone County

Boone County Senior Services, Inc. provided transportation in Boone County for older adults and individuals with disabilities until 2006 when it expanded service to include the general public. Public

transportation service in Boone County is known as Boone Area Transportation System (BATS). The operating expenses and revenue for the BATS program have steadily increased each year, reflecting increases in service.

Exhibit 7:
Boone Area Transportation System (BATS) Total Operating Expenses

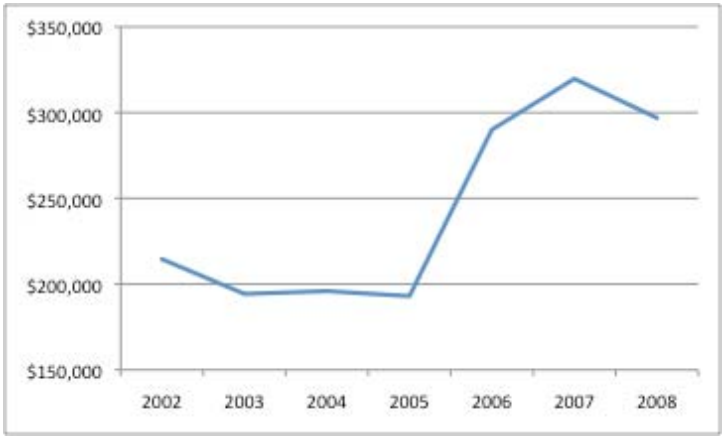


Source: INDOT Public Transit Annual Reports, 2002-2008

MADISON COUNTY

Madison County has two public transportation providers. One provider serves the area within the city limits of Anderson, another serves the rural areas of Madison County. For the purposes of this project, we are only including statistics from the rural transportation program. The program has a successful history of public and coordinated transportation. As depicted in the following exhibit, the program's operating expenses and revenue have fluctuated throughout the period with a drastic increase occurring between 2005 and 2006. The increase in budget corresponds with an increase in service.

Exhibit 8:
Madison County (TRAM) Total Operating Expenses



Source: INDOT Public Transit Annual Reports, 2002-2008

POPULATION AND DEMOGRAPHICS

INDIANAPOLIS METROPOLITAN AREA CURRENT AND PROJECTED POPULATION

The total 2000 population of the Central Indiana region was 1,726,255. The region's total population increased by more than 225,000 people between the years 1990 and 2000.

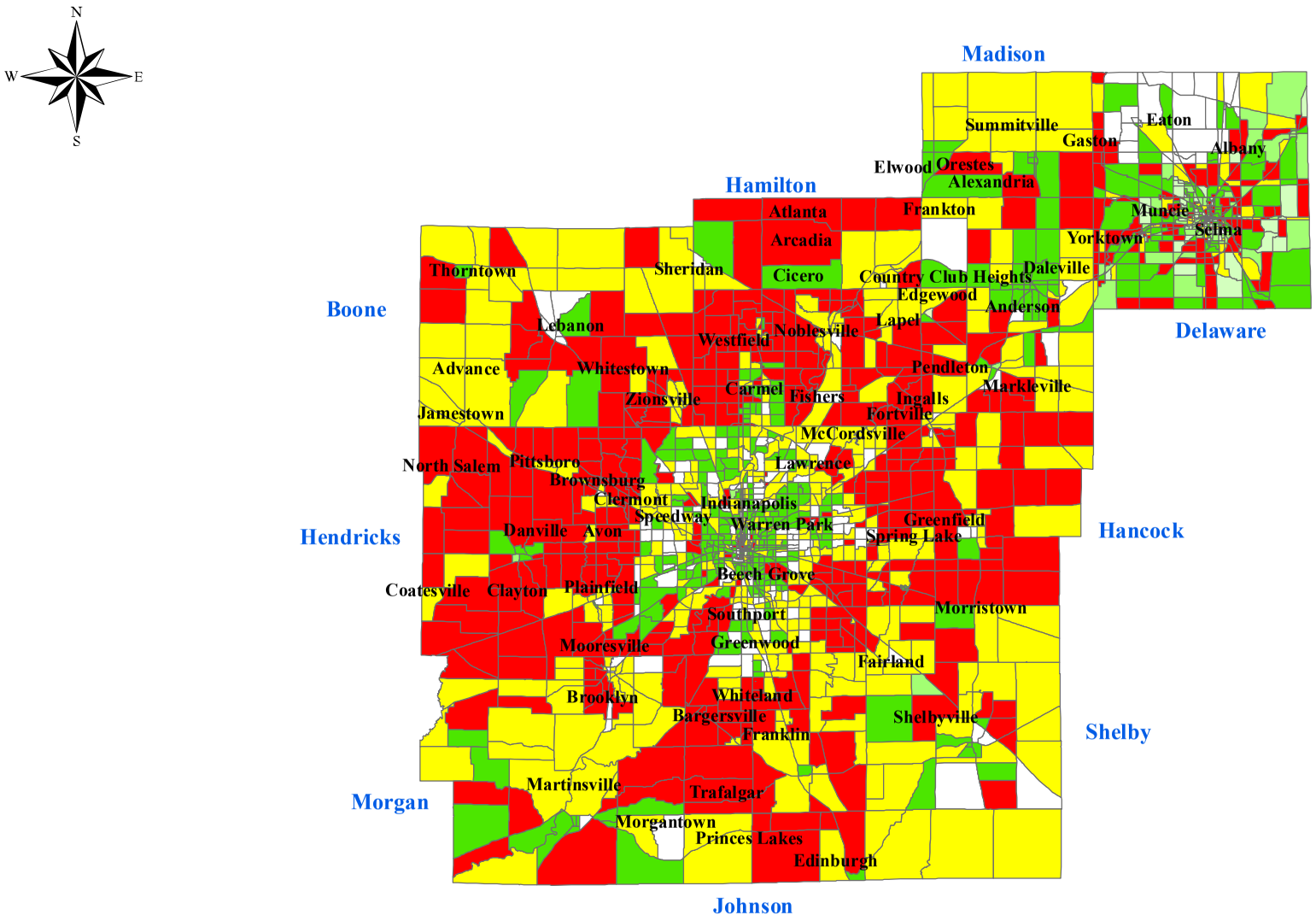
The Indiana University Kelly School of Business projects that, by 2030, the population of the region will be over 2.2 million. The population of each county in the region is projected to increase during the period with the exception of Madison County, which will have a decline in population. The population of Delaware County is projected to decline between 2000 and 2010 but regain to its current level of population by 2030. The population of Hamilton County is projected to experience a 124.04 percent change between 2000 and 2030, the largest increase in population for a single county in the region. Exhibit 9 describes the historical and projected populations and the percent change in population for each county between 2000 and 2030.

Exhibit 9:
Historical and Projected Population, 1990 to 2030

County	1990 Population	2000 Population	2010 Population Projection	2020 Population Projection	2030 Population Projection	Percent Population Change 2000 to 2030
Marion	797,159	860,454	872,883	915,850	967,547	12.45%
Hamilton	108,936	182,740	301,091	380,611	409,402	124.04%
Madison	130,669	133,358	127,256	124,918	125,728	-5.72%
Johnson	88,109	115,209	142,382	161,585	169,958	47.52%
Hendricks	75,717	104,093	147,906	175,070	190,370	82.88%
Morgan	55,920	66,689	72,073	75,167	77,149	15.68%
Hancock	45,527	55,391	70,536	80,018	82,807	49.50%
Boone	38,147	46,107	58,303	66,186	69,599	50.95%
Shelby	40,307	43,445	43,394	43,415	44,226	1.80%
Delaware	119,659	118,769	115,974	116,738	118,567	-0.17%
Total	**1,500,150**	**1,726,255**	**1,951,798**	**2,139,558**	**2,255,353**	30.65%

Source: U.S. Census Bureau, 1990 and 2000 data
Indiana University Kelly School of Business, 2010 through 2030

The map in Exhibit 10 illustrates an analysis of the projected population change by Traffic Analysis Zone (TAZ) for each county in the study area. TAZs are the standard geographical unit used in travel demand modeling, and are generally of small size, which allows analysis of smaller development characteristics. The Indianapolis and Delaware MPO provided source data for population by TAZ. The dark red areas are projected to increase between 50 and 100 percent between 2000 and 2035. As depicted in the map, significant portions of Hendricks, Hancock, Hamilton, and Johnson counties are expected to experience the most drastic growth.



TAZ

- -1900% - -1640%
- -1639% - -360%
- -359% - 0.0%
- 0.0%
- 0.1% - 49%
- 50% - 100%

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Exhibtit 10: Percent Population Change 2000 to 2035

CIRTA Rural On-Demand Transit Study

Portions of each county in the region are projected to experience some level of growth. The areas with yellow shading indicate growth of 0.1 to 49 percent. Areas that are shaded in white are indicating no growth or decline over the 35-year period. The TAZs that are shaded in green indicate a projected decline in population over the 35-year period of time. It would appear from this map that the population density of the central Indianapolis urbanized area is projected to decrease over time as people move to the surrounding areas.

Urban and Rural Population

The following exhibit illustrates the percent of the total population that is urban and rural in each county. In 2000, the U.S. Census Bureau estimated that the Indianapolis Metropolitan Area, or urbanized area, plus the Delaware and Madison County urbanized areas had a total population of 1,484,524. Naturally, Marion County had the largest percentage of its population living in the urbanized area. Hamilton and Johnson counties had the second and third largest percentages of the total county population in the urbanized area, respectively. The table in Exhibit 11 illustrates the urban and rural population of each county according to the 2000 U.S. Census.

Exhibit 11:
Urban and Rural Population Distribution, by County

	Urban Population (2000)	Rural Population (2000)	% of Population in Urban Area
Marion	851,501	8,953	98.96%
Hamilton	161,420	21,320	88.33%
Madison	101,872	31,486	76.39%
Johnson	95,434	19,775	82.84%
Hendricks	73,660	30,433	70.76%
Morgan	30,965	35,724	46.43%
Hancock	34,126	21,265	61.61%
Boone	25,336	20,771	54.95%
Shelby	19,198	24,247	44.19%
Delaware	91,012	27,757	76.63%

Source: U.S. Census Bureau, 2000 data

Generational Trends

An assessment of five distinct generations was done to gauge potential changes in transit markets and impacts on the transportation providers. Exhibit 12 below contains a definition of the year of birth for World War II and prior generations, Baby Boomers, Generation X, the Millenials and Generation Z.

Exhibit 12:
Generations Defined

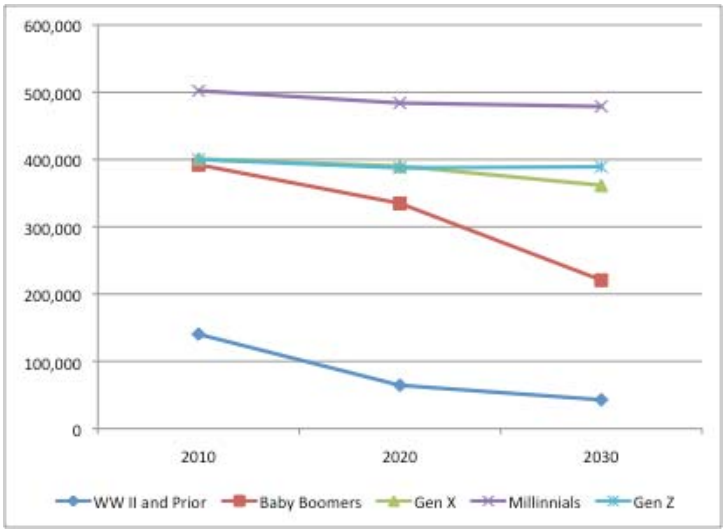
Generation	Year of Birth	Age Range
World War II and prior	1940 & Earlier	69+
Baby Boomers	1941-1960	49-68
Generation X	1961-1976	33-48
Millenials	1977-1992	17-32
Generation Z	1993-Present	0-16

Source: Brody Communication Ltd.

The characteristics of each generation in terms of defining events, personality, leadership traits, and how to motivate its members, are summarized in the following paragraphs. These are the basis for creating potential transit marketing strategies and understanding the potential future of the workforce in Central Indiana. Understanding the social and work related characteristics of the population could be a tool for transportation providers to implement the types of services that will be well received by the public. It also helps transportation providers to understand how to reach potential riders through technology or other outreach methods.

Exhibit 13 below illustrates the projected population trends in the study area between 2010 and 2030 for each generation. Population projections made by the Indiana Business Research Center and the Indiana University Kelly School of Business are applied in this exhibit. Projections are based on the U.S. Census Bureau's 2005 population counts for each county.

Exhibit 13:
Population Projections by Generation, 2010 – 2030



Source: Indiana Business Research Center
Indiana University Kelly School of Business

World War II Generation and Prior Generations

As the workforce ages and people tend to work beyond the age of 65, it becomes more important to consider the needs of older adults. As commuters for employment, older adults are not likely to work long hours and may be working part-time shifts with varying start and end times. As longevity and the desire to remain independent increases, there will be mounting pressure on the region's transportation providers to meet an increase in demand for trips from older adults. Older adults tend to want options for avoiding road congestion and stress factors even though they may always keep a vehicle at home.

Baby Boomers

The Baby Boomers represent a high percentage of the national population. Many Baby Boomers are likely to stay in the workforce beyond the traditional retirement age. As this age group moves closer to retirement and living on a fixed or limited income, the incentive to reduce expenses by eliminating or reducing the cost of owning and operating an automobile is likely to become stronger. The likelihood is often hampered, however, by the tendency of this generation to feel more comfortable relying on a personal vehicle rather than sharing rides or utilizing public transportation. The expected increase in demand for transportation alternatives from this generation must include a variable for generational habits. Individuals in this generation who have a choice are likely to choose to operate a personal vehicle because that is the most comfortable option in their minds. That being said, as more members of the generation begin to reach the higher age brackets, the incidence of physical disabilities will likely grow, causing an increased demand for public transportation and Americans with Disabilities Act (ADA) paratransit services.

According to projections from the Indiana Business Research Center, which are based on U.S. Census Bureau data, the population of the Baby Boomer generation is expected to decline between 2010 and 2030. The most significant decline will occur between 2020 and 2030, most likely because the generation will be age 69 and older by 2030, and the older portion of the generation will begin to decline in number.

Generation X

This age group is characterized by a desire to balance work and personal activities. Generation Xers may be less apt to work long hours on a regular basis than Baby Boomers. A work environment that provides flexibility, opportunity for learning and personal development, and allows employees to pursue personal interests is most attractive to this group.

In Central Indiana, the Generation X will be similar in size to the younger Generation Z; it represents the second largest generation in the year 2020 and moves to the third largest by 2030. The population of this group is projected to decrease by approximately 10 percent between 2010 and 2030, according to the Indiana Business Research Center, Indiana University Kelly School of Business.

Millennials

This generation is computer savvy and technically oriented. Use of technology is an effective and appealing means of communication for the Millennial generation. Millennials like a structured work environment that offers opportunities for advancement. They like to see the results and meaning of their work. They also like to know that they are contributing to an organization's success and are an important part of that organization.

The Millennial generation is currently and is projected to remain the largest generation in the study area.

Generation Z

Generation Z is the generation of people born between the mid-1990s and through the 2000's. A number of different traits have been ascribed to the generation by a variety of sources. However, since the generation is still very young, theories are still in a state of evolution. In terms of technology, the generation is highly connected, having had lifelong use of communications and media technologies.

Generation Z is projected to remain the second largest of the generations through 2030. The number of people living in Central Indiana in this generation is projected to remain stable through the 30-year period of time.

Individuals with Disabilities

Projections of the Disabled Population, 2010-2020

As noted above, total population projections (2010-2020) for the study area were obtained from the Indiana Business Research Center. These projections were available by age cohort (5 year increments) and were used to estimate the number of individuals with disabilities for 2010 and 2020. Projections are based upon the percent of the total population in 2000 (according to the U.S. Census Bureau) with disabilities for each age cohort.

Two significant factors are considered for this data. First, Census 2000 data clearly reflect an increasing incidence of disability (all types) as people age. Thus, any estimate of the disabled population must take the age characteristics of the population into account. Second, there are significant trends occurring in the United States relating to the aging of the population. For example, nationally, the two age cohorts with the largest percentage of growth over the past decade were the 50-54 year old cohort and the 45-49 year old cohort. People in these two age groups were primarily born during the "baby boom." As of the year 2010, these baby boomers are beginning to reach age 65.

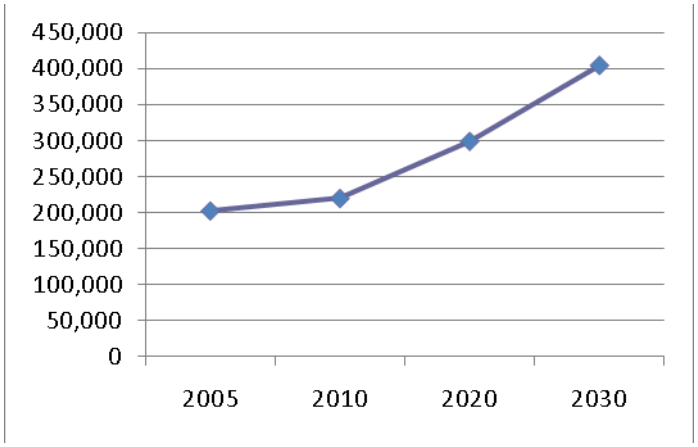
Methodology

Using the 2000 Survey of Income and Program Participation (SIPP) analysis table but replacing 2000 numbers first with 2010 and then with 2020 population projections by age cohort, the number of individuals in the area projected to be disabled, defined as a 'go outside the home disability,' is expected to experience a 15 percent increase over the year 2000. By the year 2020, the number of individuals with this disability is expected to increase by more than 30 percent over the year 2000. Exhibits 14 and 15 (on the following pages) provide the estimates of the disabled population for 2010 and 2020, respectively. Appendix A to this document provides details about the methodology and sources for information pertaining to Individuals with Disabilities.

Adults Aged 65 and Older

According to the estimated 2005 U.S. Census Data, the study area had a total population of 186,040 adults age 65 and older, which was about ten (10) percent of the total population that year. Of significant note are the population projections by age from the Indiana Business Research Center mentioned previously. The population age 65 years and older shows considerable growth between 2000 and 2030. The older adult population is projected to increase from about eleven (11) percent of the population in 2005 to about 18 percent in 2030. Exhibit 16 shows the projected growth in older adult population.

Exhibit 16:
Older Adult Population Projection, 2005-2030



Source: Indiana Business Research Center
Indiana University Kelly School of Business

As the number of older adults increases, longevity increases, and the desire to remain independent remains strong, increasing pressure will be placed on the region's transportation providers to meet an increase in demand for trips from older adults.

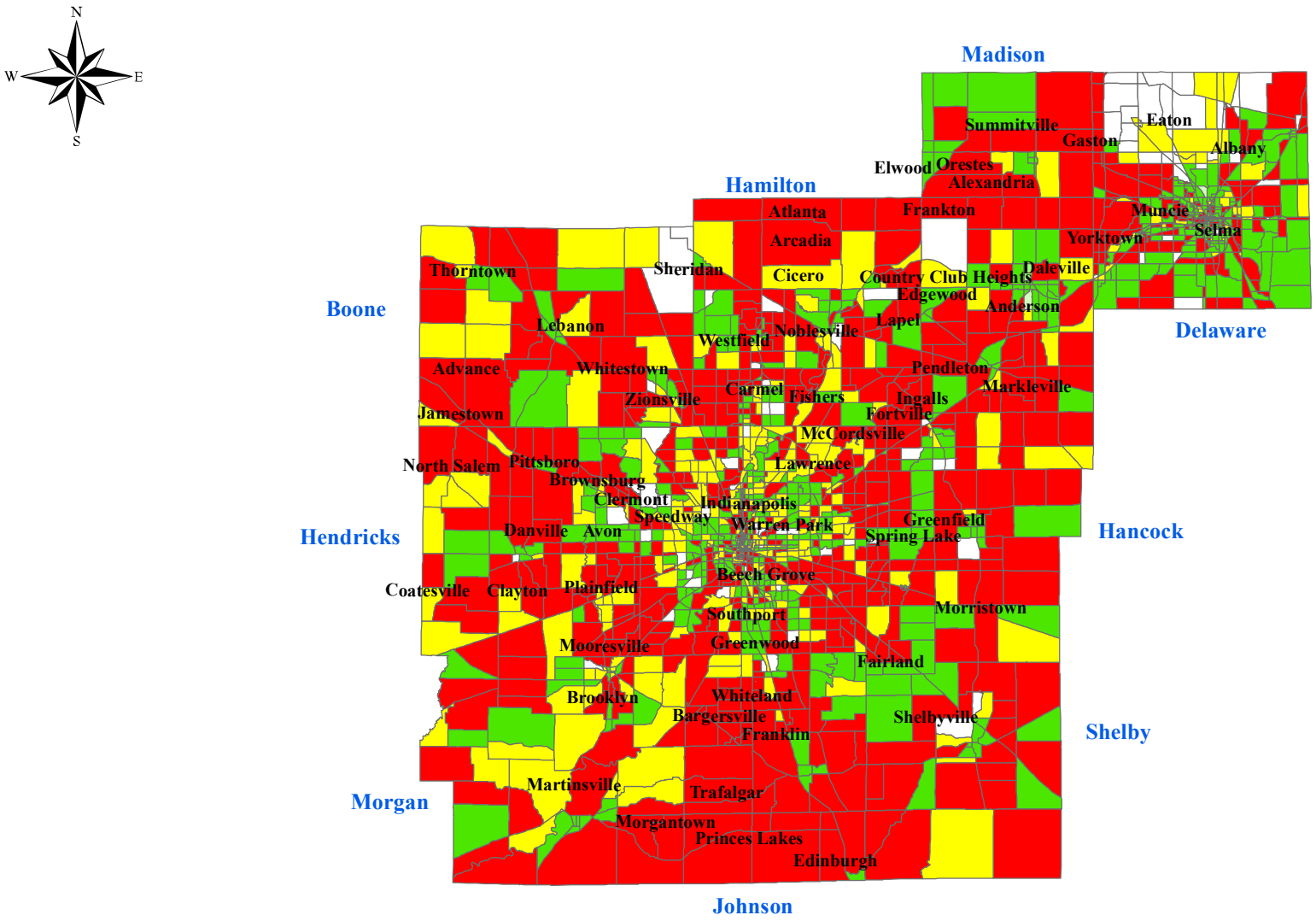
Exhibit 14
Estimated Count of the ADA Eligible Population, 2010

	Ages 15-24 Years		Ages 25-64 Years		Ages 65 Years and Over	
Disability Status	Percent	Region	Percent	Region	Percent	Region
Total Population		916,607		3,374,059		821,467
Disability Status						
With a Disability	0.208	190,654	0.163	549,972	0.523	429,627
Seeing/Hearing Disability						
With a Disability	0.067	61,413	0.048	161,955	0.205	168,401
Physical Disability						
With a Disability	0.114	104,493	0.08	269,925	0.382	313,800
Mental Disability						
With a Disability	0.06	57,265	0.04	134,722	0.10	78,452
Self-Care Disabiilty	0.01	9,726	0.02	60,635	0.09	70,173
Go Outside the Home Disability	N/A	N/A	0.06	198,852	0.18	146,683
Employment Disability	N/A	N/A	0.15	490,456	N/A	N/A

Exhibit 15 Estimated Count of the ADA Eligible Population, 2020						
	Ages 15-24 Years		Ages 25-64 Years		Ages 65 Years and Over	
Disability Status	Percent	Region	Percent	Region	Percent	Region
Total Population		893,350		3,432,637		1,072,453
Disability Status						
With a Disability	0.208	185,817	0.163	559,520	0.523	560,893
Seeing/Hearing Disability						
With a Disability	0.067	59,854	0.048	164,767	0.205	219,853
Physical Disability						
With a Disability	0.114	101,842	0.08	274,611	0.382	409,677
Mental Disability						
With a Disability	0.06	55,812	0.04	137,061	0.10	102,422
Self-Care Disability	0.01	9,480	0.02	61,687	0.09	91,613
Go Outside the Home Disability	N/A	N/A	0.06	202,304	0.18	191,499
Employment Disability	N/A	N/A	0.15	498,971	N/A	N/A

SOCIO-ECONOMIC TRENDS

Employment projections tabulated by the Indianapolis and Muncie MPOs were utilized to depict the change in employment by TAZ for the study area. Exhibits 17, 18, and 19 display corresponding maps of the percentage change of total employment, retail, and non-retail employment. The growth of employment can be positively correlated with the projected areas of population increase in many areas. The greatest percentage increases are occurring in areas outside of Central Indianapolis. Conversely, the green areas indicate a projected decline in employment.



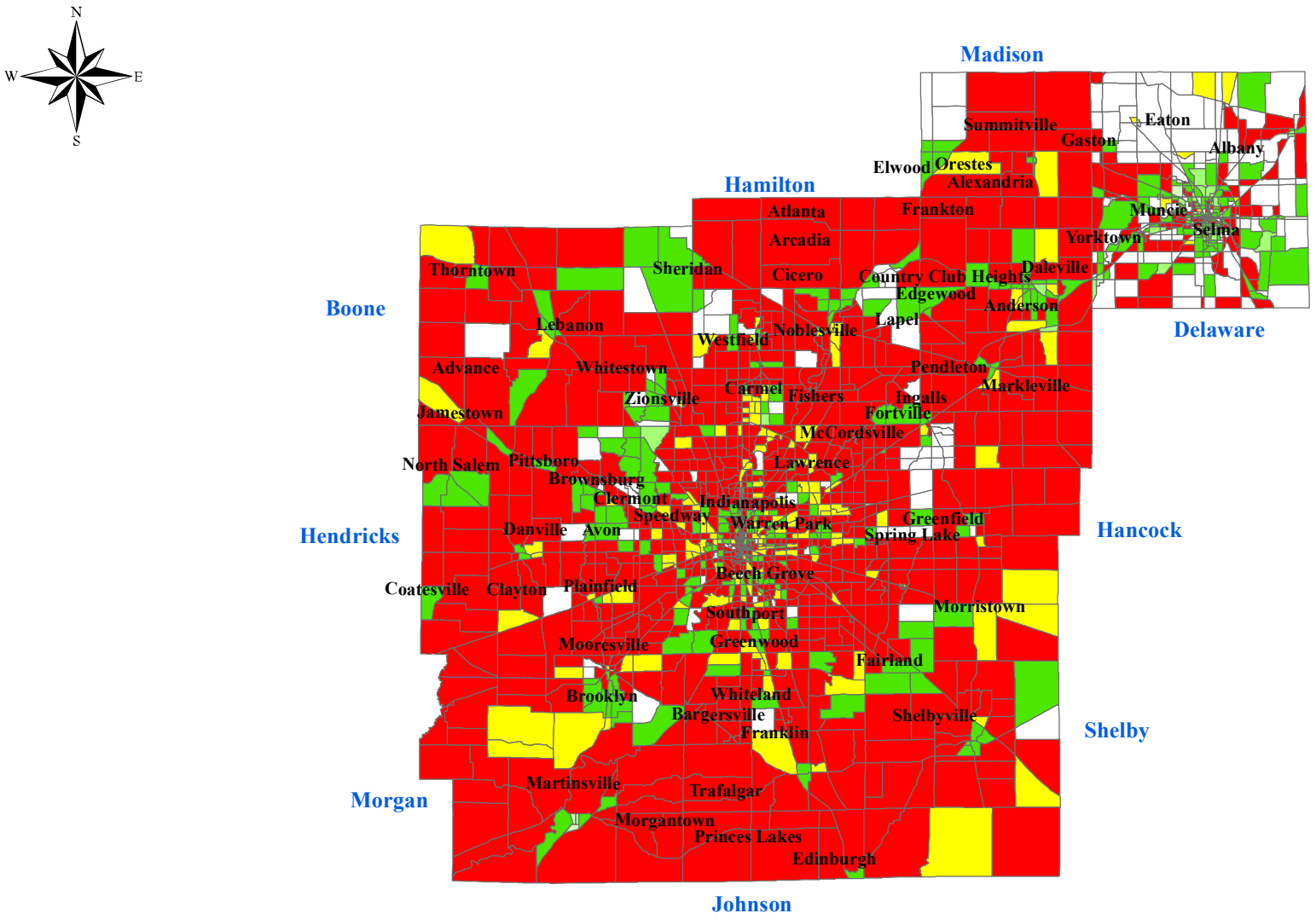
TAZ

- -174300%
- -174299% - -66600%
- -66599% - -0.1%
- 0.0%
- 0.1% - 50%
- 51% - 100%

RLS & Associates, Inc.

Exhibit 17: Percent Employment Change 2000 to 2035

CIRTA Rural On-Demand Transit Study



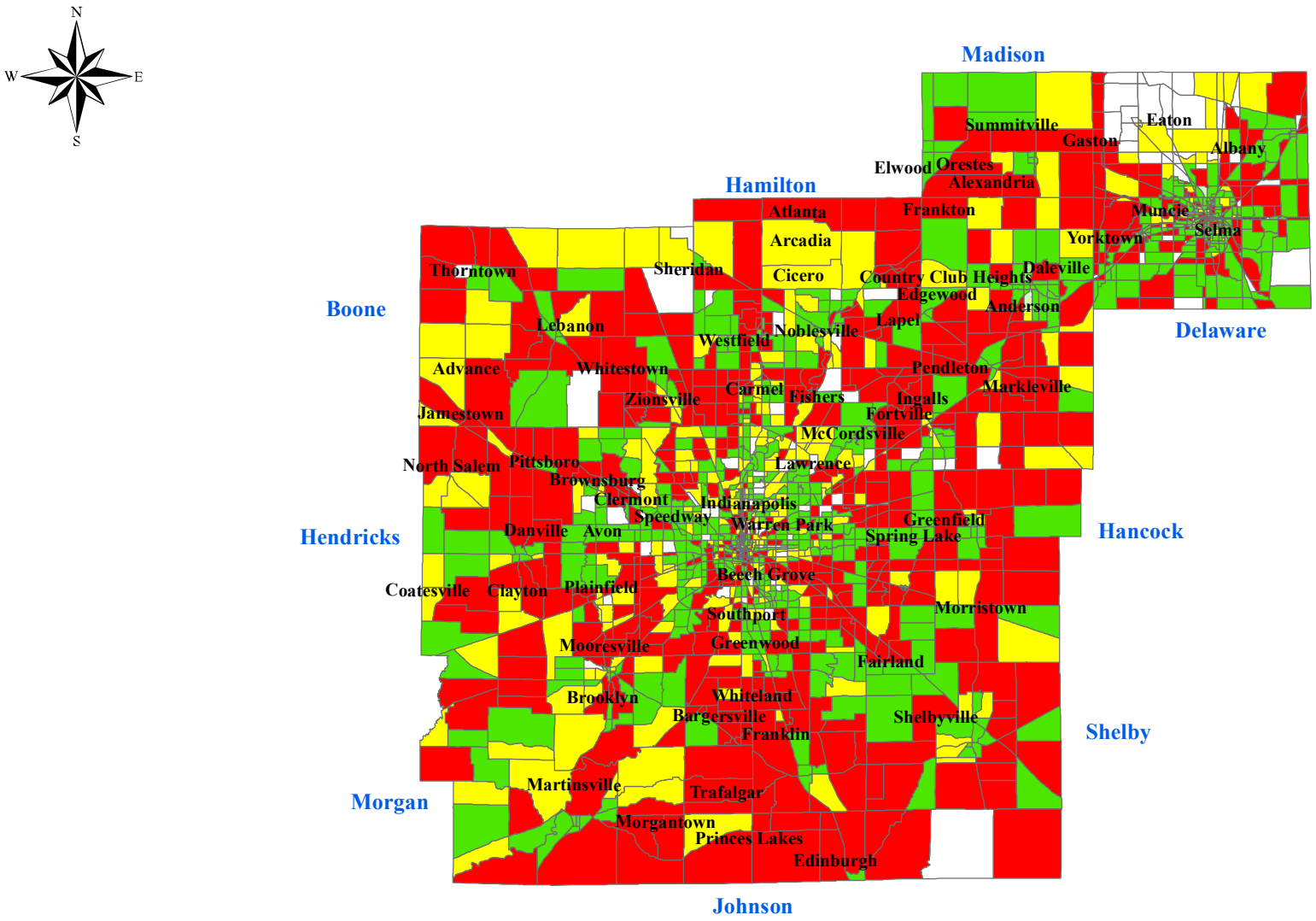
TAZ

- -29000% - -18100%
- -18099% - -4100%
- -4099% - -0.01%
- 0.0%
- 0.1% - 50%
- 51% - 100%

RLS & Associates, Inc.

Exhibit 18: Percent Retail Employment Change 2000 to 2035

CIRTA Rural On-Demand Transit Study



TAZ

- -158300%
- -158299% - -58700%
- -58699% - -0.01%
- 0.0%
- 0.1% - 50%
- 51% - 100%

RLS & Associates, Inc.

Exhibit 19: Percent Non-retail Employment Change 2000 to 2035

CIRTA Rural On-Demand Transit Study

Exhibit 18 depicts the change in the percent of retail employment for the region (excluding Delaware County). According to the map, retail employment is expected to increase for nearly all TAZs in the region, including in Central Indianapolis. The change in non-retail employment (Exhibit 19), conversely, is expected to increase in the counties surrounding Marion and in several TAZs in southern Marion County. It appears that Johnson County will have the most significant percentage increase in non-retail employment while Marion County will have the largest percentage decrease.

Projections for change in employment in Delaware County are based on the actual percent change between 2000 and 2010. The Delaware-Muncie MPO expects little change between 2010 and 2030.

EMPLOYMENT BY INDUSTRY

Exhibit 20 is a list of the top five major employers in each of the counties within the Greater Indianapolis study area. This information was gathered from the Indy Partnership Employer Database and the Hoosier Data website. Local, state, and federal employers were excluded from this list. Generally speaking, the majority of the region's largest employers are in Marion County. However, as illustrated by the projected change in employment exhibits (Exhibits 17-19) concentrations of employers are projected to shift to the surrounding counties. Exhibit 21 illustrates the location of the top five major employers in each county within the study area.

Exhibit 20:
Major Employers

Major Employers	
Shelby County	**City**
KNAUF FIBER GLASS GMBH	Shelbyville
RYOBI DIE CASTING USA INC	Shelbyville
MAJOR HOSPITAL	Shelbyville
PILKINGTON GLASS CO	Shelbyville
MERIDIAN AUTOMOTIVE SYSTEMS	Shelbyville
Morgan County	
HOMECARE MORGAN COUNTY HOSPITAL	Martinsville
MORGAN HOSPITAL & MEDICAL CENTER	Martinsville
ST FRANCIS HOSPITAL	Mooresville
NICE PAK PRODUCTS INC	Mooresville
TOA USA LLC	Mooresville

Exhibit 20:
Major Employers (Continued)

Major Employers	
Hendricks County	
HOME GOODS DISTRIBUTION CENTER	Brownsburg
OZARK AUTOMOTIVE DISTRIBUTORS	Brownsburg
PLAINFIELD CORRECTIONAL FACILITY	Plainfield
CLARIAN WEST MEDICAL CENTER	Avon
RYDER	Plainfield
Johnson County	
ATTERBURY RESERVE FORCES TRAINING	Edinburgh
JOHNSON MEMORIAL HOSPITAL	Franklin
DAVID R WEBB CO INC	Edinburgh
INDIANA MASONIC HOME OFFICE	Franklin
USF HOLLAND INC	Greenwood
Hancock County	
KEIHIN NORTH AMERICA INC	Greenfield
HANCOCK REGIONAL HOSPITAL	Greenfield
TRANSPORTATION DEPARTMENT	Greenfield
ELI LILLY & CO	Greenfield
WALMART SUPERCENTER	Greenfield
Madison County	**City**
ST JOHN'S HEALTH SYSTEM	Anderson
COMMUNITY HOSPITAL ANDERSON	Anderson
RED GOLD INC	Orestes
ANDERSON UNIVERSITY	Anderson
CORRECTIONS DEPARTMENT	Pendleton
Hamilton County	
CONSECO LIFE INSURANCE CO	Carmel
SALLIE MAE LOAN SERVICE & DATA CENTER	Fishers
RCI	Carmel
BANKERS NATIONAL LIFE	Carmel
UNIVERSAL MUSIC GROUP	Fishers
Marion County	
INDIANA UNIVERSITY INDIANAPOLS	Indianapolis
ST VINCENT HOSPITAL & HEALTH	Indianapolis
PEYTON MANNING CHILDREN'S HOSPITAL	Indianapolis
INDIANA UNIVERSITY PURDUE UNIVERSITY	Indianapolis
CLARIAN HEALTH PARTNERS INC	Indianapolis

Exhibit 20:
Major Employers (Continued)

Major Employers	
Boone County	
WITHAM HEALTH SERVICE	Lebanon
HENDRICKSON TRAILER SUSPENSION	Lebanon
WITHAM VISITING NURSE SERVICE	Lebanon
JET STAR INC	Zionsville
KAUFFMAN ENGINEERING INC	Lebanon
Delaware County	
BALL MEMORIAL HOSPICE	Muncie
YOUTH OPPORTUNITY CENTER	Muncie
MEIJER	Muncie
PRESTIGE PORTRAITS	Muncie
WALMART SUPERCENTER	Muncie

Journey to Work

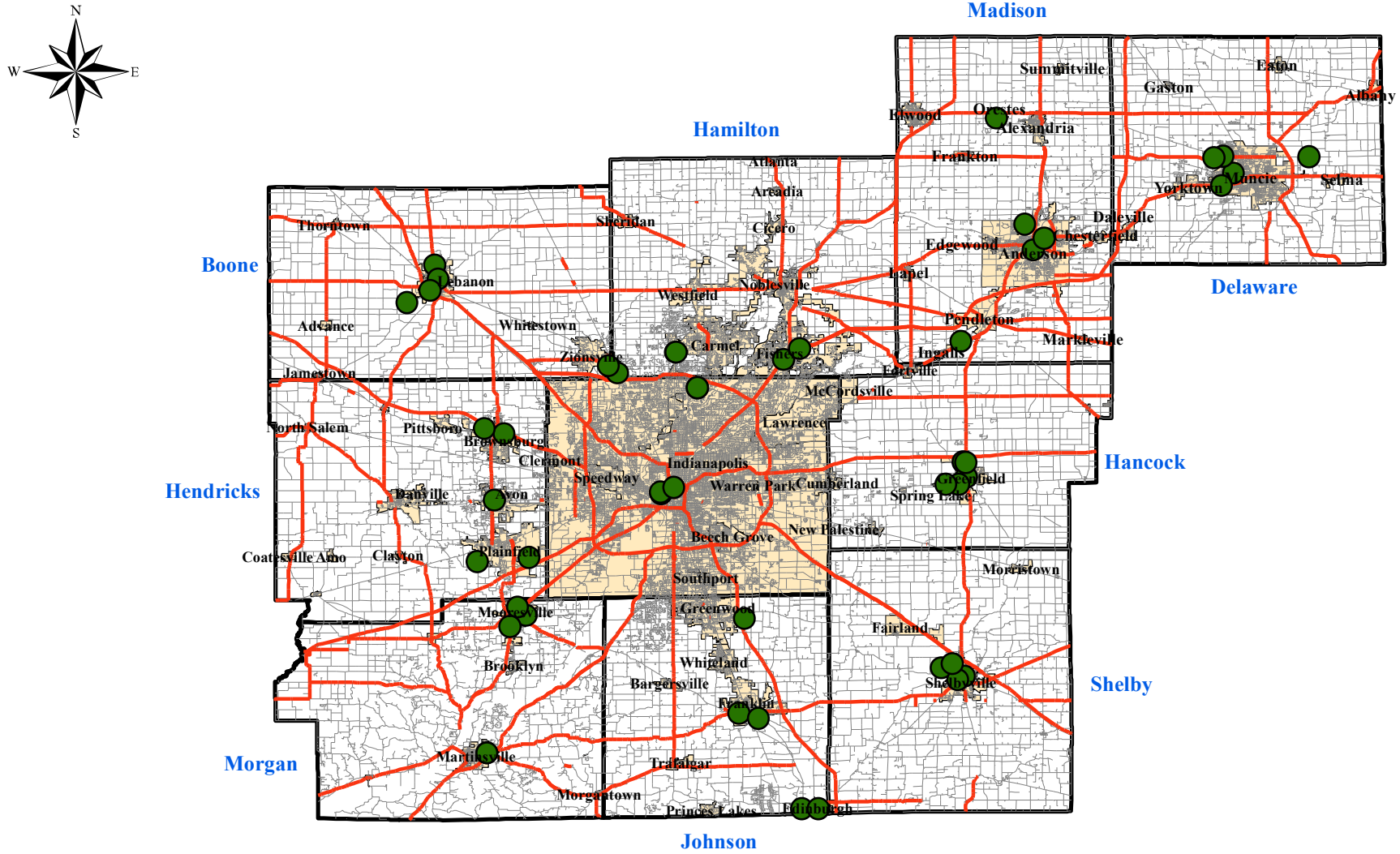
Approximately 66 percent of commuters in Central Indiana travel less than 30 minutes to work. Just over four percent of people travel more than one hour to work. Exhibit 22 illustrates the average commute time for each county in the region, according to the 2000 U.S. Census Bureau data.

Exhibit 22:
Average Commute Time to Work

County	Travel Time
Boone County	23.0 minutes
Hamilton County	25.3 minutes
Hancock County	25.9 minutes
Hendricks County	25.6 minutes
Johnson County	24.7 minutes
Madison County	23.3 minutes
Marion County	23.0 minutes
Morgan County	28.3 minutes
Delaware County	19.5 minutes
Shelby County	21.8 minutes

Source: U.S. Census Bureau, 2000 data

The average commute time to work for the region is 24.04 minutes. It is noted that approximately 97 percent of the labor force in the region commutes to work.



Major Employers

Major Roads

Designated Places

RLS & Associates, Inc.

Exhibtit 21: Top 5 Major Employers for each County

CIRTA Rural On-Demand Transit Study

A brief survey of major employers registered as members of CICS was conducted to collect preliminary information about employees. Results of that data are included as Appendix A to this document.

URBAN DEVELOPMENT TRENDS

IndyGo and the Indianapolis MPO conducted a Comprehensive Operations Analysis (COA) in 2005. The following information about travel to work is derived from the COA and pertains only to the IndyGo service area. Findings and recommendations in the 2005 COA lead to implementation of IndyGo's Commuter Express Bus routes, recommendations for park and ride lots and further analysis of regional transportation demand.

Travel to Work

A portion of the COA analyzed travel to work patterns for Indianapolis. The study process was conducted by assigning district-level work trips to the spider network, for the years 2000 and 2025. During the assignment process, trips were allowed to pass through district centroids. The assignment results did not reflect travel along highways; rather they define district-to-district flow of people.

The findings suggest that the highest volumes of people traveling to and from work accumulated between downtown Indianapolis and the high population density areas immediately to the east (Washington Street corridor). Another high work trip area was between the Washington Street corridor and the area to the northeast, including Lawrence and the population centers between Pendleton Pike and I-70. Reportedly, some trips also accumulated between downtown Indianapolis and the area directly to the north, encompassing the North Meridian corridor.

Perhaps more relevant to this study, the COA found that work trip volumes for the areas outside of the IndyGo service area were highest for suburb-to-suburb travel in areas including Carmel/Westfield, Fishers/Noblesville, and Avon/Plainfield.

Travel for Non-Work Trips

The COA went on to describe the desire for non-work travel to be significantly higher than work travel. The highest accumulation of non-work travel demand was just east of downtown Indianapolis. Travel desires were also high in districts with key non-work destinations such as the airport and the Keystone Crossing shopping and business district. The COA research found that the demand for non-work trips was more dispersed and reflects the region's suburban growth patterns.

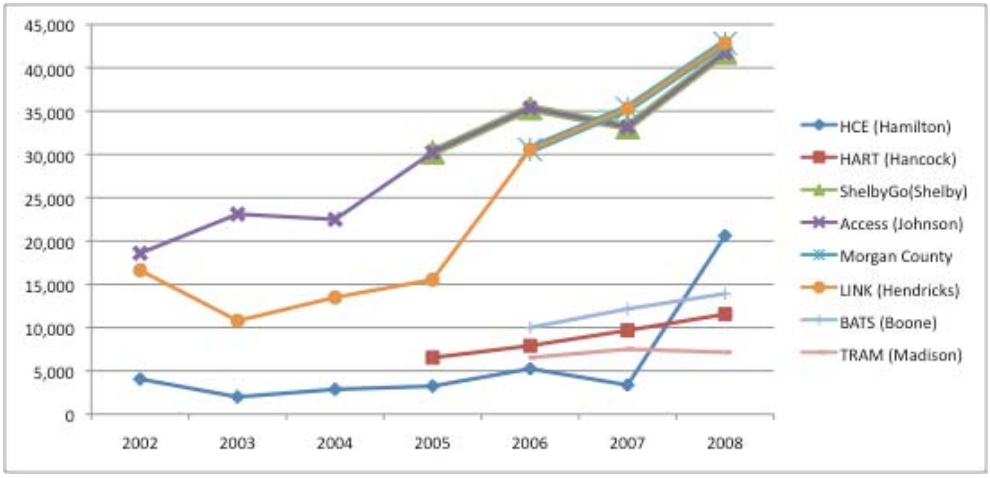
RIDERSHIP AND SERVICE TRENDS

Service levels for each of the transportation providers in Central Indiana increase each year. As depicted in Exhibit 23, the number of revenue vehicle hours for each of the transportation providers

has steadily increased for each of the systems. As previously stated, Access Johnson County initiated the ShelbyGo service in Shelby County in 2005 and LINK Hendricks County expanded into Morgan County in 2006, making those two providers the largest rural transportation providers in the study area. Today, each county has its own Transportation Director and Manager.

Hamilton County Express (HCE) operated service in Noblesville through 2005 and expanded to countywide service in 2006. The number of revenue vehicle hours for HCE drastically increased between 2007 and 2008, following the expansion.

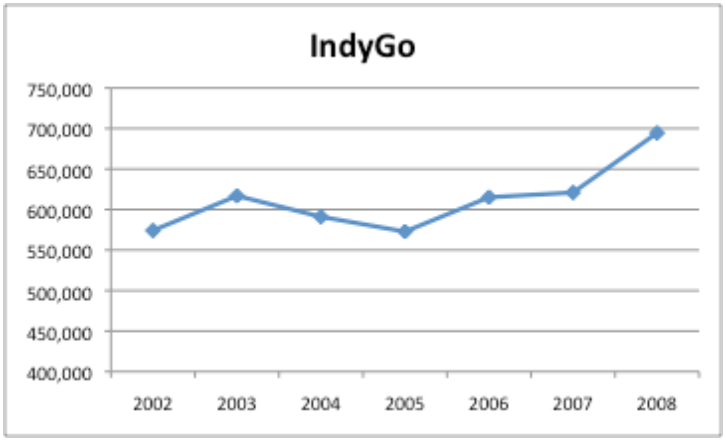
Exhibit 23:
Revenue Vehicle Hours, Rural Providers, 2002-2008



Source: INDOT Public Transit, Annual Reports 2002-2008

Revenue vehicle hours for IndyGo also increase each year. Revenue hours for IndyGo are significantly higher than the rural transportation providers because of the urbanized area and type of service it provides.

Exhibit 24:
Revenue Vehicle Hours, IndyGo, 2002-2008

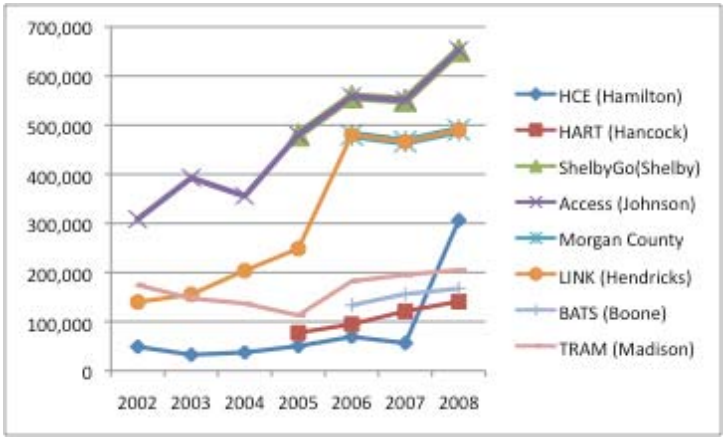


Source: INDOT Public Transit Annual Reports, 2002-2008

The pattern of revenue vehicle miles is similar to the revenue vehicle hours when comparing each of the transportation providers. Access Johnson County and LINK Hendricks County reported the highest number of revenue vehicle miles after the expansion into two counties.

Revenue vehicle miles reported by TRAM (Madison County) declined between 2002 and 2005 but have steadily increased since that time. The increase in miles for Madison County is, at least in part, due to a change in transportation providers to LifeStream Services, Inc. Exhibit 25 illustrates the comparison of annual revenue vehicle miles for the rural transportation providers.

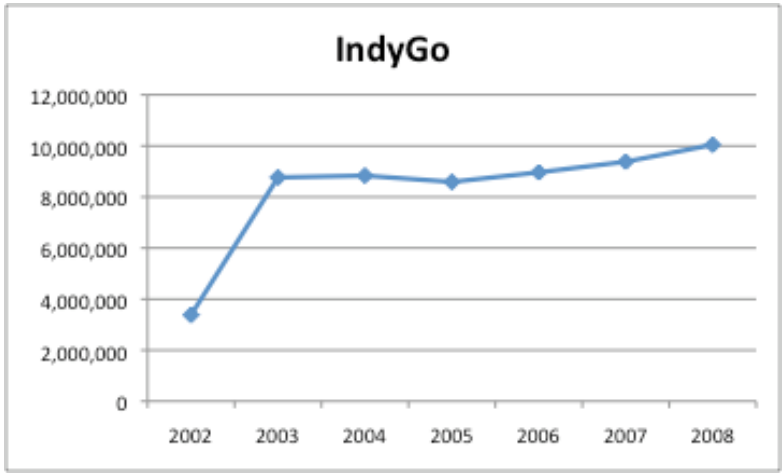
Exhibit 25:
Annual Revenue Vehicle Miles, Rural Providers, 2002-2008



Source: INDOT Public Transit Annual Reports, 2002-2008

Annual revenue vehicle miles for IndyGo service are provided in Exhibit 26. IndyGo fixed route and ADA paratransit services are included in the annual revenue vehicle miles.

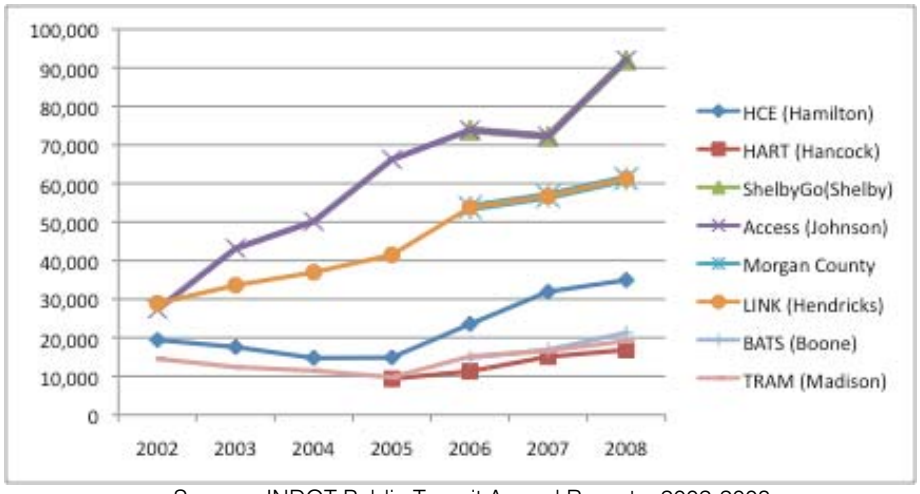
Exhibit 26:
Annual Revenue Vehicle Miles, IndyGo, 2002-2008



Source: INDOT Public Transit, Annual Reports, 2002-2008

Total ridership on the rural transportation providers has also steadily increased over the period of time. It is noted that Hamilton and Madison counties experienced an increase in ridership between 2005 and 2008. The increase in Hamilton County occurred following a service expansion in 2006. Also, the change in ridership for Madison County occurred in 2005, which coincides with a change in transportation operators. Exhibit 27 illustrates the annual ridership levels for each system.

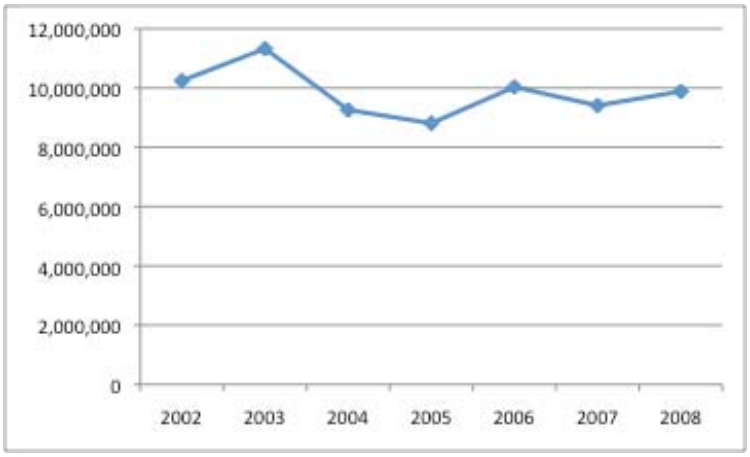
Exhibit 27:
Annual Ridership, Rural Providers, 2002-2008



Source: INDOT Public Transit Annual Reports, 2002-2008

Annual ridership on IndyGo public transit service has remained steady with small fluctuations each year. Exhibit 28 illustrates IndyGo's annual ridership.

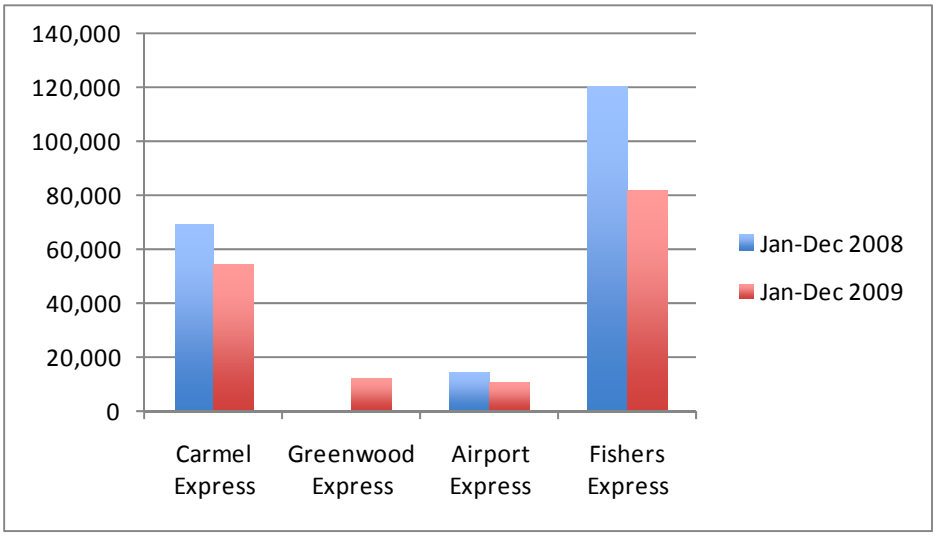
Exhibit 28:
IndyGo Annual Ridership, 2002-2008



Source: INDOT Annual Reports, 2002-2008

IndyGo gradually started introducing Indianapolis Commuter Express (ICE) routes in 2007 to provide express service to Indianapolis that is designed for business commuters. The following exhibit illustrates annual ridership on each of the ICE routes in 2008 and the total ridership for January through June 2009. The Fishers and Carmel Express routes are the most productive to date. The Greenwood Express route has lower ridership, possibly due to the fact that it is a new route that is still building ridership.

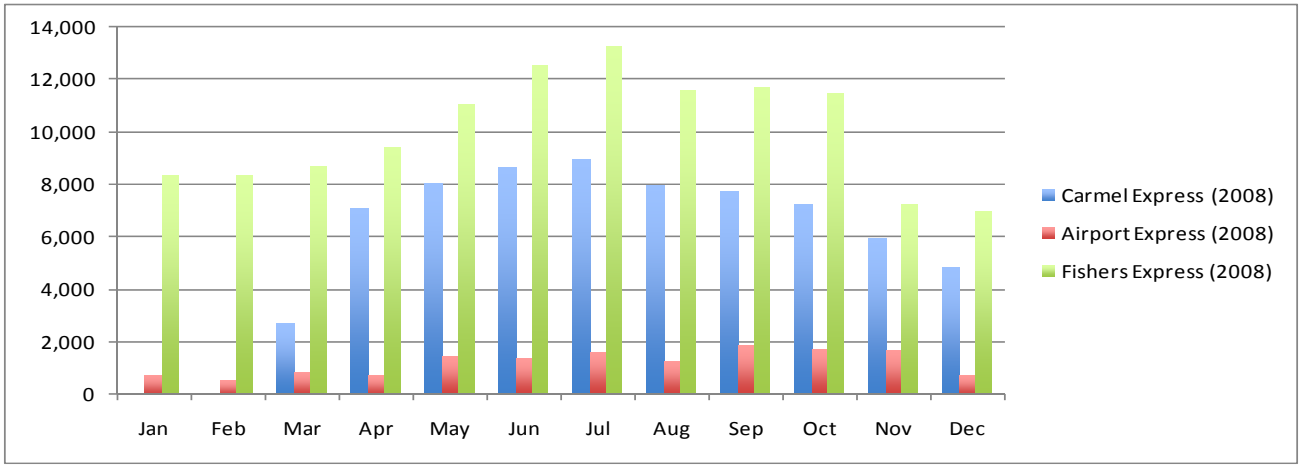
Exhibit 29:
ICE Annual Ridership 2008 and 2009



Source: IndyGo

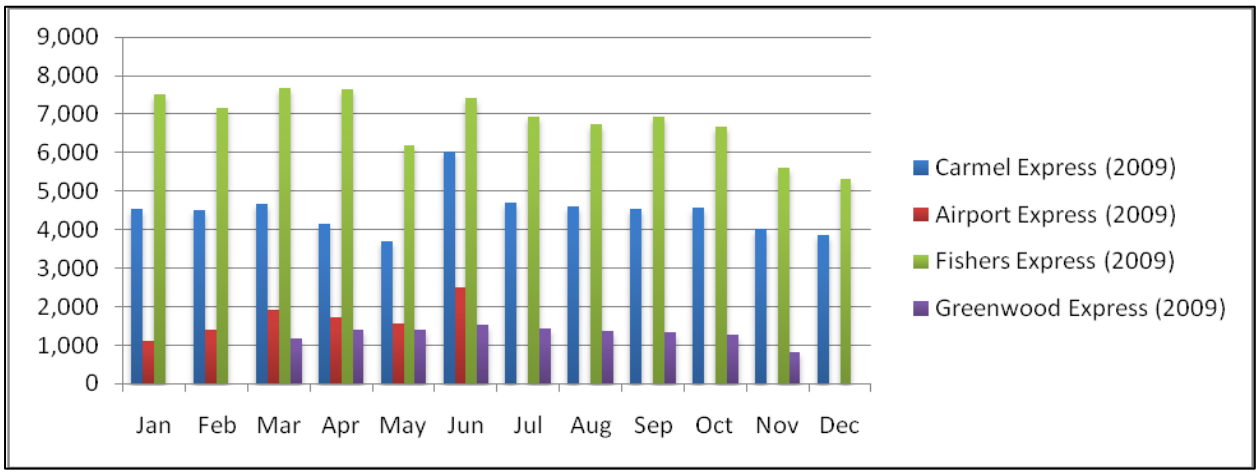
According to monthly ridership numbers for the ICE routes, June, July, August, and September are the busiest months for the routes. Conversely, November and December show the lowest monthly total ridership. Exhibit 30 illustrates the monthly ridership for each of the ICE routes.

Exhibit 30:
Monthly Ridership for ICE Routes, 2008



Source: IndyGo

Monthly Ridership for ICE Routes, 2009



Source: IndyGo

TECHNOLOGY

Early in the planning process, each of the participating rural transit providers and IndyGo (excluding Delaware County which was not yet participating) invited local elected officials, directors and administrators from the key human service organizations, public transit schedulers and dispatchers, and business districts from their counties to participate in a joint meeting to discuss the strengths and weaknesses of the existing transportation network, and the opportunities and threats for implementing a cross-county service structure. It was noted during the Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis meeting that many of the transportation providers in Central Indiana operate with different brands of dispatching and scheduling technology. Technology capacity for the rural transportation providers ranges from building schedules with pen and paper to utilizing a comprehensive dispatching and scheduling software. Most of the providers had a different brand of technology software, which was noted as a challenge to the compatibility for sharing scheduling and trip information.

All of the Central Indiana transit providers have invested time and money into their current technology.[2] IndyGo, the largest transportation provider in the area, has the most technological capabilities. IndyGo vehicles are equipped with an automated vehicle location system (AVL). The data collected by the AVL allows IndyGo to collect ridership data allowing analysis of passenger travel patterns. It also functions to provide data about travel patterns and traffic circulation. IndyGo also has a state-of-the art dispatching and scheduling center equipped with multiple scheduling terminals and monitors.

[2] Boone County was using pen and paper when this study initiated and awarded American Recovery and Reinvestment Act (ARRA) funding to purchase transportation scheduling software in 2009. All other participating transportation providers had purchased software prior to this study.

III. ASSESSMENT OF REGIONAL AND CROSS-COUNTY TRANSIT SERVICE NEEDS

INTRODUCTION

Mobility options are extensive in the Indianapolis region, yet specific gaps in service and the divisions between individual service networks (i.e., jurisdictional boundaries) remain significant to certain populations. Desired connections between counties and municipalities are limited or non-existent, and regional travel often requires multiple transfers between systems. Two issues in particular are viewed as primary challenges for regional and cross-county public transportation: (1) the jurisdictional boundaries that restrict transit operators from providing regional service and (2) the need for local connections to facilitate regional travel. Provision of inter-regional work trips originating from within Indianapolis is also an issue. However, fixed route bus and demand response/on-demand public transportation services, as they relate to employment travel, medical and human services trips, as well as social and recreational trips in the region, can provide the solution through a coordinated regional approach to service.

This chapter includes a summary of existing transportation services and opportunities for improvement of rural and on-demand public transportation. A brief discussion of potential service structure and organizational alternatives for a regional and cross-county transportation program in Central Indiana is also provided.

SUMMARY OF EXISTING CONDITIONS

The funding and administrative structure of transit service providers in Central Indiana often leads to distinct service breaks at county borders. While connections between public transportation operators do exist, most are informal and ultimately, the public transportation operators are restricted by funding and administrative boundaries in how they can provide direct service into a neighboring county and coordinate transfers between bus routes or demand response transportation services.

The goal of the Central Indiana public transportation providers is to implement local connections between service providers through a family of cross-county services that facilitate regional travel opportunities through a variety of modes. In many cases, cross-county connections are not part of the public transportation provider's regular schedule. Arranging informal connections between providers requires extensive planning on the part of the customer or the transportation provider, or both. A formalized system of connections, whether demand response/on-demand, park-and-ride, or scheduled bus route services, could improve overall regional mobility. Maintaining critical connections to and from IndyGo and frequently visited rural county destinations within the region will be a major contributor to improving regional mobility.

OPPORTUNITIES FOR SERVICE ENHANCEMENTS

The public transportation network in the ten-county Indianapolis region is extensive, yet inter-county and longer trips are often constrained by jurisdictional boundary limitations of the transit providers. To begin to address the gaps in regional transportation service, IndyGo implemented express bus commuter routes (Indianapolis Commuter Express or ICE). While these express routes are making a significant impact and are beginning to address the regional transportation issues by connecting some counties and municipalities with Indianapolis, not all counties have this service and the schedules for service are not able to meet the range of trip purpose needs. The express routes are designed for commuters and do not meet the needs of travelers who need intra-rural county trips or who work or live in areas that are not walk-able or are a mile or more from the nearest bus stop..

The prevailing transportation needs identified through the Regional Coordinated Public Transit-Human Services Transportation Plan pertained to trips between Marion County and its surrounding counties; however, similar mobility needs exist between rural counties. The priorities may differ for each county, depending on the population characteristics, but the underlying need for cross-county transportation is uniform. The following sections provide an overview of the regional transportation areas of service where new methods of transit service or service enhancements are recommended.

Transportation stakeholders in the Indianapolis region have reviewed the regional transportation needs that exist here. Most recently, the results of the Regional Coordinated Public Transit-Human Services Transportation Plan Update (2009) for the Indianapolis region indicate that the most commonly identified transportation gap or unmet need emerging from the general public pertains to regional transportation for employment and health care purposes.

In some portions of the region, multi-county service is available but it requires several transfers which can make an inter-county trip for a medical appointment an all day event; or, the challenge of multiple transfers is too difficult, especially if there is a long wait time involved or no shelter at the transfer location. Still others are able to utilize public transportation except for the “last mile” of the trip because the nearest bus route does not come close enough to their place of employment, or because one of the transportation providers does not operate at times when a connection would otherwise be possible.

AREAS OF REGIONAL COORDINATED PUBLIC TRANSIT SERVICE NEEDS

Inter-System Transfers

Overall, public transportation service is available on weekdays in all counties and most cross-county trips can be accommodated with advance notice. Such accommodation is possible because of the dedicated transportation providers who go to the extra effort to arrange inter-system transfers for a passenger. Many of the cross-county trips are lengthy and require multiple transfers and numerous providers, but if the passenger is willing and able to make the trip, the providers will find a way to make the trip happen.

Cross-county trips are available in the rural and suburban areas; however, most of the formalized (and publicized) options are focused on connections to and from Indianapolis and not on access between rural areas. Mobility issues for people in the rural counties have been explored for several years, and it is the intent of this plan to move toward implementing an effective network of services that will address them. Preliminary assessments reveal four major travel issues for cross county trips:

- Adequate funding for operating regional and cross-county trips;
- Difficulty in scheduling transfers (in large numbers) between multiple transportation providers;
- Overcoming policy and service philosophy limitations pertaining to the geographic boundaries for the rural transportation providers; and
- Effectively distributing public information about the availability of regional and cross-county public transportation in rural areas.

Affordable Cross-County Transportation

While an uninterrupted (one vehicle going from Point A to Point B) cross-county trip from one county to another in the region is desirable, it is not the most efficient and effective use of resources. To keep transportation services affordable for those who are unable or prefer not to drive, cross-county trips can be accommodated when the passenger transfers from one transportation provider to another. A successful transfer program must have easy, user-friendly access to information, policies, and schedules for those operators that can participate in the desired trip.

Transit Service to Employment

A general need exists for reverse commute transportation for Indianapolis residents accessing employment sites that are outside of the city. Some trips are easily made while others require longer travel times. Some trips stop as far as one-mile from the place of employment, or are not provided at early and late hours when a connection between IndyGo and a rural transportation provider is necessary.

Inter-Jurisdictional Paratransit

The inherent difficulty in traveling between jurisdictions on paratransit is underscored by the informal transfer process. Most operators provide connections to neighboring systems, yet this coordination depends solely on the sometimes informal agreements established between the providers. To transfer between systems, customers or the transportation provider of origin must schedule trips with each connecting provider. If the first transportation provider is late to the transfer point, this will most likely result in a missed transfer with the connecting transportation provider. The customer must then schedule a new pickup, potentially resulting in a lengthy delay en route. Connecting transportation providers must maintain their schedules and thus may be unable to wait for

passengers who are late for their scheduled pickup, even if the delay is beyond the control of the customer and/or the transportation provider of the first leg of the passenger's trip.

Additionally, the number of transfers that may be required to complete a cross-county trip may render longer-distance travel difficult, particularly for customers with mobility limitations. For example, a regional trip may be feasible from Anderson to Lebanon, yet the combination of the number of local transit services necessary to reach the final destination, and the lack of accessible transfer facilities at the designated transfer points presents a potentially arduous travel experience. Moreover, this does not include the extensive planning efforts required prior to the trip by the transit professional or customer who must schedule each leg of the trip with a different transit operator. Limited service area jurisdictions only exacerbate the difficulty of trips involving transfers for customers with mobility limitations.

Daily Public Transit and Reverse Commute

Formalized and scheduled connections do not exist between most rural transit operators in the region. While the level of service provided is generally reasonable within the individual municipalities, it does not facilitate convenient, regional service. Daily transit trips continue to be difficult for customers seeking to access jobs or commercial destinations when neighboring systems do not provide matching hours of service, the transfer points are not accessible, or the trip ends are not accessible or feasible.

Accessibility

In some cases, accessibility is an issue for systems using non-traditional transfer locations. For example, in order to enable a passenger to connect with a neighboring transit system, many of the providers will arrange to meet at a place of business (i.e., restaurant, gas station, shopping area) that is near their shared service boundaries. Overall, local accessibility issues such as physical access to vehicles or a safe place to disembark and wait for the next vehicle can complicate both intra-county travel as well as regional travel for employment, medical, and social trips.

IV. POTENTIAL STRATEGIES TO IMPROVE REGIONAL AND INTER-COUNTY MOBILITY

The following selected organizational and service alternatives focus primarily on the need to improve customer mobility across jurisdictional boundaries. The alternatives should be considered as potential options as the transportation providers prepare to implement regional and cross-county service. These options are intended to supplement and enhance the successful services that Central Indiana public transportation providers are already providing and should be viewed as a starting point for formalizing and implementing a family of regional and cross-county public transportation. None of the alternatives should be viewed as "all or nothing," but rather can be revised so that the providers can take portions of each alternative and create the best fit for the Central Indiana region, its transportation providers, and its residents.

After individual discussions with the rural public transportation providers and analysis of demographic and socio-economic factors in Central Indiana, it is obvious that a single, one-size-fits-all regional and cross-county transportation service structure is not likely to be successful, at least initially. While there are certain similarities between the unmet transportation needs and gaps in service throughout the region, each county in the region has unique characteristics and service philosophies that will impact how (and when) regional and cross-county service should be implemented.

The following service alternatives are intended to provide a common definition of each type of regional/cross-county service. The Central Indiana rural/on-demand transportation partners have elected to take the alternatives to their respective boards to determine how they will begin implementing a family of services that will meet the needs of the region. The implementation timeline and approach may be slightly different for each county due to local funding cycles, demographics and ridership demand, and policies. This fact, naturally leads Central Indiana to its goal of implementing a family or network of transportation services that will appropriately meet cross-county transportation needs.

The alternatives can be implemented as stand-alone structures (county-by-county) or in combination. They can also be implemented in some counties or all counties. Each selected alternative can be tailored to fit the need of the passengers and the transportation operator.

SERVICE ALTERNATIVE 1: EXPRESS BUS SERVICE

Under this alternative, the transportation providers will coordinate to expand the presence of express bus routes that connect IndyGo fixed routes with all counties surrounding Marion County. Express Bus routes would facilitate employment-related transportation as well as providing access to other types of services operated by IndyGo and the rural transportation providers (i.e., fixed routes, demand response).

ADVANTAGES AND DISADVANTAGES

Some advantages and disadvantages to implementing new Express Bus Services are provided below.

Advantages:

- Express Bus Service has already been established in certain portions of the region and has met with some success. New service would build upon the successes of existing service.
- Express Bus Service increases the public transit options for Central Indiana residents and employees to utilize.
- Express Bus Service can improve employment opportunities for transit dependent individuals as well as choice riders.

Disadvantages:

- Certain Express Bus routes implemented by IndyGo to date have demonstrated incremental growth in ridership and additional routes also may have low ridership, at least at first.
- The reverse commute ridership on Express Bus Service has been low and could continue to make such service less cost effective.

Responsible Parties

IndyGo would be responsible for implementing Express Bus Services. The rural transportation providers in areas served by Express Bus Service would be responsible for working with IndyGo to negotiate the most effective schedule and service area.

SERVICE ALTERNATIVE 2: RURAL CROSS-COUNTY CONNECTIVITY

This alternative involves implementation of new immediate response, demand response, or route deviation service for cross-county connectivity (between and through contiguous counties) to provide new opportunities for employment, access to medical services, and all general public purposes. The exact service structures may vary by county and, if selected, recommendations specific to each county will be included in the implementation plan.

Examples of successful cross-county connectivity are happening across Central Indiana counties. The connectivity is informally scheduled between providers on a demand response basis. This alternative would seek to formalize the protocols and streamline the process for scheduling demand response service. Also, where the appropriate level of demand exists, some providers should consider implementing a shuttle or point deviation route that operates on a limited schedule to serve major destinations in neighboring counties.

Advantages and Disadvantages

Some advantages and disadvantages of cross-county connectivity are provided below. Advantages and disadvantages will vary somewhat by county due to political influences.

Advantages:

- Enhances customer service by providing customers with multi-county transportation options.
- Improves relationships between transit providers and opens new lines of communication between providers about service standards and policies.
- Establishing a schedule for formalized transfers or scheduled multi-county routes could reduce the amount of time that a driver and vehicle is out of the system's primary service area, thereby improving efficiency.
- Potentially enhances economic development by bringing people from neighboring counties into your county to work or shop.

Disadvantages:

- Political-will could be contrary to allowing vehicles to travel outside of the county. However, proper education and communication with local politicians will reduce the impact of this disadvantage.

Responsible Parties

Rural transportation providers are responsible for implementing and providing cross-county service. CIRTA should oversee and assist with networking and communication between the providers.

SERVICE ALTERNATIVE 3: TRANSFER/BOARDING CENTERS

Establish, and in some cases construct, public transit transfer centers throughout the region where passengers can transfer from a provider in the county of trip origin to the provider in a neighboring county. The proposed location of transfer centers will correspond to locations where the rural public transportation providers are currently connecting. The analysis of trip origins and destinations will facilitate identification of the appropriate location for transfer centers. While transfer centers will not reduce travel time or connectivity issues between providers, they will help to ensure that passengers have a safe and accessible place to wait for their next vehicle. Transfer centers can also effectively improve the awareness of potential passengers who did not realize that regional and cross-county transfers were an option.

Advantages and Disadvantages

Some advantages and disadvantaged identified for implementing transfer/boarding centers are listed below:

Advantages:

- Improve cost efficiencies collectively for the network of public transportation services. Rural demand response providers will likely yield the most savings.
- Providing passenger amenities at key transfer locations will improve passenger experiences.
- Utilizing existing service reduces the need for additional capital and operating expenditures.

Disadvantages:

- Capital and some increased operating costs will be incurred with implementation. Capital costs associated with the construction of shelters, information displays, vehicle parking areas, and other amenities will be needed.
- Operating costs associated with maintenance and upkeep will also be required. However, operating costs savings should offset the development of the boarding centers.

Responsible Parties

CIRTA must take the lead in the development and coordination of efforts for boarding/transfer centers. CIRTA should see to it that necessary capital costs are allocated for the passenger amenities and vehicle parking at these boarding/transfer centers.

SERVICE ALTERNATIVE 4: PARK-AND-RIDE LOTS

Under this alternative, the locations for formal park-and-ride lots for public transportation and/or carpool/vanpool opportunities will be identified in the rural counties of Central Indiana. Park-and-ride lots will help to promote opportunities for ridesharing in areas where public transportation is not a viable option. They also offer commuters an option of driving a portion of their commute and taking public transportation to complete their trip.

There are multiple types of park-and-ride lot facilities that are possibly appropriate for Central Indiana, including the following:

- Remote lots that are located far from major activity centers: The focus of these lots is on suburban or satellite communities.

- Local lots that are located at the end or along a major transit route: Location along a route requires fewer dedicated transit services.

- Peripheral lots: Located at the edge of a central business district or major activity area and serve to expand available parking by attracting drivers before they enter congested areas. In this case, most of the commuter's trip is completed in his or her car and the last segment is by transit. Shuttle or express service may be used in combination with fixed route service for peripheral lots.

Central Indiana transportation providers also have an option for developing park-and-ride lots that are exclusively for park-and-ride service, or shared use lots that serve multiple uses (i.e., parking for retail centers).

Advantages and Disadvantages

Some advantages and disadvantages for park-and-ride lots are listed below.

Advantages:

- Shared use lots have a short implementation time and low capital and maintenance costs. Utilizing an existing lot gives the transit providers an opportunity to implement the service as a pilot program to test demand without incurring a major investment.
- Improves regional transportation opportunities and multi-modal opportunities in Central Indiana (i.e., carpool/vanpool, biking).
- Park-and-ride lots could reduce congestion on highways during rush hours.

Disadvantages:

- Using a shared lot limits the available space and facility design options because the transit provider must work with existing property.
- Formal agreements must be established prior to implementing shared lots. Negotiations will require dedicated time from the responsible party.
- Park-and-ride lots require capital, maintenance, and security costs.

Responsible Parties

The lead organization (or other organizational structure selected by the transportation providers) will work with Central Indiana Commuter Services (CICS), CIRTA, INDOT, and IndyGo to identify and advertise/publicize available park-and-ride lots and ridesharing opportunities.

SERVICE ALTERNATIVE 5: IMPLEMENT CIRCULATORS AND/OR CONNECTOR ROUTES

Under alternative 5, the transportation providers, or a partner organization, will implement circulator service, employer sponsored shuttles, or similar community based transportation routes in neighborhoods and major employment centers that connect with IndyGo fixed routes and the demand response providers. Circulators and connector routes will improve access between IndyGo bus stops and employment sites, community facilities, childcare centers, and densely populated residential areas.

Some examples of different types of community circulators and connector routes are described below.

Lansing, Michigan
The Capital Area Transit Authority (CATA) operates Redi-Ride service. Redi-Ride is an advance reservation, curb-to-curb service that operates within a designated service area. Two of the four Redi-Ride areas are located at the edge of the fixed route service area, which makes transfers to regular CATA routes possible. The other two are in outlying communities.

Des Moines, Iowa
The Des Moines Metropolitan Transit Authority provides fixed route bus service throughout the Des Moines area. It also provides "On Call" neighborhood shuttle service in the communities of Urbandale, Ankeny, and West Des Moines. The Urbandale service is designed to serve work trips and operates only during the weekday peak hours. The Ankeny operates only on Tuesdays and Wednesdays and serves a senior meal site, while the West Des Moines service, which operates in the same area, runs all day on weekdays. All three services have similar operating characteristics.

Intercity Transit, Olympia (Washington)
Circulator service is provided by Intercity Transit to rural parts of its service area. Route 67 operates every 60 minutes between the Lacy transfer location and the community of Tri-Lake. The Lacy transfer location is served by some other routes that operate to downtown Olympia. Thus, residents of Tri-Lake can travel to locations throughout the Intercity Transit service area through a series of transfers.

ADVANTAGES AND DISADVANTAGES

The following advantages and disadvantages were identified implementing connectors/shuttles are listed below.

Advantages:

- Regularly scheduled trips to boarding centers or other transfer locations can provide access to IndyGo or other rural providers.
- Circulator routes can be flexible to respond to individual and/or local needs.

Disadvantage:

- Cost of implementing the additional route and sustaining service.

Responsible Parties

Responsibility for the operation of these routes is more often assumed by the organization based in the primary service area. But other transit organizations in the region can be contracted to assume day-to-day operations.

SERVICE ALTERNATIVE 6: FARE STRUCTURE INTEGRATION - TRANSIT PASS SHARED BY RURAL PROVIDERS AND INDYGO FIXED ROUTE

This alternative deals with passenger fares and simplifying the transit experience for passengers. IndyGo and the rural transportation providers will establish a "transit pass" so that passengers can transfer from one provider to another using the same bus pass. This alternative requires a billing arrangement between the providers as well as creation of a fare structure for the transit pass that is fair for both providers.

Passengers travelling on more than one transportation service on a single trip would currently be faced with paying two separate fares. An important part of achieving a seamless transportation system is to provide a fare option for passengers that would allow a single payment for trips using multiple systems.

In locations where transit passengers frequently travel across the jurisdictional boundaries of different transit systems, a free or discounted transfer policy is often in place. Transit systems with such a policy utilize several types of fare media. The most common fare media for this include:

- Unlimited Ride Pass;
- Cash surcharge for a transfer;
- Tickets/Tokens; and
- Stored Fixed Value Cards.

Examples of these and other types of fare media used on a regional basis are described below.

UNLIMITED RIDE PASS

This type of pass provides unlimited access to transit services for a specified time period, e.g., day pass or monthly. Some examples of successful pass programs at other transit agencies are provided below.

Sound Transit PugetPass

The PugetPass is designed for passengers who are frequent riders of more than one transit system in the Seattle, Washington area. PugetPass is accepted on Sounder Commuter Trains, Community Transit, Everett Transit, King County Metro, Pierce Transit, and Sound Transit Express buses. PugetPass can be purchased for an amount that represents the typical price of the trip the passenger is likely to take. It is available as a monthly pass. Some trip values are available in a three-month or 12-month pass format. The primary benefits of this pass are as follows:

- The PugetPass benefits the individual transit agencies from a reduction in administrative costs and overhead. Previously, each system had up to 13 different passes for the programs it

offered. The PugetPass is a single pass for all of these programs. All five participating transit systems sell the PugetPass and funding is distributed based on a ridership survey that is conducted by an independent third party (to protect against bias).

- Passengers may purchase a single fare card to travel on multiple transit systems.
- It includes a guaranteed ride home. Anyone who purchases a PugetPass and rides transit to work in the Downtown Seattle Central Business District is eligible for up to four free emergency taxi rides home every six months.

Revenue is divided among the participating agencies based on a Region-wide survey of passengers' travel habits. Also, many commuters in the region may live in one urban area, but work in another. The ability of customers to use one pass for public transit in multiple communities would be of value to the riding public. The possibilities of joint marketing would help leverage local dollars and increase ridership within the respective systems.

Triangle Transit Regional Pass

Triangle Transit (Raleigh-Durham, North Carolina) offers a Regional Day Pass and a 30-Day Regional Pass that is good on all Triangle Transit routes, except express routes. It can also be used on routes operated by two local systems, the Capital Area Transit in Raleigh, Cary Transit C-Tran, and the Durham Area Transit Authority. The base cost of the Regional Day Pass is $4.00 and the 30-Day Regional Pass is $64.00. Elderly and disabled persons are charged half of the base fare. Regional Day Passes are also sold in bundles of six and twelve.

The seller currently keeps revenue from Regional Pass Sales. A new agreement is under consideration where the total revenue will be divided based on passenger boardings where the Regional Pass is used.

Cash Surcharge/Transfer Fee

Chicago Transit Authority and Pace

In order to compensate for the difference in fares, some transit systems will accept transfers and/or passes from an adjacent system but will impose a surcharge. An example is the Chicago Transit Authority (CTA) and Pace system. CTA provides service in the city of Chicago; Pace serves the suburbs that surround Chicago. There are numerous locations where transfers between the two systems can occur. In 2006, Pace and CTA adopted an unlimited ride pass that can be used on the two systems. But because of the difference in the fares charged by each system, a transfer surcharge is imposed when passengers transfer from Pace to CTA buses, or when a transfer occurs to a premium route.

Fixed Value Card

This type of card functions in a similar manner as a debit card. A fixed amount is recorded on the card when a card is sold. When the card is used for a transit trip, the fare amount is deducted. The

card can also be used as an unlimited ride pass. There are technology implications in setting up a system that is this sophisticated. One system that uses this type of card is the Bay Area Rapid Transit (BART) system in San Francisco.

BART Plus Tickets

The BART Plus ticket is accepted on BART and eleven different transit systems in the San Francisco Bay area. These include Benicia Breeze, County Connection, Dumbarton Express, SamTrans, Santa Clara County VTA, San Francisco Muni, Tri Delta Transit, Union City Transit, West CAT, and WHEELS. The BART Plus ticket works in the BART fare gates like a regular BART ticket and is valid for a half-month period as a "flash pass" to bus operators and SF Muni station agents. The BART Plus ticket comes in eight different denominations, each valid for a half-month period. All denominations include unlimited local bus rides along with stored BART value.

Advantages and Disadvantages

The following advantages and disadvantages were identified for fare integration.

Advantages:

- A regional pass program will make it easier for passengers to make regional trips using more than one public transportation system.
- The ease of a regional pass program will encourage people to use public transportation.
- An unlimited ride pass will provide economic value for passengers who frequently use public transportation.

Disadvantages:

- Pass programs will impact fare revenues for the participants during the start-up period and after full implementation.
- An equitable model needs to be devised for dividing the regional fare revenue among the participating agencies.
- While it is not required for fare collection equipment to be the same for all participants, it would provide for a higher level of consistency for accountability.

Responsible Parties

Revenue sharing arrangements will need to be agreed upon by all participating providers.

V. IMPLEMENTATION PLAN: THE SELECTED REGIONAL SERVICE APPROACHES

Alternatives for improving inter-county travel by transit were identified in Chapter IV and discussed at meetings with the transit partners for this project. The purpose of this chapter is to describe in more detail the implementation aspects of each alternative that were preferred by the Central Indiana transit partners. Service structure opportunities are presented herein as a family of services that will benefit a cross-section of the region's population. Implementation of each service strategy will depend upon the limitations and opportunities for each of the transit providers in the region (i.e., funding cycles and opportunities, capacity to include new service, and development of service with local boards and funders).

The other primary component of service changes involves the implementation of a more intensive effort to coordinate agency transportation services through a coordinated or consolidated organizational approach. Various components of organizational structure opportunities are discussed in Chapter VI.

SERVICE COORDINATION STRATEGIES

Service coordination strategies include the selected service strategies that will be implemented through a coordinated effort between multiple service providers. Each of the participating public transportation systems in the region has agreed to maintain autonomy while implementing the following regional coordinated service strategies. Therefore, negotiations to implement these services will be conducted on an individual system level. CIRTA should, however, assume a lead role in the development of other coordination efforts to better coordinate public transportation services in the region.

V.1 BOARDING CENTERS

Transferring between the rural demand response providers and IndyGo was identified as the greatest need for enhancing seamless regional transportation. Because of the concentration of population in rural counties and employment in Marion County and the trend toward increasing employment opportunities in the surrounding rural counties, the greatest potential volume of inter-county trips is expected to be between Marion County and the eight surrounding counties.

One strategy to improve connections between demand response services and the IndyGo fixed route system, as well as between different demand response systems, is to develop a series of boarding centers throughout the region. These boarding centers should be at convenient locations to facilitate and make more convenient transfers between systems. They would include shelters, transit information, and other passenger amenities. These transfer sites may include locations that are geographically situated near service area boundaries and, ideally, major destinations.

A primary objective for the placement of these boarding centers is to make more efficient use of the resources available to all of the transit systems in the Central Indiana region. It is understood that transfers are not appropriate for every passenger. But when it is appropriate, vehicle time can be saved if a passenger transfers to another system that is already serving that passenger's destination. This can result in cost savings or increased service through the redeployment of the vehicle time.

Boarding centers should have adequate passenger amenities to accommodate transferring passengers. These can include shelters, areas for vehicles to park and load/unload passengers, schedule and/or access system information, telephones, and other amenities. Transit centers are ideal locations for these. Passenger amenities are usually provided and there are numerous routes and services to transfer to and from. IndyGo currently has plans to construct a transit center in downtown Indianapolis. But, some outlying locations are more geographically suited to function as a boarding center. Potential locations are listed below and their locations are depicted in Exhibit 31.

Location	IndyGo Route(s) Serving That Location
Greenwood Park Mall	Routes 22 and 31
K-Mart-Thompson/Emerson	Routes 16 and 26
Washington Square Mall	Routes 8, 10, and 87
Marsh-Kentucky/Mann	Routes 24 and 4
Washington/High School	Route 8
Speedway Shopping Center	Routes 10 and 25
Methodist Medical	Routes 15 and 38
Trader's Point	Route 37
St. Vincent's Hospital	Routes 28 and 34
Keystone at the Crossing	Routes 18 and 26
Castleton Square Mall	Route 19
Devington Shopping Center	Routes 3 and 4
Crossroads	Routes 2, 11, and 39

Besides being major destinations or transfer locations for IndyGo passengers, the primary function of these boarding centers is to provide a location for passengers to transfer between demand response services and the IndyGo fixed route system. Passenger amenities at these locations can be described as enhanced shelters. Exhibit 32 depicts an example of an enhanced shelter. It includes on-street vehicle parking, sheltered passenger waiting areas, and a kiosk that can include information about the different transit systems that use it.

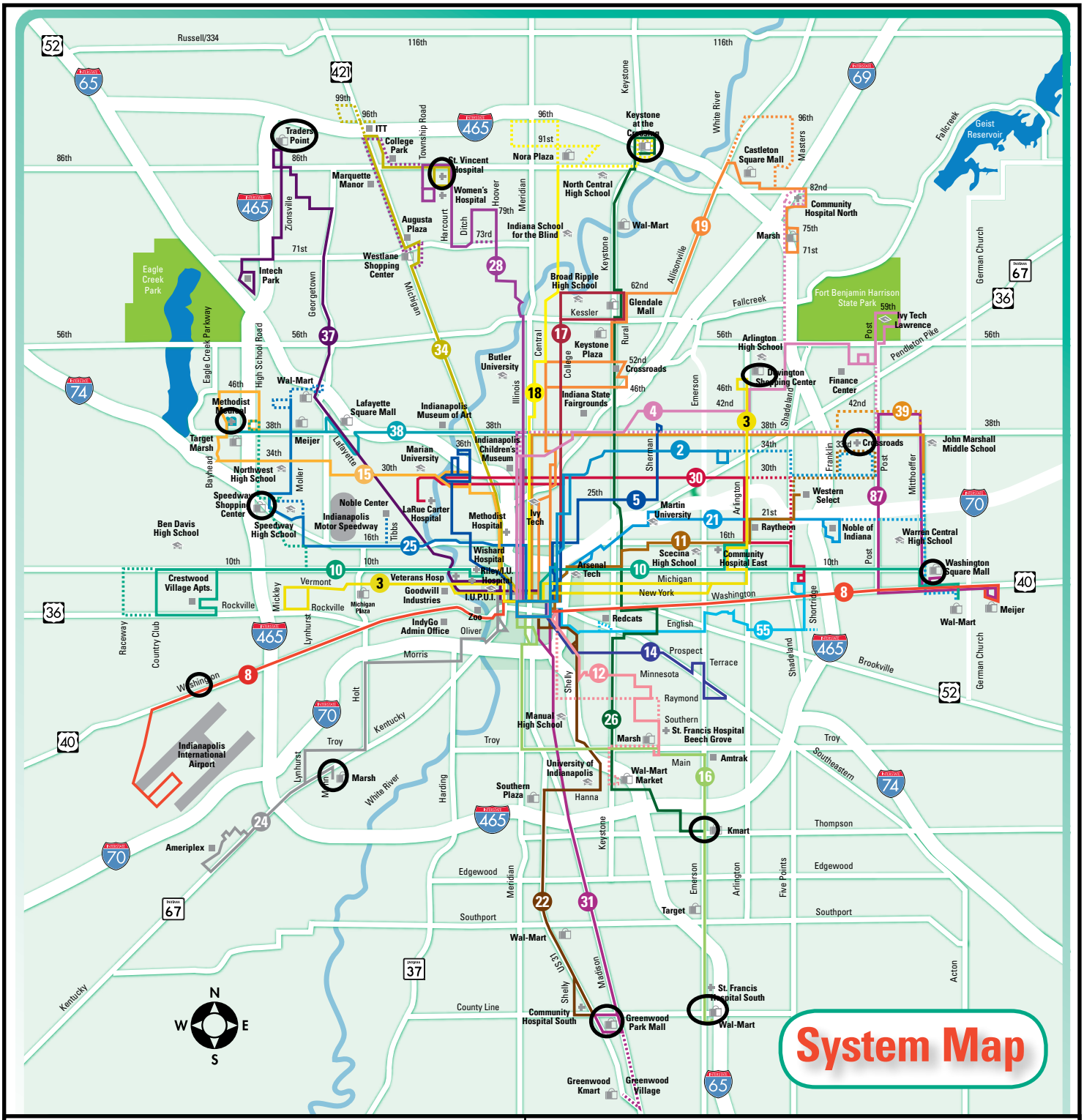

System Map
Proposed Transfer Locations
Ex. 31 - Regional Boarding Centers
CIRTA Rural/On-Demand Transit Study

Exhibit 32
Enhanced Shelter Example

Responsible Parties

It is recommended that CIRTA take the lead in developing the regional boarding centers and see to it that necessary capital costs are allocated for the needed passenger amenities and vehicle parking. Individual demand response transit systems will build trips to the transfer centers around the IndyGo route schedules.

V.2 Community Connector Routes and Circulators

Community based circulators services or multi community shuttle routes can be connected to IndyGo fixed routes. These service types can originate in neighborhoods and major employment centers and offer transfers to the fixed routes. Community connector routes and circulators can be implemented in combination with the boarding centers previously described.

As described in Service Alternative #5, connector routes are flexible and can be designed around the needs of each community. Their frequency can, therefore, vary widely based on the level of demand. Circulators and shuttles can operate hourly or better, or have only a few trips throughout the day. They can operate daily or just a couple of days per week or month, depending upon demand for service. All of the following descriptions are recommended for implementation based on the existing demand to support the service. Implementation schedules and frequencies will vary by transit provider.

Access Johnson County

Access Johnson County currently operates five "connector" routes serving the communities of Greenwood and Franklin. As depicted in Exhibit 33, these routes include:

Greenwood Connector Eastbound
Greenwood Connector Westbound
Park and Ride Express
U.S. 31 Connector
Franklin Connector

With the exception of the Franklin Connector, all of these routes operate to the Greenwood Park Mall where a transfer to IndyGo Route 31 can be made. Each of these routes operates every 60 minutes with the exception of the Park and Ride Express where there are only two weekday trips. The two Greenwood connectors operate in a one-way loop alignment through different parts of the City. Because each of these routes takes 60 minutes to run, passenger trip times can be lengthy in one direction. As a result, Access Johnson County staff has proposed that one bus be added to each route to run in the opposite direction. This should be implemented to improve travel times, passenger convenience, and to increase ridership on the Greenwood Connector Eastbound and West bound routes.

Hancock County

Hancock County currently operates to Marion County destinations for Hancock County residents, and to make connections with IndyGo routes. The majority of these trips originate in Greenfield. Therefore, a potential new "Connector" route would run between Greenfield and the Meijer shopping center along U.S. 40 in Marion County. At this location, passengers will be able to transfer to and from IndyGo's Route 8. Exhibit 34 shows a potential location of this Connector route.

Hamilton County

The Marion/Hamilton County border is a short distance from, and is parallel to, 86th Street where there are numerous major destinations and opportunities to transfer to IndyGo routes. Hamilton County operates exclusively demand response service; connections to IndyGo routes in the vicinity of 86th Street can be provided on a demand response basis. Exhibit 35 shows the 86th Street corridor in relation to Hamilton County and the IndyGo routes that operate along it.

Boone County

Boone County operates demand response transportation and has numerous trips across the county border into Marion County. Currently, the largest demand for service between Boone and Marion County is for medical purposes. However, other common trip purposes may develop as inter-county service increases. Continuing with demand response service, Boone County could

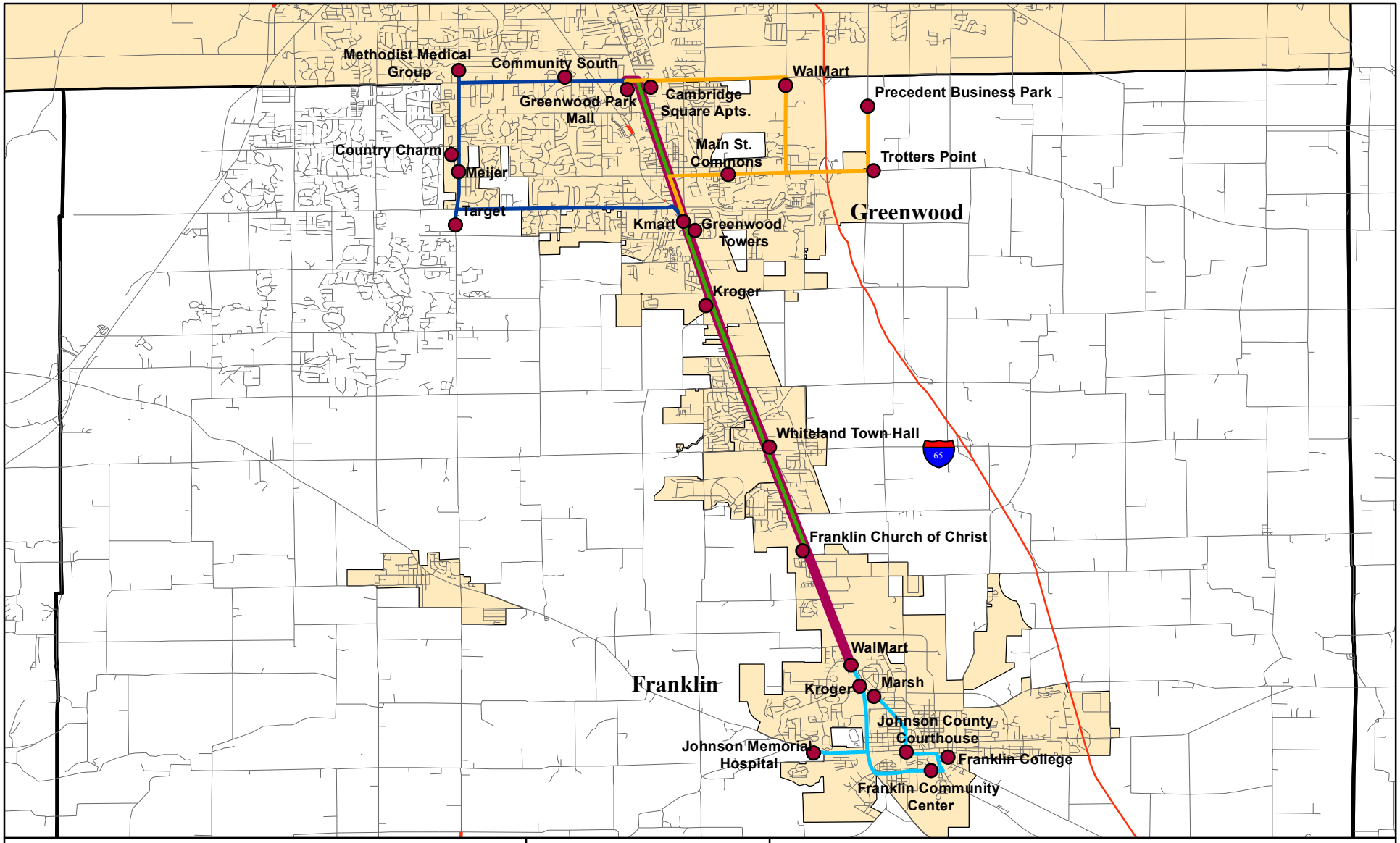
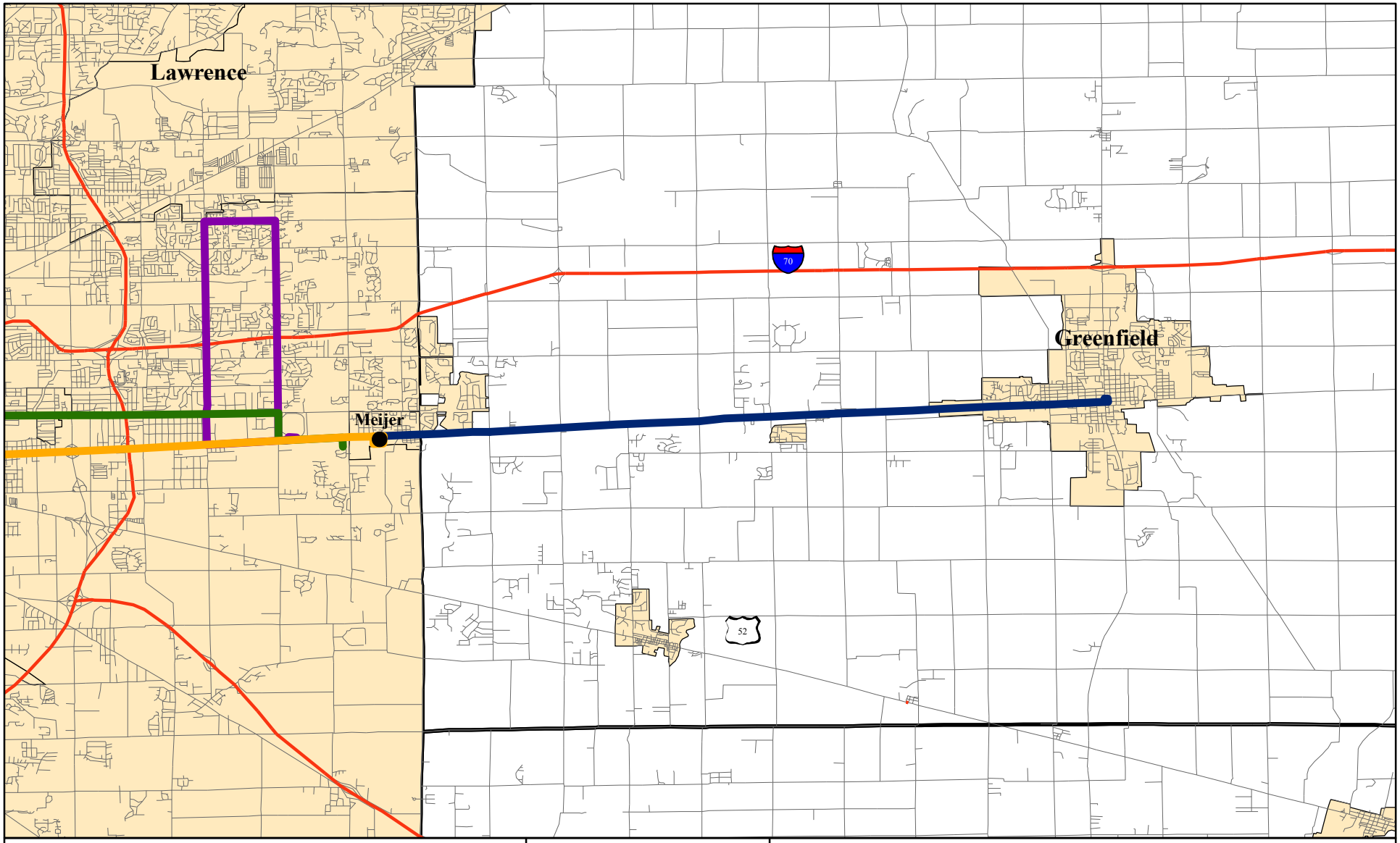


Exhibit 33:
Johnson County Connector Routes

CIRTA Rural/On-Demand Transit Study



IndyGo Route 8
IndyGo Route 10
IndyGo Route 87
Proposed Hancock Route

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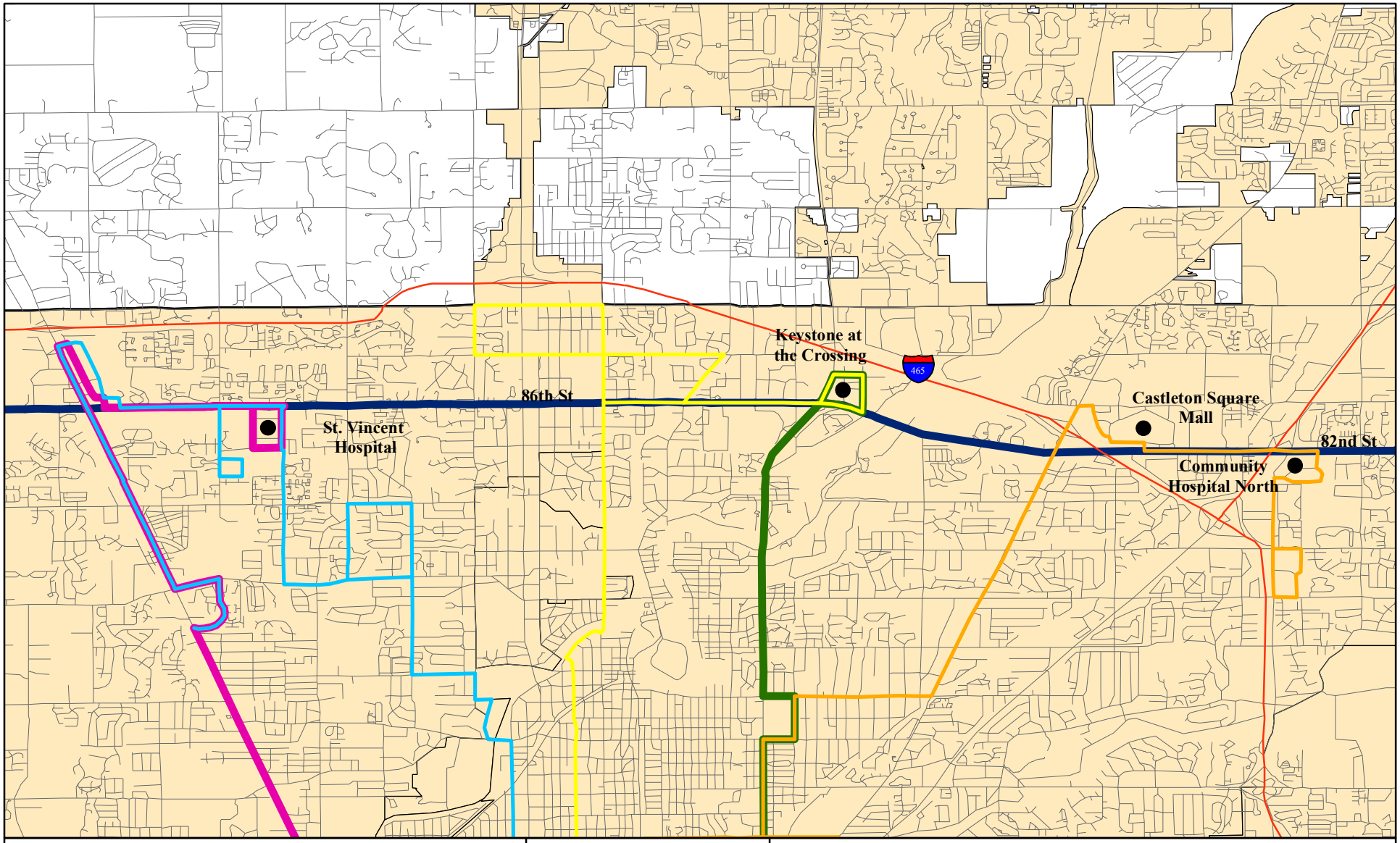
Exhibit 34:
Hancock County Connector

CIRTA Rural/On-Demand Transit Study



INDYGO Routes

- Route 18
- Route 19
- Route 26
- Route 28
- Route 34

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Exhibit 35:
Hamilton County Demand Response Commuter Service

CIRTA Rural/On-Demand Transit Study

add a connector route to its family of services that operates between Lebanon, Zionsville, and connects with IndyGo at St. Vincent's Hospital. The circulator route could be an opportunity to group the long distance trips onto one vehicle at a special fare to encourage passengers who are able and have the flexibility to ride on the scheduled route. The route schedule should be developed around existing demand patterns. Demand response vehicles could bring passengers from throughout the county into a central pick-up/drop-off point in Lebanon and Zionsville to meet with the connector vehicle, or passengers could board the vehicle from a parking lot or walk to the pick-up/drop-off point. The Boone County connector service will connect with IndyGo as well as serve a major medical destination for Boone County residents. Because of the connectivity with IndyGo, passengers may be attracted to the new service as an opportunity to travel to other destinations within the IndyGo service area.

Depending upon the schedule and advertising efforts, the potential for reverse commuters (those traveling from Marion County to Boone County) exists. Exhibit 36 illustrates a potential route for the Boone County connector service.

Madison and Delaware Counties

The origin and destination analysis for Madison County's demand response service revealed a significant number of trips between Madison and Marion County as well as trips between Delaware and Marion County. LifeStream Services, Inc. provides all trips on a demand response basis. The opportunity exists for Madison County to include a connector service to bring passengers from Madison to Marion County where the LifeStream Services, Inc. vehicle could connect with IndyGo at Crossroads. Passengers from Delaware County could also utilize the connector service after a transfer in Madison to the Marion County bound vehicle. Alternatively, LifeStream Services, Inc. could consider originating the trip in Muncie and stopping in Madison on the way to Marion County. In the latter case, demand response vehicles should be utilized to feed into the connector service in Muncie and Madison. Exhibit 37 illustrates a potential connector route for Madison and Delaware counties.

Morgan and Hendricks Counties

Origin and destination patterns from a sample of demand response public transportation trips currently provided by Morgan and Hendricks counties revealed a high percentage of trips between Mooresville (Morgan County) and Plainfield (Hendricks County). Morgan County provides demand response public transportation service. Approximately one-half (or 10 to 15) of the trip requests they receive per day are not provided because the caller is requesting a trip between Morgan County and a destination outside of the county. Morgan County's long-range plan is to implement a "shopping day" service to connect passengers to Morgan County or even IndyGo. The "shopping day" service would operate on specific days and hours to give Morgan County residents an opportunity to travel outside of the county boundaries. The "shopping day" route could be implemented as a circulator or shuttle type of service and connect with Morgan County and IndyGo to facilitate regional travel.

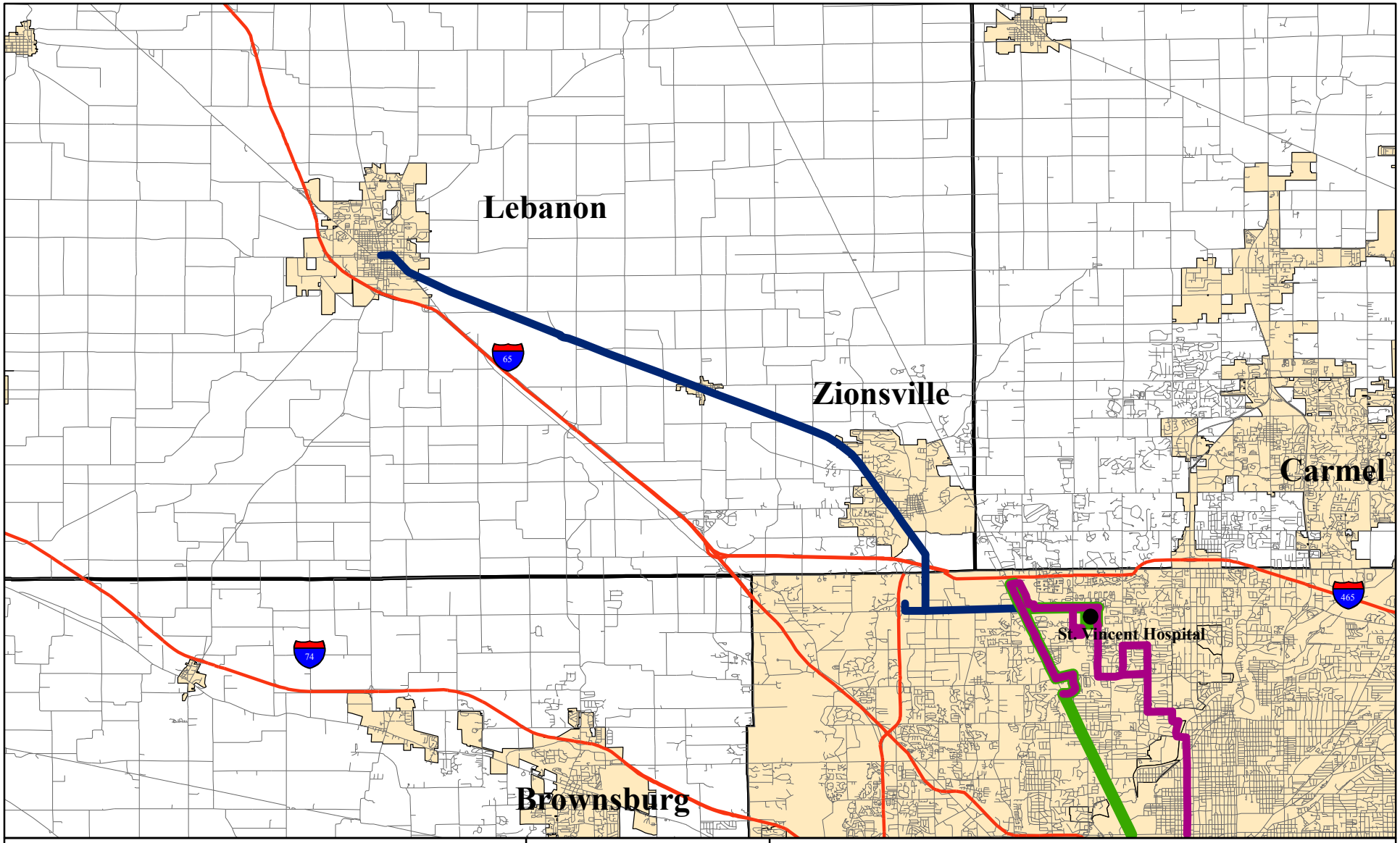

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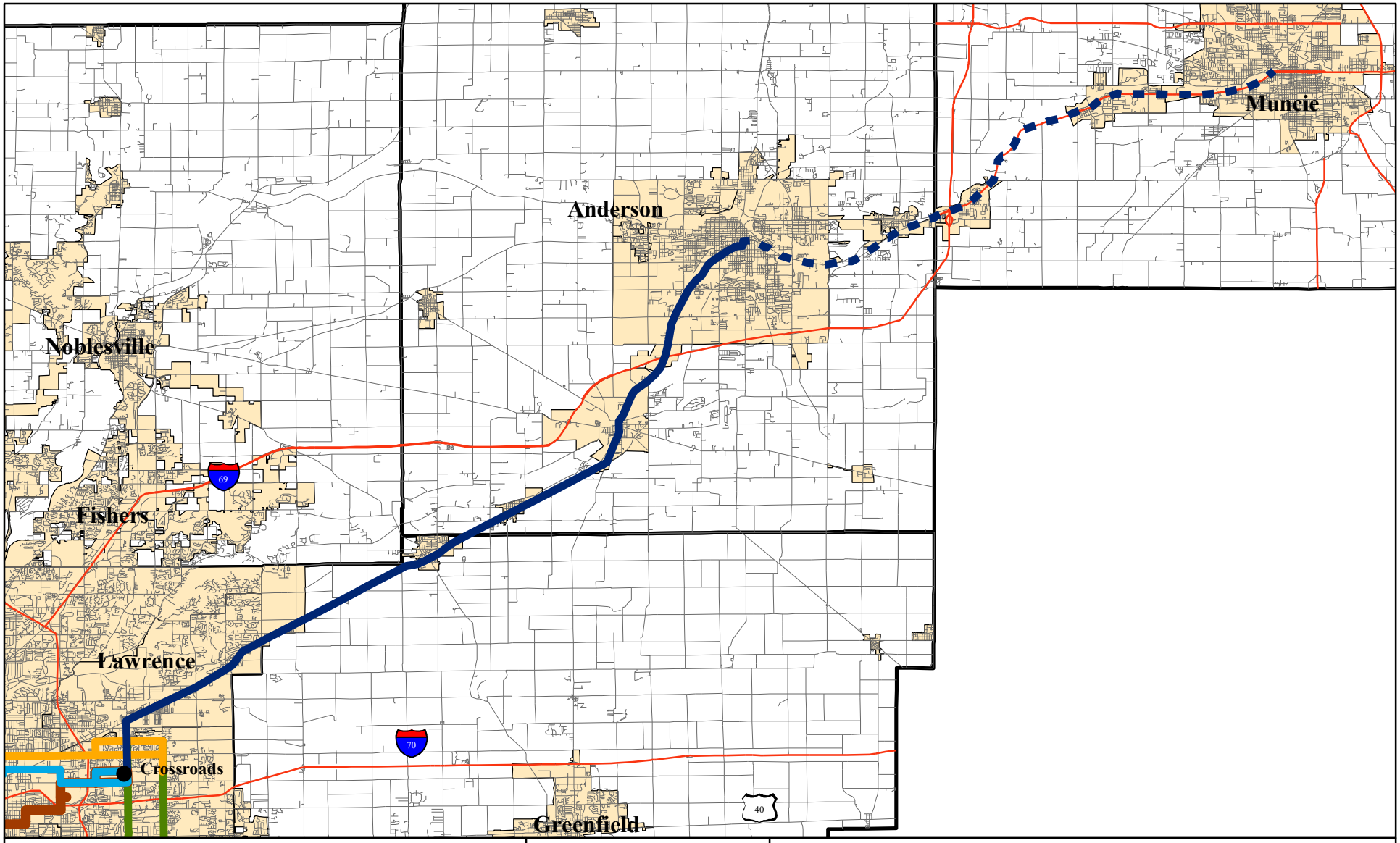
Exhibit 36:
Boone County Connector

CIRTA Rural/On-Demand Transit Study



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CONNECTING PEOPLE AND PLACES

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Exhibit 37: Madison/Delaware County Connector

CIRTA Rural/On-Demand Transit Study

There is also a pattern of trips between Plainfield and Indianapolis. A scheduled shuttle service between these three communities (Mooresville, Plainfield, and Indianapolis) will be explored as a potential strategy for grouping trips to create efficient opportunities for regional travel. Shuttle services should be constructed around existing demand. Because Morgan and Hendricks County transportation programs operate under a common funding structure, cross-county connectivity should not face many obstacles. Exhibit 38 illustrates the portion of the IndyGo service in the vicinity of Morgan and Hendricks County where a shuttle service could connect with an existing route.

Trips between Plainfield and a transfer point with IndyGo could facilitate regional travel for passengers to access many destinations within the IndyGo service area or destinations in Hendricks and Morgan counties. It is noted that Plainfield is the location of many Central Indiana major employers. Opportunities to request support and involvement from local employers to help sustain a more frequent service should be explored.

Shelby County

ShelbyGo currently operates a route deviation service that is similar to a circulator service in northeast Shelbyville. The short-range goal for ShelbyGo is to implement a similar circulator service in southwest Shelbyville to connect to the existing route.

ShelbyGo receives approximately five calls per day from passengers who want to travel to destinations outside of the county. Current demand is primarily for trips to Indianapolis. ShelbyGo addresses that demand by connecting with Access Johnson County so that the passenger can complete the trip with another transfer between Access Johnson County and IndyGo. ShelbyGo and Access Johnson County operate under a shared funding structure and coordination of transfers between the two systems is smooth and efficient.

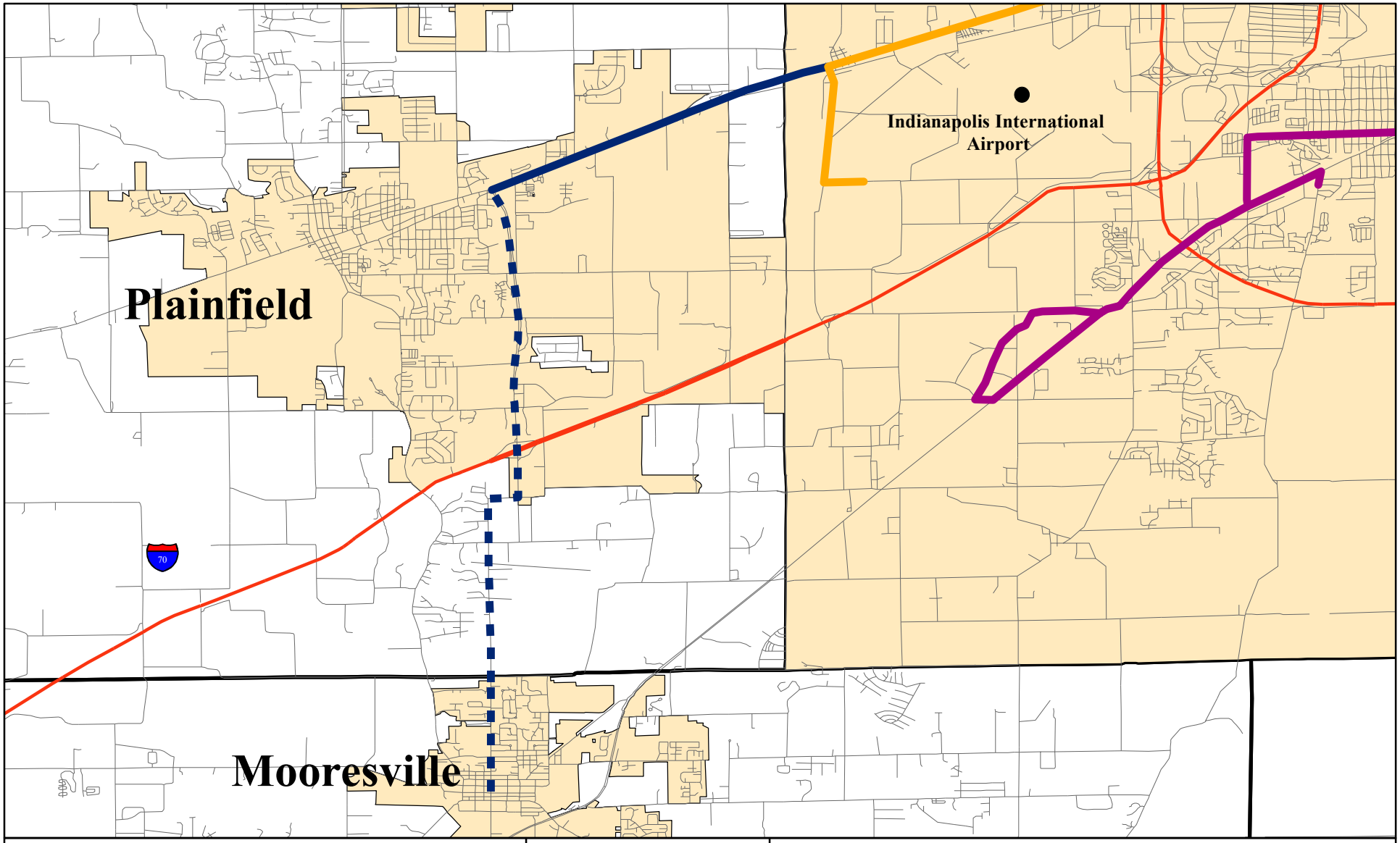
Counties will individually develop transfer locations at their service area boundaries. Many counties already utilize an area for transfers. Other systems need to establish a safe shelter where passengers may transfer. All transfers should be completed at a location where the passenger has an option of waiting inside a safe location and with access to a telephone in case of emergencies.

Responsible Parties

Each transit provider is responsible for developing and implementing cross-county connector services according to their own limitations and opportunities. It is recommended that CIRTA oversee the implementation of connector services.

V.3 Rural Cross-County Connectivity

The rural transportation providers in Central Indiana are providing cross-county connectivity between rural counties on a demand response basis. Dispatchers schedule connections over the telephone. The consensus from rural transportation providers is to continue providing the rural



CIRTA
Central Indiana Regional Transportation Authority
CONNECTING PEOPLE AND PLACES

RLS Associates, Inc.

Exhibit 38:
Hendricks & Morgan County Connector

CIRTA Rural/On-Demand Transit Study

county connections through informal communications for the short term. Potentially, the selected organizational structure could develop so that a more formal, centralized scheduling process is implemented. Such formal strategies are discussed in the next chapter.

Initially, the rural transit providers will each take a unique approach to scheduling cross-county trips. It is recommended that the dispatchers, schedulers, and transit directors continue a dialogue and ultimately build standard protocols for scheduling passenger transfers between demand response providers at the designated transfer locations.

Responsible Parties

The transit systems have elected to maintain autonomy in scheduling cross-county trips. Therefore, each system will be responsible for developing protocols to improve efficiency. Coordination of responsibilities is discussed in the next chapter, but has not yet been agreed upon.

V.4 Park-and-Ride Lots

Multiple studies are on-going in Central Indiana regarding utilization of park-and-ride lots. Information about park-and-ride lots is maintained by Central Indiana Commuter Services (CICS). Under this implementation strategy, the locations for formal park-and-ride lots for public transportation and/or carpool/vanpool opportunities will be identified in the rural counties of Central Indiana. Park-and-ride lots will help to promote opportunities for ridesharing in areas where public transportation is not a viable option. They also offer communities an option of driving a portion of their commute and taking public transportation to complete their trips. In some cases, park-and-ride lots may be served by the connector services described earlier in this chapter.

Responsible Parties

CIRTA and/or CICS should take the lead on identification and publication of park-and-ride lot locations.

V.5 Regional Fare Pass

Under this implementation strategy, the rural/on-demand transportation providers will work together with IndyGo and CIRTA to develop a standard fare pass for regional transportation that can be accepted by any participating provider. The fare pass will emphasize the ability for a seamless transfer between the transportation providers.

The process for billing, administration, and distribution of the fare pass has not yet been determined. The study team is working with each of the providers to determine the most appropriate approach to implementing a fare pass that will have minimal impact on the administrative procedures for each provider. It is recommended that the fare pass be developed along with the marketing phase of this study.

Responsible Parties

CIRTA and the participating transit directors will work together to implement the most appropriate process for billing, administration, and distribution of the fare pass. Strategies outlined in Chapter IV should be considered as a starting point.

VI. OPERATIONAL ALTERNATIVES FOR REGIONAL SERVICE

APPROACH

So far, the selected regional and cross-county service alternatives (Chapter V) revolve around establishing formal connections between the rural transportation providers and IndyGo routes and standardizing the services available for regional transportation. This chapter explores the potential opportunities for standardizing operational protocols for internal transit management and operations functions ranging from staffing to procurement with the goal of achieving a seamless regional and cross-county transportation structure.

The focus is on operations and the potential for coordinating operating functions of the regional transportation providers to achieve seamless transportation while maintaining superior customer service for all providers in the region. This discussion of operational coordination options is presented for review and consideration by all of the transportation partners in the study with the caveat that each transportation provider has individual goals and capacities and the participation levels and implementation timelines may differ across the region based on those differences. Throughout implementation of the regional and cross-county service, all of the partners are encouraged to evaluate the operational alternatives in terms of what aspects include the best approach for their local area and what aspects are going to help them achieve their regional transportation goals.

Finally, consideration was given to the fact that the region has already begun to initiate regional transportation programs such as rideshare/vanpool programs operated through Central Indiana Commuter Services (CICS). CIRTA has built an ever-evolving and respected leadership role in multi-modal transportation development. And, the Indianapolis MPO and IndyGo are actively exploring and implementing regional services. Previous goals, objectives, or coordination concepts articulated during the regional coordinated public transit human services transportation plan also were noted and considered in the assessment.

Accordingly, we have concluded that the potential for providing regional and cross-county transportation service has a significant likelihood of generating the necessary support for successful implementation.

OPPORTUNITIES TO COORDINATE PUBLIC TRANSIT OPERATIONAL FUNCTIONS

If seamless regional and cross-county transportation services were implemented with no coordination of operational or organizational functions, duplications in certain aspects of those functions would be created, at least in terms of regional service. Given this finding, opportunities to coordinate the organizational structure of providing regional and cross-county trips were suggested and discussed with the Central Indiana transit partners. Two examples of such restructuring would be a single provider taking over scheduling and dispatching of regional and cross-county trips, or a single organization taking over regional and cross-county transportation and either directly

operating service or brokering regional trips to contracted operator(s). These illustrative examples represent major structural changes in governance and service delivery and would require a decision on the level of the transportation partners' boards of directors and managers.

CENTRAL INDIANA TRANSIT STAFFING RESOURCES SUMMARY

Transit staffs represent the core of every transit system, urban or rural, regardless of mode of service. Therefore, in order to understand the current operations for the participating providers, this report documents staffing levels by function.

Summary data for the staffing levels at each transportation provider in Central Indiana is presented below in Exhibit 39. In this exhibit, we present total employment and employment by functional detail. The nine (9) transportation programs and CIRTA reported having a total of 575.25 (470.25 full-time and 105 part-time) transportation employees. The urban provider, IndyGo, reported a total of 398 full-time and 8 part-time transit employees.[3] CIRTA has two (2) full-time employees.

Exhibit 39: Total Employee Summary

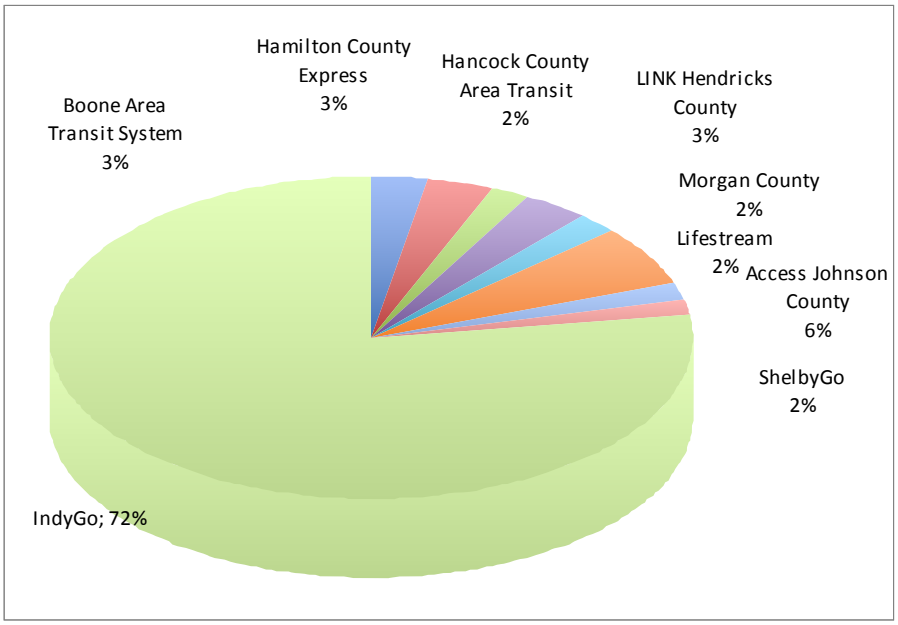
Transit System	Total Transit		Operations		Maintenance		Administrative	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Boone Area Transit System	2	24	0	22	0	0	2	2
Hamilton County Express	16	4	12	4	1	0	3	0
Hancock County Area Transit	5	10	3	9	0	0	2	1
LINK Hendricks County	6	23	5	19	0	0	1	4
Morgan County	5	10	2	8	0	0	3	2
Access Johnson County	25	13	21	13	0	0	4	0
ShelbyGo	3	11	2	8	0	0	1	3
Lifestream	8.25	2	4	2	0	0	4.25	0
Rural Providers Total:	**70.25**	**97**	**49**	**85**	**1**	**0**	**20.25**	**12**
IndyGo	398	8	287	5	69	2	42	1
CIRTA	2	0	N/A	N/A	N/A	N/A	2	0
TOTAL:	**470.25**	**105**	**336**	**90**	**70**	**2**	**64.25**	**13**

Source: Central Indiana Transit Systems, November 2009

The urban provider, IndyGo, accounts for 72 percent of all transit employment by transportation providers in the Central Indiana region. See Exhibit 40.

[3] Employment numbers for IndyGo do not include all employment categories. Only employment directly related to transit operations was included in the tabulations.

Exhibit 40: Employment Total (FTEs): Urban Provider and Rural Providers



Source: Central Indiana Transit Providers, November 2009

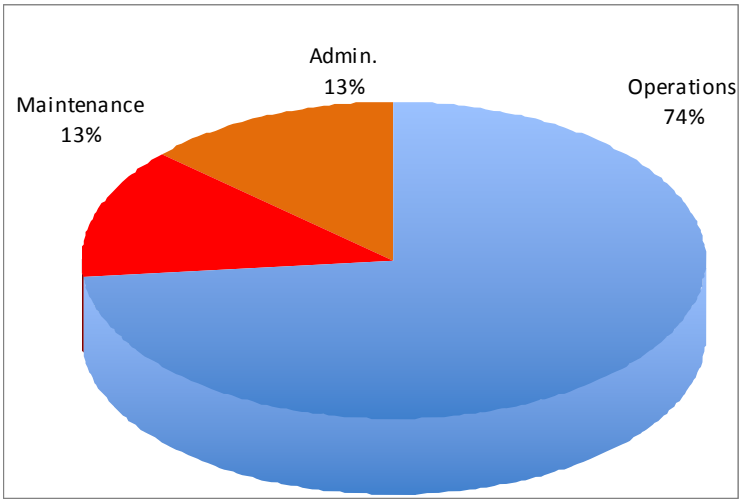
Functional Employment Summary

Most transit employees in Central Indiana are functionally classified as operations; representing 74 percent of all employees with 386 full-time equivalent (FTE) positions.

IndyGo employs the majority of the maintenance employees (71 FTE active positions) in the region. Only one of the rural transportation providers, Hamilton County Express, directly employs maintenance staff. Hamilton County Express employs one part-time maintenance employee. All other rural providers contract out for maintenance to a local shop. IndyGo currently employs 69 full-time and 2 part-time maintenance personnel.

Finally, there are 69.75 FTE administrative personnel for the transit programs in Central Indiana. Administrative personnel functions include dispatchers, schedulers, transit managers, and transit directors (titles vary by system). Approximately 39 percent of the combined total administrative FTEs work for IndyGo (see Exhibit 41).

Exhibit 41: Functional Distribution of Public Transit FTEs in Central Indiana



Source: Central Indiana Transit Providers, November 2009

Issues in Comparing the Functional Classification of Transit System Personnel

Any effort to provide a definitive breakdown of job classification and functions may encounter difficulties; this study is no exception. Issues encountered included:

- Job titles may not indicate the full scope of functional responsibility of the position. For example, a dispatcher may or may not perform the customer service and scheduling functions. It is typical that a single job title/classification at a smaller transit operation may perform multiple duties that are typically performed by several dedicated personnel at a larger system. In such circumstances, employees at smaller operations may not maintain time sheets or personal activity records that would support further segregation of their activities.

- In some instances, an identified employee and/or job function is not completely dedicated to transit. For example, some employees of Hendricks County Senior Services/LINK Hendricks County may not be 100 percent dedicated to public transportation. The Executive Director, for example, is responsible for the transit program and other agency functions. This is a common aspect of all public transportation programs that are operated through a multi-faceted organization.

Opportunities to Coordinate Staffing Resources

Because of the large, multi-county study area, the report identified very little duplication of services between the rural transportation providers in the region that could not be addressed with regional service structure alternatives. And, generally, the rural transportation providers indicated no interest in coordinating staffing resources at this time.

One successful staff-sharing example that is already occurring in the region is between Access Johnson County and IndyGo. The two systems share a dispatcher who is employed by IndyGo and Access Johnson County and works for Access Johnson County on weekends. Successes learned from this existing resource sharing relationship should be used to build the potential for similar relationships between other providers.

However, when regional and multi-county services and demand for services increase, duplications in scheduling and dispatching functions will become more apparent for Central Indiana providers. To prepare for growth in regional and cross-county public transportation, a timeline for incrementally consolidating some aspects of the staffing resources, in terms of scheduling and dispatching services, could be addressed through consolidation of regional scheduling, reservations, and information at a regional call-center. This opportunity is discussed in Section VI.7 Regional Call Centers with Consolidated Trip Scheduling, Reservations, and information (see page 70).

Section VI.1 through VI.7 discuss other opportunities for non-staff resource sharing that are supportive of the goal to achieve seamless transportation in Central Indiana and can be implemented in a short timeframe.

VI.1 Shared Use of Facilities

Shared use of facilities includes sharing transportation boarding centers as well as maintenance and other types of facilities.

When two or more transit systems operate in the same service area, there are opportunities to coordinate use of transit facilities (i.e., passenger stops and shelters). This scenario exists primarily between IndyGo and the rural providers that are planning to offer regional, rural-urban, services to connect with IndyGo fixed routes or Open Door service. Some of the participating systems (Access Johnson County, ShelbyGo, and Hancock Area Rural Transit) have already coordinated the shared use of some passenger transfer facilities with IndyGo.

Opportunities for Shared Use of Facilities

This trend of shared use could be implemented between IndyGo and each of the rural transportation programs by establishing boarding/transfer centers along selected IndyGo routes. Boarding centers and suggested locations are discussed in detail in the Service Strategies section of this document.

Similar opportunities to coordinate use of facilities may exist between rural providers for cross-county (rural-to-rural) transportation. For example, commuters living in Boone County and working in Hamilton County could use public transportation for this cross-county trip and transfer at a shared transit facility near the county line.

Other opportunities for shared use of facilities also exist. Coordination of maintenance facilities was identified during the regional public transit-human services plan as a possibility between public transportation providers and human service agencies that provide human service agency/non-profit-sponsored transportation. In any such arrangements, capacity constraints and limitations of any existing publicly owned facility would have to be considered when determining the feasibility of this option.

Advantages and Disadvantages

Some potential advantages and disadvantages of this opportunity are described below.

Advantages:

- Shared use of real property assets can reduce system costs.
- Joint use fees represent a potential revenue source for the owning agency.

Disadvantages:

- Existing facilities that were not designed with joint use considerations may have capacity constraints. Overcoming these constraints can sometimes result in higher costs.

Because the advantages and disadvantages could be different for each situation, possibilities for shared facilities will need to be explored on a case-by-case basis.

VI.2 Safety and Training

Central Indiana public transit systems coordinate safety and training functions through the Indiana Rural Transit Assistance Program (RTAP) program. The program has successfully addressed the redundancy in training program development and expanded training opportunities for all transit operators. Transit providers have indicated that no additional coordination of training is required at this time.

VI.3 Purchasing and Procurement

Coordination of procurement activities was listed as a high priority during the regional coordinated public transit-human services plan and has been identified as a goal in this rural/on-demand transit study.

Opportunities to Coordinate Purchasing and Procurement

Since procurement of routine supplies is typically handled through local government or agency policies within each county in Central Indiana, the best method of achieving higher efficiencies is through enhanced communication among system managers.

Consistent with the recommendation regarding increased levels of communication among system managers through a formal series of regular meetings (see section VI.4 System Management, below), it is recommended that purchasing become a part of the regular agenda of such meetings. All forthcoming procurements would be identified by each system manager in advance of each regularly scheduled meeting. In this manner, the participating system managers can decide whether or not an opportunity for a joint procurement (described in FTA Circular 4220.1F) exists.[4]

Advantages and Disadvantages

Some advantages and disadvantages are listed below.

Advantage

- Enhanced and formalized communication can create potential opportunities for joint procurements or piggyback procurements that can be cost savings for all participating systems.

Disadvantage

- The original purchaser may have to make some accommodation in specifications or quantity or endure a time delay in the procurement schedule.

VI.4 System Management

System Management includes transportation directors, managers, assistant managers and directors, and administrative assistants. Each participating transportation system in Central Indiana should have adequate policy representation in formulating regional transit goals and plans. As a consequence, separate functional staffing must be maintained to ensure representation of all participating jurisdictions.

We have previously noted that some functions cannot be separated from the organizational status of current system designs. Each system must have a director or system manager. There have been various experiments in the U.S. with having shared system management (i.e., day-to-day oversight over two or more systems). Most known examples have abandoned this approach. Moreover, all systems in Central Indiana are too large to benefit from this approach.

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[4] The Common Grant Rule for governmental recipients encourages recipients and subrecipients to enter into State and local intergovernmental agreements for procurements for common goods or services. FTA also permits non-governmental recipients to consider joint procurements if economical and feasible. FTA encourages recipients to procure goods and services jointly with other recipients to obtain better pricing through larger purchases. Joint procurements offer the additional advantage of being able to obtain goods and services that exactly match each cooperating recipient's requirements.

Opportunities for New Efficiencies in System Management

The opportunities in this area of operations are found in communication between the rural transit systems in Central Indiana. In this regard, the need for a formalized information sharing process (meetings or other information sharing formats) of those staff positions that regularly participate in local policy and service decisions is recommended.

Advantages and Disadvantages

There are no adverse employee impacts associated with this opportunity.

Advantages

- Ongoing, formal communication between systems will prepare the systems for growth in regional and cross-county transportation and encourage a smooth transition into the new regional service strategies.
- Transportation Managers can share information (successes and failures) that they have experienced when approaching their boards of directors and funders about implementing new regional and cross-county services.
- Lessons learned from negotiations with funders and other providers can be shared with all transit managers for the benefit of all systems.

VI.5 Personnel Administration

Each transit system has a program for human resources and personnel administration even though the job duties and functions are similar among most organizations. Communicating, sharing, and even standardizing (where appropriate) certain personnel administration functions can reduce duplications and create efficiencies for the systems. Standardization of these administrative protocols can also aid in the transition to a more coordinated regional transportation program in the future.

Opportunities to Reduce Duplication of Personnel Administration

One organization could be designated to act as a collection point for all job descriptions, salary scales, personnel policies, employee handbooks, disciplinary policies, etc. Transit systems in the region would voluntarily provide their versions of these materials for posting in a secure section of the lead organization's website. All participating systems will have access to the materials to use and modify for their own purposes. Eventually, the systems can work (possibly through the system manager meetings) to standardize personnel forms and policies. Standardizing personnel protocols will be useful if the system choose to share staffing resources in the future.

Advantages and Disadvantages

Some advantages and disadvantages of this opportunity are described below.

Advantages:

- Transit managers could benefit from experience gained from one another.
- Some systems will have more detailed job descriptions, policies, and procedures.
- Indiana RTAP has a list of sample policies that could be included in this central resource for Central Indiana.

Disadvantages:

- A lead organization will be responsible for collecting and posting data to support this initiative.

VI.6 Marketing

All of the participating rural/on-demand transit providers indicated a need to improve marketing for regional and cross-county transportation services. A marketing plan has been developed and is included in this document. During the study process, the transit partners worked together to select a logo and brand that represents the regional and cross-county transportation. This logo and brand will be displayed on vehicles, websites, brochures, and/or stationary that are part of the cross-county transportation effort. The selected name for the cross-county service is "County to County Transit Provider."

It will be the responsibility of the participating transportation providers and CIRTA to implement the marketing plan.

VI.7 Regional Call Center with Consolidated Trip Reservations, Scheduling, and Information

This opportunity represents the highest-level coordination discussed within this report. Implementation of a regional call center is an opportunity for Central Indiana transportation providers to consider as they explore efficiencies in service operations and improved customer service for regional and cross-county trips. Because of the large service areas and significant level of service provided by each system, local call centers and staff will still be necessary. The opportunity for a regional call center is specific to regional and cross-county public transportation trips.

Opportunities to Implement a Regional Call Center

This opportunity would consolidate customer service, information, and trip reservations/scheduling functions for regional service (as defined by the providers) at a single one-stop regional demand response/on-demand call center. Consolidation can include all transit systems that operate in Central Indiana in the demand response/on-demand mode. Success can be considerably enhanced if the dispatch function were regionalized as well.

In addition to performing the functions noted above for regional public transportation, regional call centers can also serve as a one-stop information and referral point for all modes of transit (public and private) in Central Indiana.

A facility would be required to support the consolidation of this function. The activity could be supported as an in-house function by a single system or organization. If transit systems elect to perform this function in-house, the existing dispatch center at IndyGo is an option. Alternatively, another transit provider could offer a facility.

Costs for consolidated call centers are typically borne by the regional transit entity or the costs are shared by the participating transit systems. The total number of reservations booked by community is the typical unit of measure used to allocate costs among providers.

Peer Example

Many transit systems have established regional call centers. These systems can consolidate reservations among multiple transit systems in a region or be used to distribute trips to multiple providers in a single service area. The Denver RDT has established such a center to handle all Americans with Disabilities Act (ADA) calls and serve as a one-stop center for paratransit information in the region. Reservations are made at this center and trips are scheduled and dispatched to five service contractors in the region.

Implementation

The implementation schedule for this option will depend upon the management model selected. This alternative could be implemented incrementally, with transition from individual transit providers to the central call-center occurring in phases.

Advantages and Disadvantages

Some of the advantages and disadvantages to this option are listed below.

Advantages:

- Reservationists or customer service agents develop a degree of specialization in higher volume call centers that increases the number of calls an individual reservationist can handle, thereby increasing efficiency.
- A call center gives the region a single phone number to book trips regardless of the origin of the customer, thereby simplifying customer access to demand response transit services.
- Call centers often permit a wider span of hours for reservations, as staff shifts can be staggered.

Disadvantages:

- Different software platforms present a potential obstacle to integration of all Central Indiana public transportation providers. The providers are currently using a variety of tools in the reservation and scheduling process. Some providers are in the process of purchasing new software or have recently completed a purchase.
- In order for some systems to participate, there may be costs associated with abandonment of the current software product prior to the end of its useful life. This is especially relevant for systems that are currently planning to purchase new software.
- Consolidating trip reservation functions may not translate into human resource cost savings by all systems.
- This option could result in a longer commute for some employees to work. With a centralized location, and assuming that existing employees would be hired on a priority basis at the regional call center, workers would be faced with longer commute which may adversely impact the economic status of some employees.

SUMMARY

Exhibit 42 provides a summary of coordination strategies that have been identified in this section of the report. For each identified strategy, we provide an estimated timeframe.

Exhibit 42
Summary of Strategies and Implementation Timeframe

Area of Opportunity	Timeframe
Shared Use of Facilities	6 months to 1 year
Safety and Training	Immediately
Purchasing and Procurement	3 to 6 months
System Management	Immediately
Personnel Administration	6 months
Marketing	3 to 6 months
Regional Call Center with Consolidated Trip Reservations, Scheduling, and Information	1 to 5 years. Phased in with different timeframes for each provider

VII. ORGANIZATIONAL STRUCTURE ALTERNATIVES

Even with the implementation of the service and operational alternatives discussed in Chapters IV through VI, each of the public transportation operators in the region may choose to continue operating cross-county and regional service individually as they are today. Organizationally speaking, however, providers may consider designating a single organization or individual to focus on regional and cross-county service. Such an organization could hold a leadership and advisory role, or have a larger responsibility by assisting with the scheduling of trips across municipal and county borders by coordinating pickup and drop-off times with multiple operators on behalf of a customer, or even directly providing the trip. Central Indiana transit partners must determine the exact responsibilities for a centralized, coordinated leader in the effort.

The following organizational structure alternatives provide options for the Central Indiana public transportation partners to consider. The advantages and disadvantages listed under each alternative are not exhaustive, but are intended to provide the most commonly experienced "pros" and "cons." Selecting the appropriate organizational structure to support the selected regional and cross-county transportation strategies (discussed in Chapter V) will ensure the long-term success of the family of transportation services that meet passenger needs for each county and the entire region.

ORGANIZATIONAL ALTERNATIVE 1: STATUS QUO

Under this alternative, the transportation providers would continue to work toward improving regional and cross-county transportation options through informal communication with each other and representation in regional planning organizations. Efforts to improve communication methods and sharing schedules would be applied but no lead organization to focus on implementing regional and cross-county transportation will be identified or authorized.

ADVANTAGES:

- Saves implementation time;
- Informal referral system is already in place;
- Policy structures are already in place (e.g., insurance, purchasing, and personnel policies, grant writing, etc.);
- Access to support services is usually available (e.g., accounting/financial);
- Policy making processes are established;
- Management hierarchy is in place; and
- Office expenses can be shared.

DISADVANTAGES:

- No additional coordination is likely to occur;

- Lengthy efforts to coordinate and align trips can deter passengers and transportation providers from pursuing these activities; and
- Trip efficiencies are unlikely without an individual or organization taking the lead.

ORGANIZATIONAL ALTERNATIVE 2: DESIGNATE A LEAD ORGANIZATION FOR OVERSIGHT AND LEADERSHIP

This alternative goes a step beyond Status Quo and recommends designating CIRTA as the lead organization to implement regional and cross-county transportation. As the lead organization, CIRTA would be responsible for implementation and oversight of a regional and inter-county transportation program. In this role, CIRTA would work under the advisement of representatives of each rural public transportation provider in the region. CIRTA would be responsible for providing leadership through the implementation of transfers and connections, as well as community outreach, development of agreements between providers, meeting with state legislators and state-level human service agencies, and other related duties that represent the goals of the participating organizations. As the lead organization, CIRTA would not be responsible for scheduling trips; those responsibilities would remain with the individual transit systems.

Among its leadership responsibilities, CIRTA could establish information and outreach services such as a "one-stop traveler center" and a "county-by-county resource guide" for information on eligibility regulations and service characteristics of the region's transportation providers. A marketing program for regional and cross-county transportation service options in Central Indiana could also be implemented.

ADVANTAGES:

- If a Mobility Manager were hired, he or she would have the sole mission of coordinating regional and cross county services;
- Structure is partially in place;
- Policy making processes are established; and
- May provide access to a broader range of resources.

DISADVANTAGES:

- Capital needs are not in place;
- May require revisions to by-laws;
- Cross-county and regional transportation may not receive needed attention from transportation providers;
- Management of the program may be subject to changing policies as public officials change; and
- If there are transportation providers that are not under the overall organizational umbrella of CIRTA, they may need to go through additional processes to participate.

ORGANIZATIONAL ALTERNATIVE 3: CREATE A NEW PRIVATE NON-PROFIT ORGANIZATION

This alternative considers creating a new body or organization to lead the planning and implementation efforts for regional and cross-county transportation. The new organization would be comprised of representatives from the participating Central Indiana rural transportation providers and would be responsible for oversight, outreach, and leadership as described in Alternative 2. The by-laws and articles of incorporation would need to be drafted to cover all necessary functions.

ADVANTAGES:

- The sole mission is providing regional and cross-county transportation services;
- Objectivity in service provision is most likely; and,
- The new board can consist of all Central Indiana partners who will establish the appropriate policies.

DISADVANTAGES:

- Some time is required to create a new entity (60 to 120 days);
- A board of directors is needed;
- The infrastructure must be created (offices, equipment, etc.);
- Personnel and other policies must be established;
- Staff must be hired; and
- Administrative procedures are needed.

ORGANIZATIONAL ALTERNATIVE 4: CREATE A BROKERAGE FOR REGIONAL AND CROSS-COUNTY TRANSPORTATION

Establishment of a consolidated transportation program represents the most complex coordination strategy. Consolidation is the common management and operation of transportation services under a single entity. Within this framework, there are two types of consolidated systems: (1) single provider; and (2) brokerage systems.

In a brokerage system, the responsible entity oversees regional and cross-county public transportation but contracts with other entities to operate vehicles. The broker may also contract out selected administrative or management responsibilities. The broker usually receives all trip requests and determines which operator is best suited to provide the service.

In this organizational model, the broker for Central Indiana regional and cross-county transportation would be a separate entity and would not operate transportation services. Rather, the broker would maintain comprehensive program information, in a computerized database(s), of all existing regional and cross-county transportation services. The broker would operate a centralized call-taking center to receive all requests for regional and cross-county service. The broker would then match consumer trip needs and geographical characteristics of the trip with the most appropriate

provider(s). The broker would interact with individual transit providers to schedule the trip. Individual public transportation operators would provide the trip.

Optionally, if the broker were equipped with a small but appropriate fleet of vehicles, this organization could provide rides in special circumstances to consumers who may encounter issues in transferring, missing their connections, or require a connection to a neighboring system with shorter service hours. Taxi companies could also provide these trips with accessible fleets through a voucher or subsidy program.

ADVANTAGES:

- The sole mission is providing regional and cross-county transportation services;
- Objectivity in service provision is most likely; and
- The board of directors and/or advisory board can consist of all Central Indiana partners who will establish the appropriate policies.

DISADVANTAGES:

- Some time is required to create a new entity (60 to 120 days);
- A board of directors is needed;
- The infrastructure must be created (offices, equipment, etc.);
- Personnel and other policies must be established;
- Staff must be hired; and
- Administrative procedures are needed.

ORGANIZATIONAL ALTERNATIVE 5: ESTABLISH A STAND ALONE REGIONAL AND CROSS COUNTY TRANSPORTATION COLLABORATIVE

This option is similar to the brokerage but it more directly addresses the combination of brokerage and direct operation of services. Under this alternative, the existing public transportation providers and other advocates would establish a new nonprofit corporation to directly operate and broker transportation services. The organization would depend on the rural transportation providers for many support services in the initial development stages. Under this alternative, the new organization would schedule and provide regional and cross-county trips on behalf of participating organizations. The new organization would be responsible for billing and establishing contracts with participating transit providers.

ADVANTAGES:

- Sole mission is providing regional and cross-county transportation services;
- Regional and cross-county trips would be directly provided by the organization, thereby reducing demand on rural transportation providers; and
- The board of directors can include representatives from all of the Central Indiana counties.

DISADVANTAGES:

- Some time is required to create a new entity;
- The infrastructure must be created (offices, equipment, etc.)
- May not receive needed attention from local funders;
- Will require creation of policies and by-laws; and
- Will require support from rural transportation providers during initial development stages.

SUMMARY

The organizational structures are based on the demographic, socio-economic, and political conditions of the region as well as public input gathered during regional coordinated transportation planning efforts.

All of the options presented are intended to supplement and enhance the successful services that Central Indiana public transportation providers are already providing and to formalize the approach to providing comprehensive regional and cross-county service. None of the alternatives should be viewed as "all or nothing," but rather can be used as a basis to customize the different alternatives and create the best fit for the Central Indiana region, its transportation providers, and its residents.

The transportation providers have not selected organizational alternatives for implementation. Instead, participating transportation partners have decided that a coordinated organizational structure will most likely be implemented in phases with the ultimate goal of streamlining service but maintaining the appropriate, and most efficient level of autonomy. Each county has a different comfort level with consolidating operations and a different basis for the need to maintain autonomy. The phased in transition is a natural and logical approach considering the number of service providers involved and the size of their operations. It is likely that those organizations that are the first to implement the regional alternatives will set examples from which the other providers in the region will learn. From this example, the providers will migrate toward a formally coordinated organizational structure.

VIII. Marketing Plan

INTRODUCTION

The Central Indiana Regional Transportation Authority (CIRTA) commissioned a Rural/On Demand Transit Study for the nine county region of Central Indiana in January 2009. The goals of the Study were to conduct an assessment of the rural/on-demand transit providers in Central Indiana and identify opportunities for improved services and efficiencies. As part of the study, RLS & Associates, Inc. (RLS) conducted an environmental scan and outreach efforts which included stakeholder surveys of passengers, employers, local and governmental organizations, and the general public. Results of the Study included coordination service and organizational alternatives, operational service alternatives, and an implementation plan for coordinated regional service strategies.

To help ensure the success of implementing the chosen alternatives and strategies, RLS through its subcontractor, PB&J Design, Inc., developed a marketing plan for CIRTA as part of the Rural/On Demand Transit Study. This plan will complete the assigned marketing tasks as part of the CIRTA Study and provide options to inform the public about services related to on-demand transportation, both in the individual counties and the region as a whole. It is designed to include a variety of outlets for dispersing information to the public through digital and print media, again within the individual counties as well as the entire region. The plan will also provide regional on-demand transportation information about options that connect the urban core of Indianapolis with suburban and rural communities in Boone, Delaware, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Morgan, and Shelby counties.

In 2008 a study of 1,400 residents in the nine-county region was conducted by the Greater Indianapolis Chamber of Commerce and the Metropolitan Indianapolis Board of Realtors®. According to this report, “The study reveals that more than 87 percent of central Indiana residents agree that additional transportation options are needed in the region. Additionally, more than 70 percent support dedicated public funding. CIRTA Executive Director Ehren Bingaman said, ’Most encouraging to CIRTA is that support is strong throughout all the nine counties in the region. Creating a truly regional system is critical to its success and sustainability’.”

Based on the 2008 study and RLS’s county demographics research as part of the current Rural/On-Demand Transit Study, the marketing plan becomes important because it gives direction for using traditional digital and print media as well as social networking; it also increases the opportunities for a successful implementation of the Study’s recommendations and alternatives. The Plan provides guidance on various target groups and is diverse in its projections, giving CIRTA and the counties various means to share the message for regional on-demand transportation.

This plan is divided into three components or sections: importance of branding; community education; and marketing options. The following are various recommended means to accomplish this Marketing Plan. It is important to remember that different resources must be employed to inform the public about transportation services provided in each county, contingent upon the unique characteristics and needs of the county. Still other resources will be necessary to market the system as a whole within the region. The simplicity of this plan

lends itself to both applications in the individual counties and as a tool to market all of the services in the region in a unified manner.

Information contained in this Plan was gathered from a variety of sources. No one service or vendor is being recommended, but rather is included here based on the responses received as part of a general request for information and/or pricing. This information should be used as a guide for future planning and funding requests.

SECTION I: BRANDING

Branding is a name, sign, symbol, or slogan used to identify and distinguish a specific product, service, or business. Branding is simply a means for selling services and programs. It is the identity of a specific organization, service, or program. People should recognize the name, sign, symbol or slogan and automatically know what that organization does. A brand lives in every daily interaction within a specific market. It is the images conveyed; the messages delivered through a website, proposal, product, and promotional material. A brand consistently and repeatedly tells the public why they should use a specific service, e.g., public transportation. A good brand example in the Central Indiana area is IndyGo. The Indianapolis Public Transportation Corporation (IndyGo) wanted people to become familiar with their services but needed a simple marketing tool that would bring the corporation to mind as often as possible. They designed a logo and marketed it throughout the region. It is included on all vehicles, bus stop signs, brochures, press releases, printed materials and marketing pieces to help people connect the logo to the thought of public transportation services. The public in Marion County now know that IndyGo provides public transportation through the marketing efforts of IndyGo using the newly created logo. People react to a brand; it establishes identity.

The importance of branding cannot be underestimated. It can mean the difference between success and failure. It can provide an advantage when applying for funding through its demonstration that the public can easily connect public transportation services with the brand. It is essential in building credibility by remaining simple and constant

CIRTA's brand, logo, and tagline should clearly identify the public transportation services it represents. A brand must represent the services being provided. For example, if public transportation is provided for all residents and not just senior citizens, then this fact must be reflected in the branding. When considering a brand, ask these questions:

- Who are you?
- What are your services?
- Who has access to your services?
- What is the purpose of your services?
- What are the qualities of your product?
- What is your mission?
- What is the tagline?
- What is it you want your brand to do?
- What do you want residents to say about you?

Once these questions have been answered to the satisfaction of the CIRTA members, PB&J

will design some rough brands for review and comment by the membership.

SECTION II: COMMUNITY EDUCATION

Once a brand is established, it is easier to educate the community about the CIRTA services being provided. Community leaders, government officials, and residents will recognize your organization and its contribution to the county and the region. It is vital that community leaders and government officials clearly understand the importance of public transportation to their constituents. While every public transportation provider is very proactive in this area, community education is an on-going and never-ending job that can always be improved upon. A routine review of your marketing strategies is a must in order to remain in the public eye. The tools recommended later in this Plan can be used to improve even more in this area. These tools can be instrumental in increasing support for funding, reaching more of the residents, and obtaining financing if you have a well thought out plan for community education. Each individual transit system is familiar with the dynamics in its own county and region. Use this information with the resources available through Central Indiana Commuter Service (CICS) in partnership with CIRTA for your community education plan. For example, protecting the environment is on many people's mind and is considered paramount to the future. It has become a priority; going "green" is promoted in the news, our schools, our work places, our modes of transportation (cars, buses, and planes), and the construction industry. Government entities have the opportunity to apply for federal grants to reduce energy usage in their facilities thereby reducing air pollution. Employers receive tax breaks for the same actions. Take advantage of this push to improve the environment by marketing your transportation services as an additional means of living "green" by using your services to help reduce traffic congestion and air pollution

Community Education can take many forms and can be as complex or easy as you make it. The main focus of community education is to be as certain as possible that your constituents know 1) who you are; 2) you are here; and 2) what you can do for them.

Basic community education strategies may include:

- Use the agreed-upon brand in all printed and electronic materials (marketing items and websites)
- Be consistent in the message
  - We are XXXX public transportation
  - We provide transportation to
    - Work
    - Medical facilities
    - Grocery shopping
    - Libraries
    - Visits to friends and family
- Distribute in high-traffic areas the public transportation brochures
- Work with local radio/television outlets to have Public Service Announcements (PSAs) on their stations as often as possible (most are at no cost to government entities)

More complex community education tasks that may require more time include:

- Speaking engagements
  - Schools
  - Civic groups
  - Social Service Agencies
  - Clubs and organizations
- Participation in local county fairs, parades, and other events that are widely attended
- In areas with local newspapers, write letters to the editor and/or ask passengers to do the same. You may want to provide sample letters to passengers in which they can alter as necessary to reflect their writing style.
- Contact local businesses to ask if they would be willing to sponsor discounted rides for passengers patronizing their store.
  - They give customers a ticket for a discount on their trip home

CICS states on their website:

Central Indiana Commuter Services is:

- A government/business/community partnership designed to reduce air pollution and traffic congestion by promoting the use of alternative transportation.
- A resource center for employers seeking better commuting options for their employees.
- A service that helps employees to find affordable and convenient transportation to work.

CICS provides a valuable benefit to the community by promoting greater mobility, and reducing pollution and congestion in central Indiana. We promote a cleaner environment and better quality of life.

Promote your services through branding and community education. Pick and choose from this marketing plan what best fits your needs.

SECTION III: MARKETING OPTIONS

Listed below are several marketing options for you to select from. Branding is the first step in your Marketing Plan. Community education and the actual marketing tie everything together. The marketing options listed below are the approach to marketing your services. They range from free marketing to purchased advertising.

MARKETING BUDGET

Once you have established a brand, community education and marketing can begin immediately. There is no low-cost or no-costs to becoming a presence in the local community and "getting the word out." But, marketing is an essential piece in the overall success of a transportation program. Allocating even a small amount of the transportation budget to marketing strategies is most important.

Even "free" services have a value and that value should be reflected in a budget. Typically, free services are labeled as in-kind services (services provided in lieu of payment). Examples

of this might be public service announcements on a local radio station, letters to the editor, press releases about positive happenings within the organization, the county water department including a "blurb" about public transit in its monthly invoice mailings, and other free services that may be available in your community.

For more expensive items, such as paid newspaper advertisements, billboards, or other marketing tools described in the remainder of this Plan, a marketing line item in the annual budget will be necessary.

CABLE TELEVISION

During the conduct of the Rural/On-Demand Transit Study, interest was expressed about using cable television as a way to inform the public about rural on-demand transportation. The following information depicts a qualitative profile of the target audience in Central Indiana and additional on-air opportunities to reach transit customers. The focus concentrates on transit's commercial message to the Indianapolis Metro, Anderson, and Shelbyville zones. Maps are attached that show the reach of each zone. The information identifies additional branding and messaging opportunities to build awareness for rural on-demand transportation.

Targeted demographics are used on cable networks to reach a variety of viewers. Production cost is $650 and includes:

- One on location or in studio shoot, during normal business hours.
- Option of Green Screen Shoot (Client keyed over background).
- Digital non-linear editing with video/logo motion, special effect.
- Option of animated clip art software, multi-layered motion backgrounds.
- Enhanced Photoshop work on logos.
- Full Access to stock video footage, clip art library.
- Professional voice over, licensed music bed.

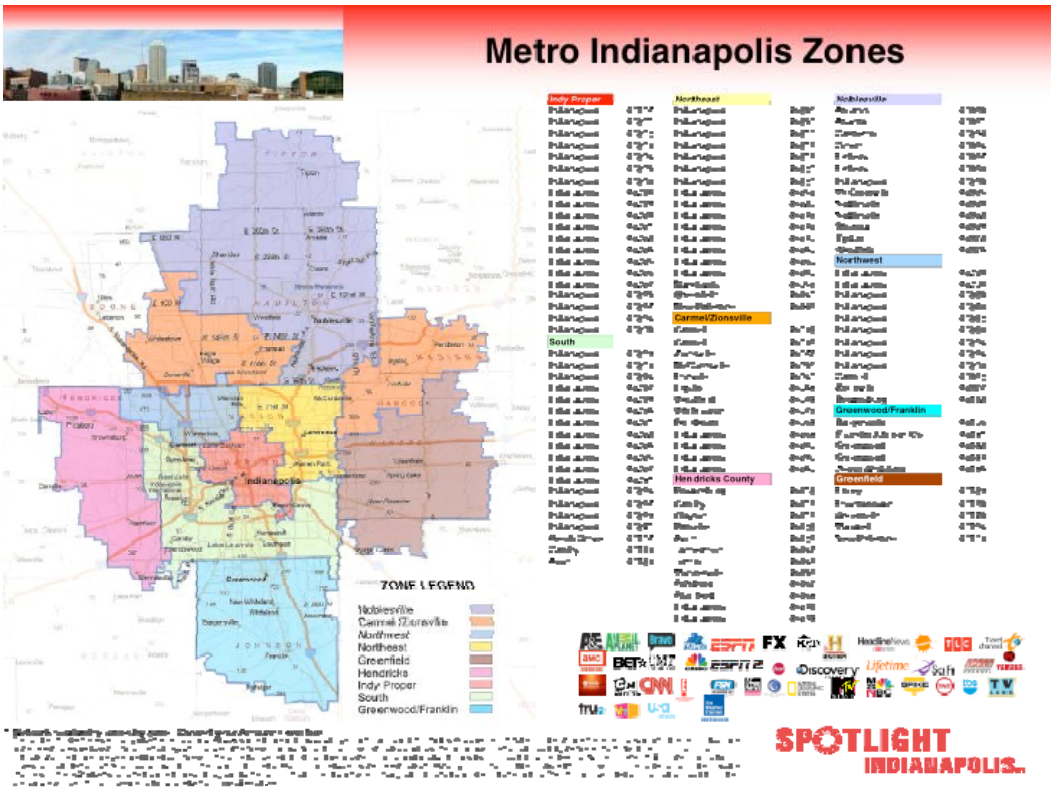
The schedule presented is for six months starting 1/4/10-
06/13/10 (timeframe will need to be revised; two weeks on and two week off (3 weeks off in will need updated). Estimated costs are based on 30-second spots and for the below schedule. This schedule can be modified and revised; it is designed to give you an idea for exposure and cost.

Indianapolis Metro Area:

A&E reaches the demographics for ages 45+; airs W-F 9:00 a.m. to 4:00 p.m. and Th-F 7:00 p.m. to midnight. There are 96 commercials.
Bravo reaches the demographics for ages 25-45, airs M-Su 6:00 a.m. to noon and Tu-W 7:00 p.m. to midnight. There are 168 commercials.
Discovery is a good cross section of demographics from ages 25 to 65; airs Tu-W, Su 7:00 p.m. to midnight. There are 48 commercials.
FX reaches the demographics for ages 25 to 45; airs Tu, Th-F 7:00 p.m. to midnight. There are 72 commercials.
Fox News reaches the demographics for ages 65+; airs M-W 5:00 a.m. to 9:00 a.m and M-Tu 5:00 p.m. to 8:00 p.m. There are 108 commercials.

HGTV is a good cross section of demographics from ages 25 to 65; airs Sa-Su 7:00 a.m. to 9:00 a.m. and M-F 9:00 a.m. to 4:00 p.m. There are 144 commercials.
History is a good cross section of demographics from ages 25 to 65; airs Sa-Su 5:00 p.m. to midnight. There are 48 commercials.
TVL reaches the demographics for ages 65+; M-Su 6:00 a.m. to midnight and M-Su 7:00 p.m. to midnight. There are 240 commercials.
USA top tier program and is a good cross section of demographics from ages 25 to 65; airs Tu-Th 5:00 a.m. to 9:00 a.m. and M-Tu 9:00 a.m. to 4:00 p.m. There are 144 commercials.

Total cost $69,156 for six months.

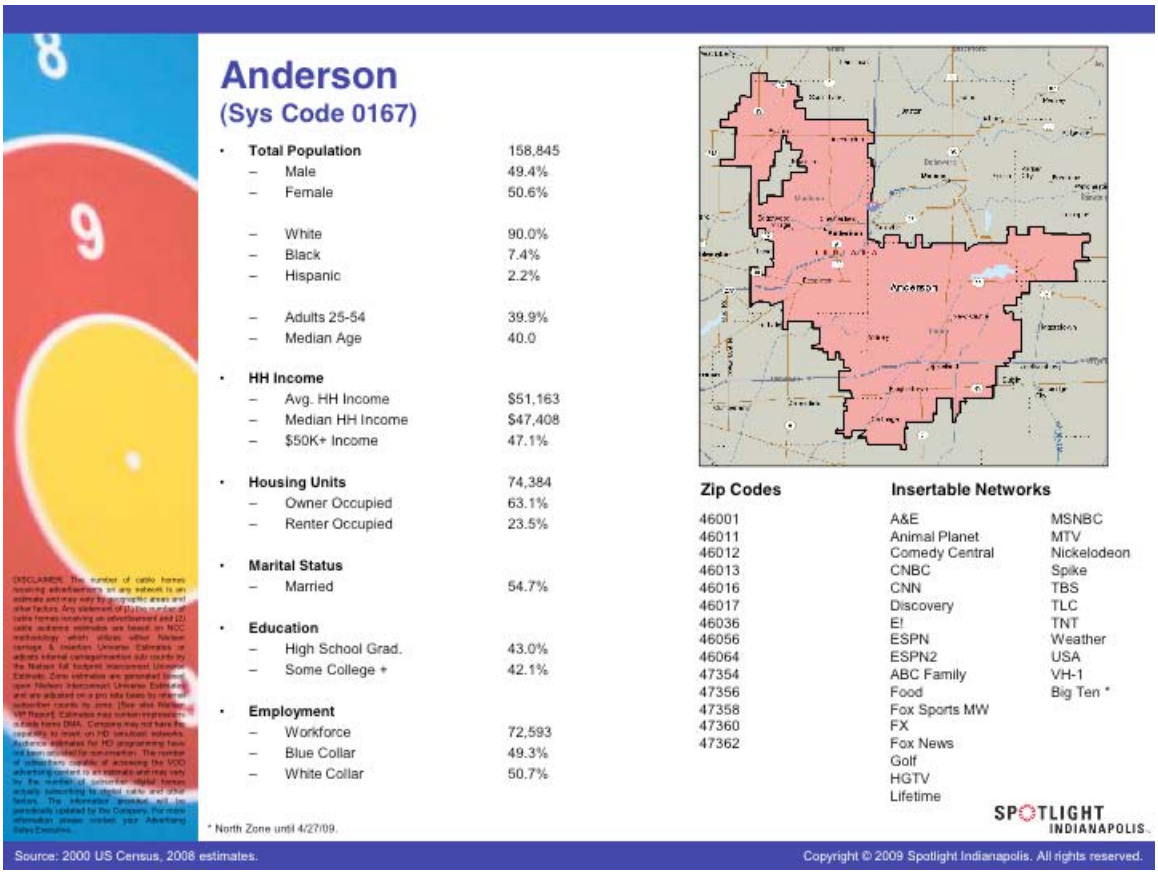


Anderson Area:

A&E reaches the demographics for ages 45+; airs W-F 9:00 a.m. to 4:00 p.m. and Th-F 7:00 p.m. to midnight. There are 96 commercials.
Bravo reaches the demographics for ages 25-45, airs M-Su 6:00 a.m. to midnight and Tu-W 7:00 p.m. to midnight. There are 168 commercials.
Discovery is a good cross section of demographics from ages 25 to 65; airs Tu-W, Su 7:00 p.m. to midnight. There are 48 commercials.
FX reaches the demographics for ages 25 to 45; airs Tu, Th-F 7:00 p.m. to midnight. There are 72 commercials.
Fox News reaches the demographics for ages 65+; airs M-W 5:00 a.m. to 9:00 a.m and M-Tu 4:00 p.m. to 8:00 p.m. There are 108 commercials.

HGTV is a good cross section of demographics from ages 25 to 65; airs Sa-Su 7:00 a.m. to 9:00 a.m. and M-F 9:00 a.m. to 4:00 p.m. There are 144 commercials.
History is a good cross section of demographics from ages 25 to 65; airs Sa-Su 5:00 p.m. to midnight. There are 48 commercials.
TVL reaches the demographics for ages 65+; M-Su 6:00 a.m. to midnight and M-Su 7:00 p.m. to midnight. There are 240 commercials.
USA top tier program and is a good cross section of demographics from ages 25 to 65; airs Tu-Th 5:00 a.m. to 9:00 a.m. and M-Tu 9:00 a.m. to 4:00 p.m. There are 144 commercials.

Total is $5,352 for six months.

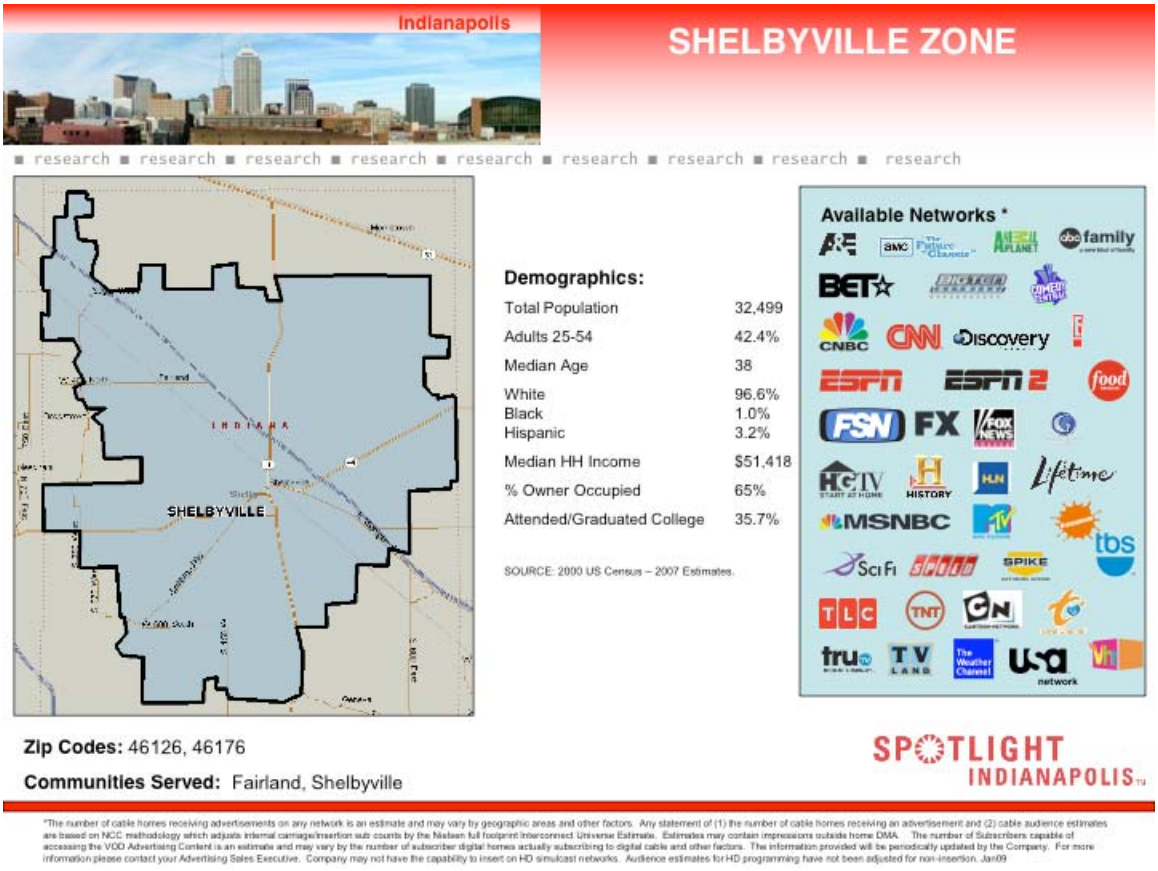


Shelbyville Area:

A&E reaches the demographics for ages 45+; airs W-F 9:00 a.m. to 4:00 p.m. and Th-F 7:00 p.m. to midnight. There are 96 commercials.
Discovery is a good cross section of demographics from ages 25 to 65; airs Tu-W, Su 7:00 p.m. to midnight. There are 48 commercials.
FX reaches the demographics for ages 25 to 45; airs Tu, Th-F 7:00 p.m. to midnight. There are 72 commercials.
Fox News reaches the demographics for ages 65+; airs M-W 5:00 a.m. to 9:00 a.m and M-Tu 4:00 p.m. to 8:00 p.m. There are 168 commercials.
HGTV is a good cross section of demographics from ages 25 to 65; airs Sa-Su 7:00 a.m. to

9:00 a.m. and M-F 9:00 a.m. to 4:00 p.m. There are 144 commercials.
History is a good cross section of demographics from ages 25 to 65; airs Sa-Su 5:00 p.m. to midnight. There are 48 commercials.
TVL reaches the demographics for ages 65+; M-Su 6:00 a.m. to midnight and M-Su 7:00 p.m. to midnight. There are 336 commercials.
USA top tier program and is a good cross section demographics from ages 25 to 65; airs Tu-Th 5:00 a.m. to 9:00 a.m. and M-Tu 9:00 a.m. to 4:00 p.m. There are 144 commercials.

Total is $1,752 for six months.



Ever Green

This is an on-air sponsorship opportunity designed to associate a business with the green movement while providing viewers with valuable information on such topics as public transportation or recycling and sustainable living. In addition to the above spots a sponsorship is offered, at no cost, on MTV for public transportation. The format is 5 second Ever Green opening, 15 second network tip, and a 10 second sponsor tag.

Comcast.Net

This is an in banner video advertising. It is a "portal for more than 14.6 million High-Speed Internet subscribers to access key services and value-added features including e-mail, news,

view streaming video, member services, search the Internet, and much more." An example would be the ability to click on CIRTA's or other websites. Total cost for the above program is $76,260.00 for six months for 3,168 ads.

Information provided by Spotlight Indianapolis, Patrick French 317-275-6222.

Billboards

Research shows that outdoor advertising is an effective way to get a business's message across to the traveling public. It is very useful when used with other media sources. It is extremely important to have creative design, good use of color, while keeping the message simple and to the point. Billboards are vinyl and are guaranteed for one year, though they usually last for two years.

Listed below are location sites, site exposure, and monthly costs for each county. Production cost for vinyl is estimated at $1,500 per site; sometimes less. This cost does not include creative design for the billboard. The daily effective circulation (DEC) gives the traffic count that passes the billboard each day.

Boone County:

There are three suggested locations for Boone County and the sites are illuminated. (Map1)

1. This location is located on the right side of I-65 one mile south of SR 267 E. It is doubled sided and can be viewed from either southbound or northbound traffic. Traffic is from Lafayette, Lebanon and Zionsville area heading into Indianapolis. The DEC is 51,515 vehicles per day. Cost is $800.00 per month per side.
2. Located on the right side of I-65 north one mile north of SR 39, this site is facing south for northbound traffic from Indianapolis area heading to Lebanon, Lafayette or Chicago. The DEC is 36,809 vehicles per day. Cost is $1,000 per month.
   This site is located on the right hand side of road on I65 2.7 miles north of SR 267 that reaches commuters from Lebanon, Lafayette and Zionsville area heading to Indianapolis (reaching southbound traffic). The DEC is 34,733 per day. Cost is $1,000 per month.

Hamilton County:

There are three suggested locations for Hamilton County and the first two sites listed* are not illuminated. The last site is illuminated. (Map 2)

1. This location reaches traffic from Indianapolis heading to Anderson, Muncie and Ft. Wayne. It is on I69 1/8 mile northeast of SR 238. The DEC is 27,801 averages per day. Cost is $800 per month*.
2. This location reaches traffic coming from Northern Hamilton into the Noblesville and Indianapolis areas and is on SR 37, 2.9 miles north of SR 38/32. The DEC is 7,353 vehicles per day. Cost is $700 per month *.
3. This location reaches northbound traffic from Northern Hamilton County heading to the Noblesville area on US 31, 1.2 miles north of SR 38. The DEC is 21,371 vehicles per

day. Cost is $700 per month.

HANCOCK COUNTY:

There are three suggested locations for Hancock County. Two sites are not illuminated* and the last site is illuminated. (Map 3)

1. This location reaches traffic heading out of the Indianapolis area to Eastern Indiana and is on I-70, 4 miles west of SR 9. The DEC is 22,997 vehicles per day. Cost is $500 per month. *
2. Location I-70, 0.5 miles west of the Mt. Comfort exit and reaches traffic heading into Indianapolis from Eastern Indiana and Ohio. DEC is 28,194 vehicles per day. Rate is $800 per month. *
3. This location catches traffic heading to Indianapolis from Eastern Indiana and is on I-70, 1.5 miles west of Mt. Comfort exit. The DEC is 40,208 vehicles per day. Cost is $1,000 per month.

HENDRICKS COUNTY:

There are four suggested locations for Hendricks County with the first two sites not illuminated * and the last two sites are illuminated. (Map 4)

1. This location reaches traffic from Western Indiana heading into Indianapolis on I-74, 2 miles west of SR 39. DEC is 7,838 vehicles per day. Cost is $800 per month. *
2. This location is on US 36, 4 miles west of SR 267 and reaches commuters from Western Indiana and the Danville area heading into Indianapolis. DEC is 11,364 vehicles per day. Rate is $700 per month.*
3. Placement is from the West on I-70, 4 miles from I-465 for traffic from the Plainfield area heading into downtown or the I-465 junction. DEC is 47,465 vehicles per day and cost is $1,000 per month.
4. This is on I-70, 2.2 miles east of SR 267 and reaches commuters from the I-465 junction and downtown Indianapolis heading to the Plainfield area. DEC is 47,465 vehicles per day. Cost is $1,500 per month.

JOHNSON COUNTY:

Two sites are suggested for Johnson County and both sites are illuminated. (Map 5)

1. This location is north of SR 135 and reaches traffic heading from Indianapolis and Greenwood to the Bargersville area. DEC is 6,307 vehicles per day. Cost is $500 per month.
2. This location is 4721 N St. Rd. 135 (Bargersville) and reaches commuters heading toward Greenwood and the Indianapolis area. DEC is 9,281 vehicles per day, and cost is $500 per month.

MADISON COUNTY:

There are two sites for Madison County, and both sites are illuminated. (Map 6)

1. This location is 5931 Pendleton Avenue and reaches traffic heading to Anderson from the Indianapolis area and I-69. DEC is 13,669 vehicles per day. Cost is $500 per month.
2. This location is I-69 and reaches traffic heading to Indianapolis from Ft. Wayne, Muncie and Anderson. DEC is 31,397 vehicles per day, and cost is $850 per month.

MARION COUNTY:

There are seven sites for Marion County, and all sites are illuminated. (Map 7) It is recommended that a rotary system be used. The rotary is the movement of an advertiser's message from one bulletin location to another at stated intervals. Rotating bulletins allow the advertiser to achieve greater reach in the market. Bulletins typically change location 4 to 5 times per year, covering more ground and refreshing the potential audience.

1. This location is I-465 at Westfield Boulevard and reached eastbound traffic heading toward the Northeast area of Indianapolis. DEC is 83,599 vehicles per day, and cost is $2,500 per month.
2. Location is I-465 at English Avenue and Washington Street and reaches commuters coming from the south to the I-70 intersection to the Northeast area of Indianapolis. DEC is 55,358 vehicles per day. Cost is $2,500 per month.
3. This site is Shadeland Avenue south of 82nd St and can be seen from I-69. It reaches traffic to the retail shopping and restaurants located in this part of Indianapolis. DEC is 74,409 vehicles per day, and cost is $2,500 per month.
4. This location is I-465, 0.75 miles south of Mann Road exit and reaches traffic coming from the south and east areas of Indianapolis to the airport and the west side of the city. DEC is 60,776, and cost is $2,500 per month.
5. This location is I-465 W, 0.25 miles south of 21st Street, and hits traffic from the south and west areas of the city including the airport heading to the Northland area. DEC is 96,879 vehicles per day. Cost is $2,500 per month.
6. This site is I-465, 1.5 miles west of US 421 and reaches traffic in the Northland area of the city, heading to either Chicago or the west or south areas of the city. DEC is 71,781 vehicles per day, and the cost is $2,500 per month.
7. This location is I-465 at Westfield Boulevard and reaches westbound traffic on the Northeast area of Indianapolis. DCE is 83,599 vehicles per day. Cost is $2,500 per month.

MORGAN COUNTY:

There are three sites for Morgan County, and all sites are illuminated. (Map 8)

1. Location is located on the left hand side of SR 37 at Egbert Road and reaches traffic heading to the Mooresville and Martinsville area from Indianapolis. DEC is 18,695 vehicles per day. Cost is $1,000 per month.

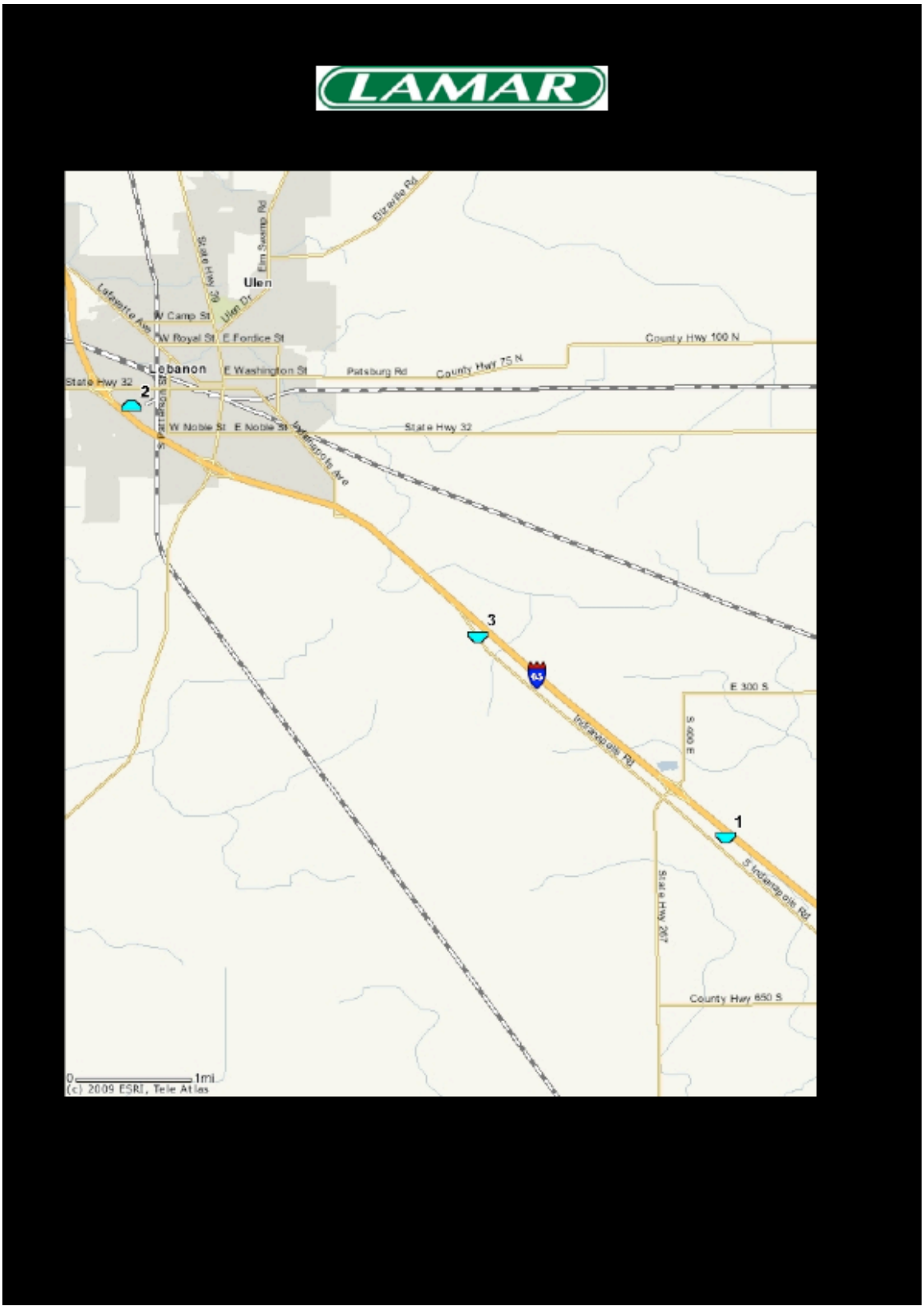
2. This location is located on the right hand side of SR 37 at Egbert Road and reaches traffic heading to Indianapolis from the Mooresville and Martinsville areas. DEC is 18,695 vehicles per day. Cost is $1,000 per month.
3. This site is SR 67, 0.25 mile south of SR 144 and reaches traffic heading from the southwest area of Indianapolis to downtown or the I-465 loop. DEC is 16,750 vehicles per day. Cost is $1,000 per month.

SHELBY COUNTY:

There are four locations for Shelby County, and all sites are illuminated. (Map 9)

1. This location is I-74, 0.5 mile west of SR 244 and reaches traffic heading toward Indianapolis from Eastern Indiana. DEC is 19,332 vehicles per day. Cost is $650 per month.
2. This location is I-74, 550' east of SR 9 and reaches traffic heading out of the Indianapolis area to Shelbyville, Eastern Indiana and Ohio. DEC is 20,585 vehicles per day. Cost is $800 per month.
3. This site is SR 9 at Rampart Road and reaches traffic heading to I-74 from Shelbyville. DEC is 16,842 vehicles per day. Cost is $500 per month.
4. This location is in the heart of Shelbyville on HWY 44. The DEC is 17,818 vehicles per day. Cost is $750 per month.

Information presented by Lamar Advertising, Patia Huling 317-710-2672.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County Hwy 100 N
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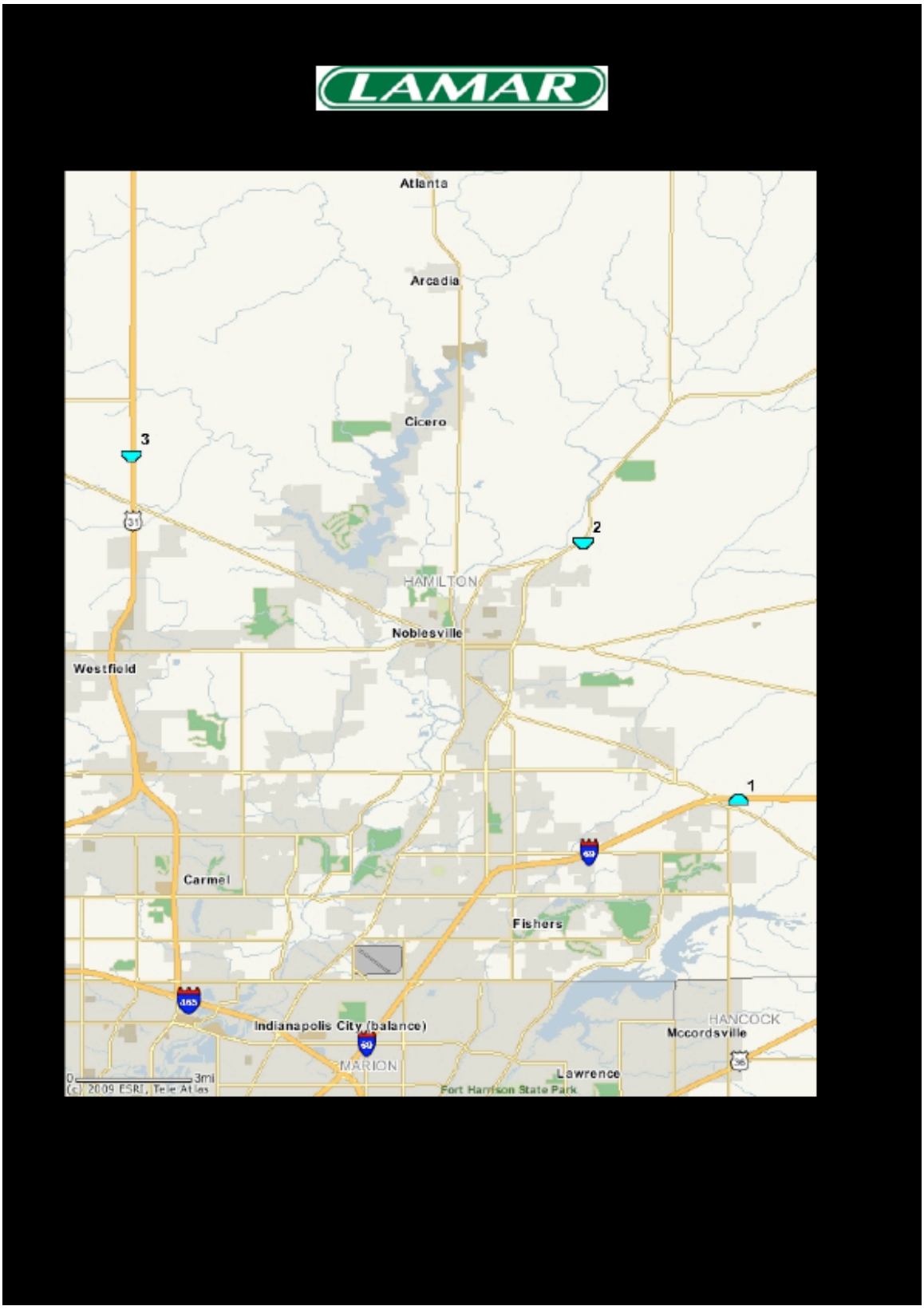
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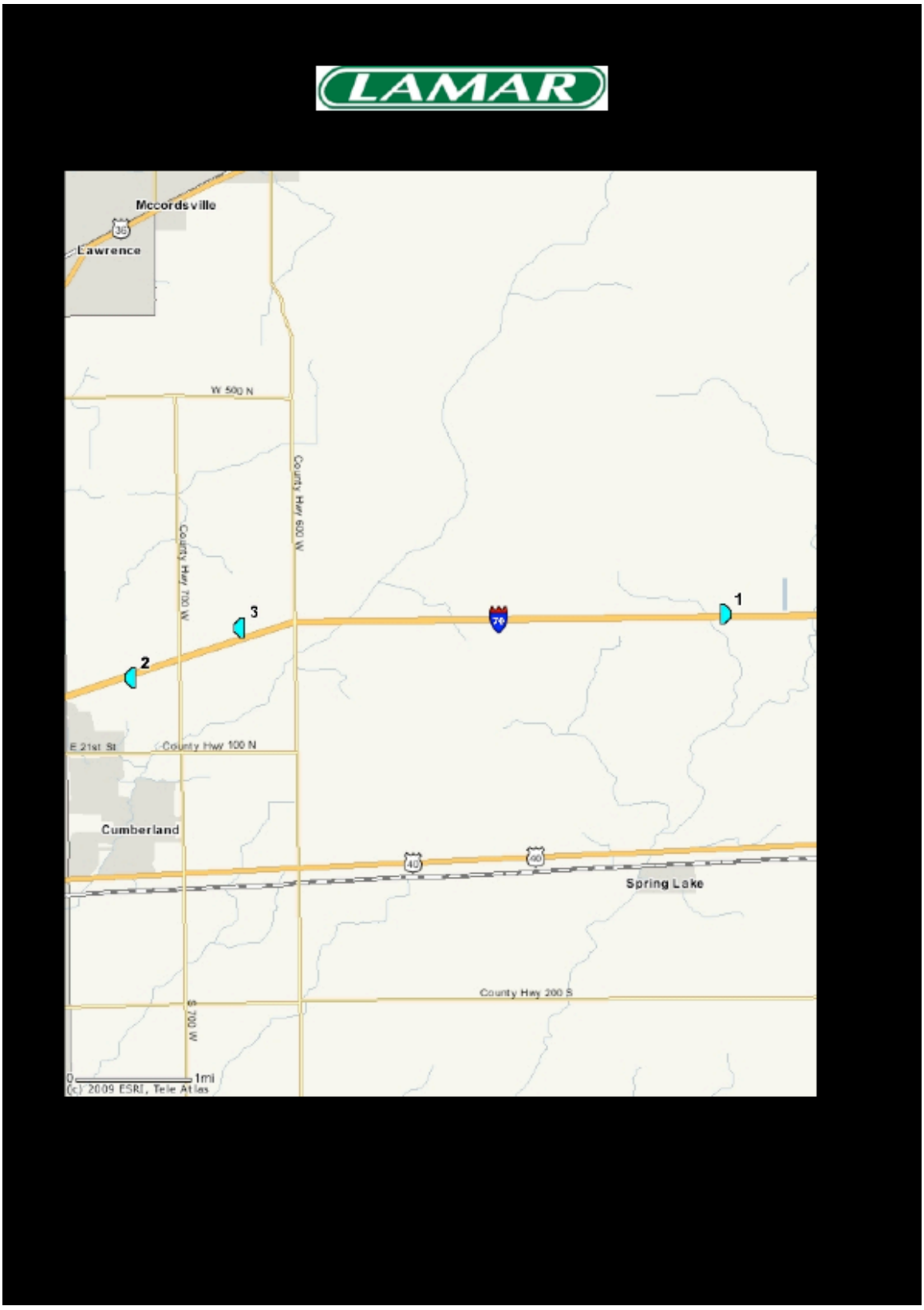
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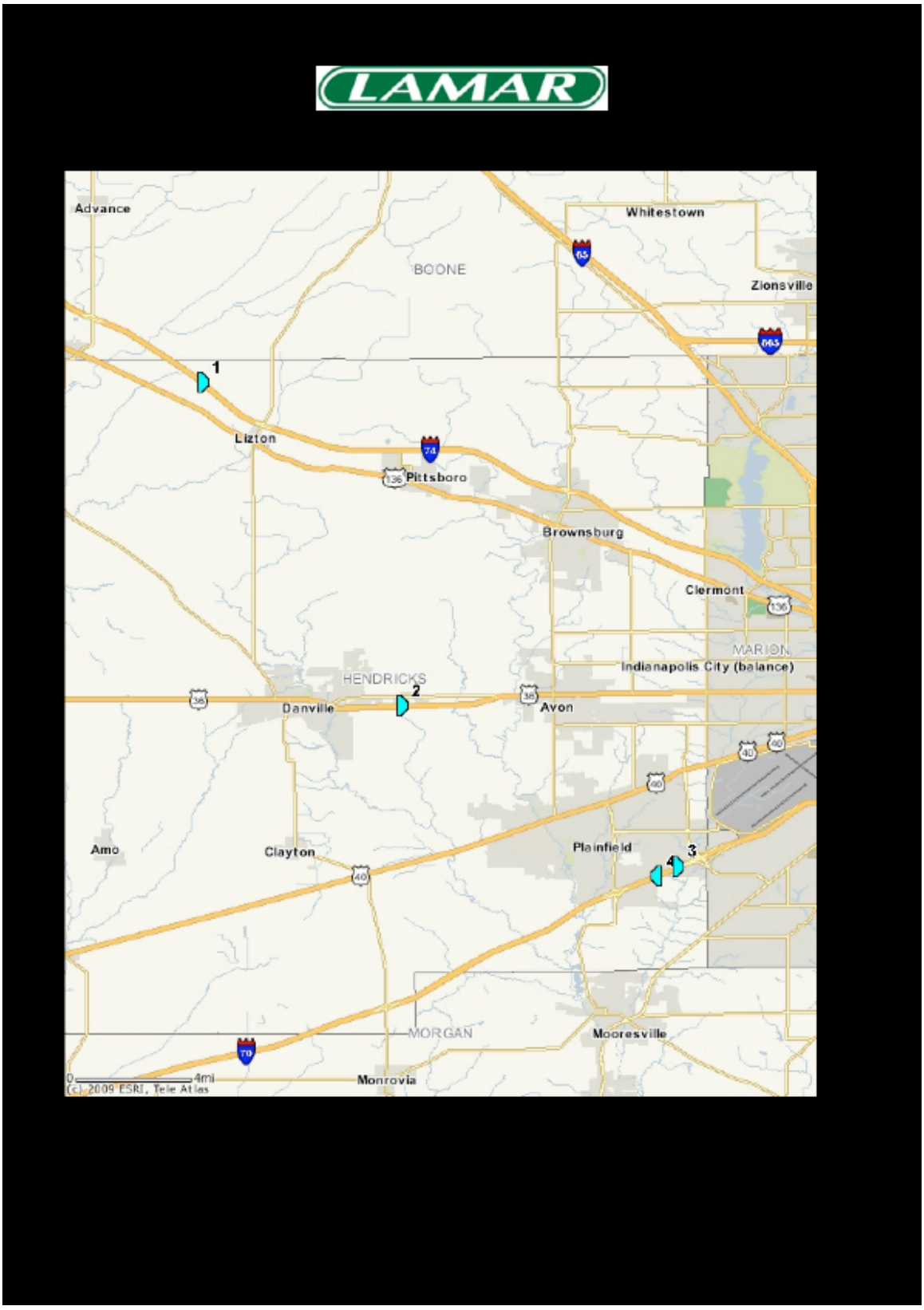
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Avon
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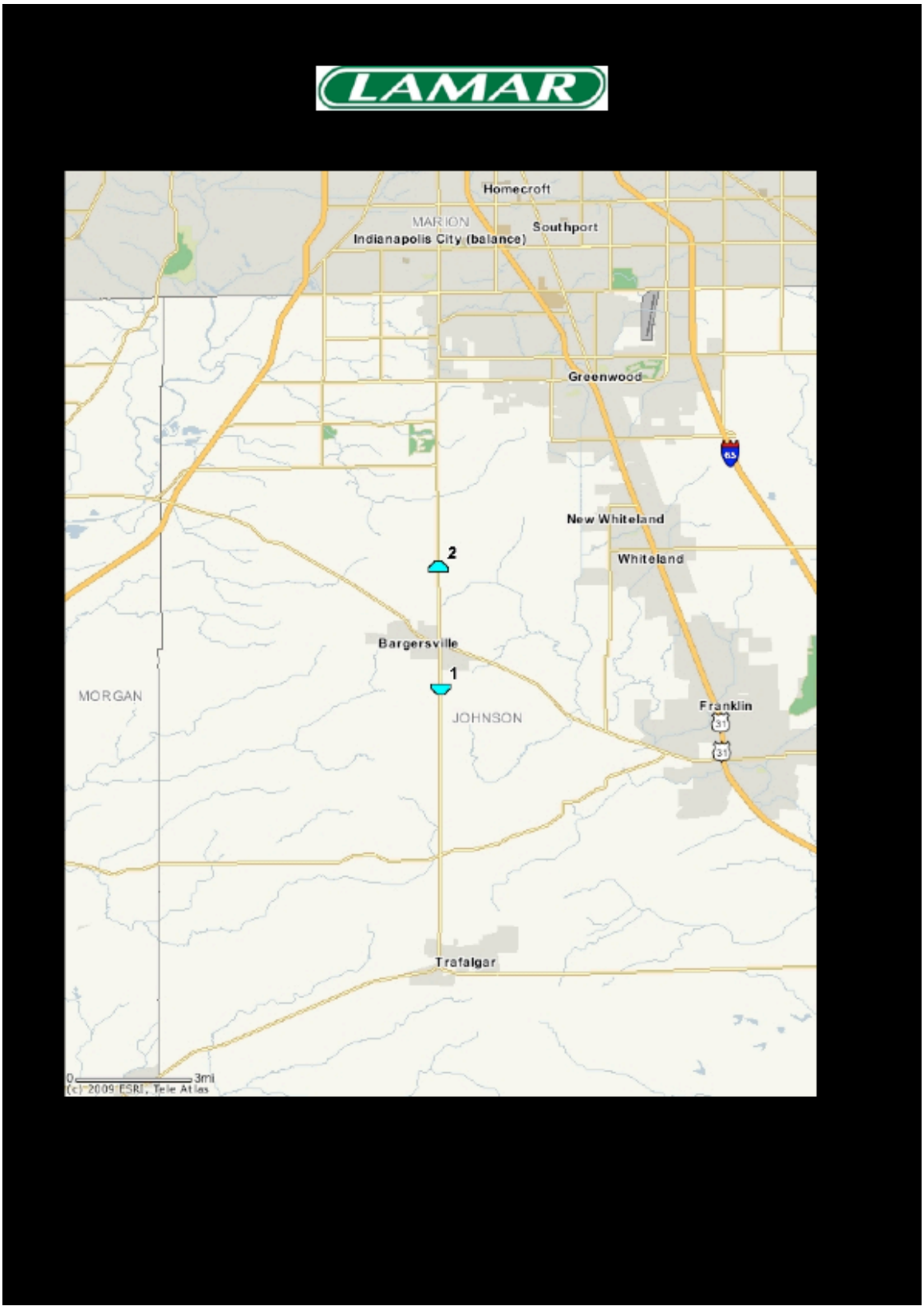
(c) 2009 ESRI, Tele Atlas
Monrovia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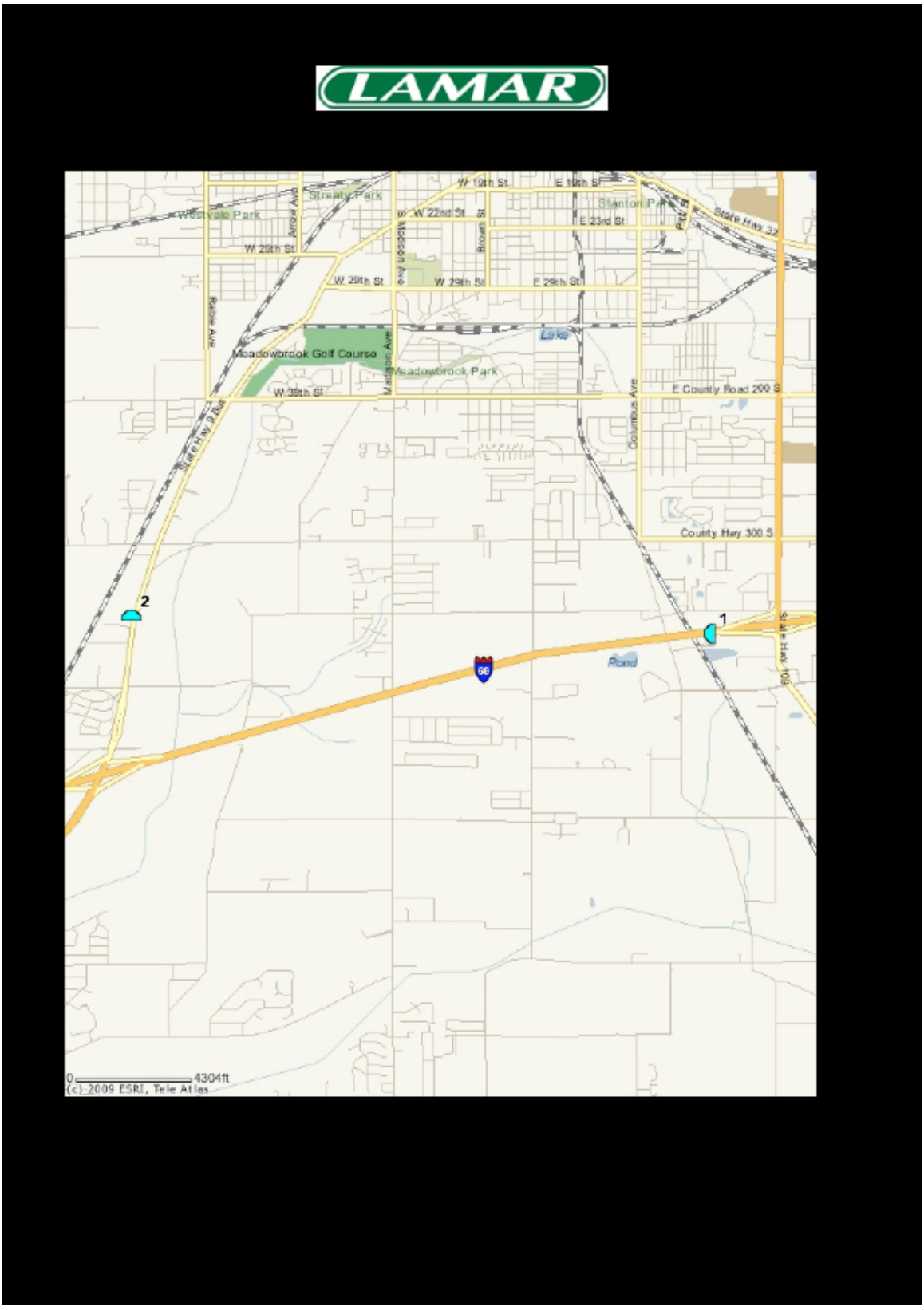
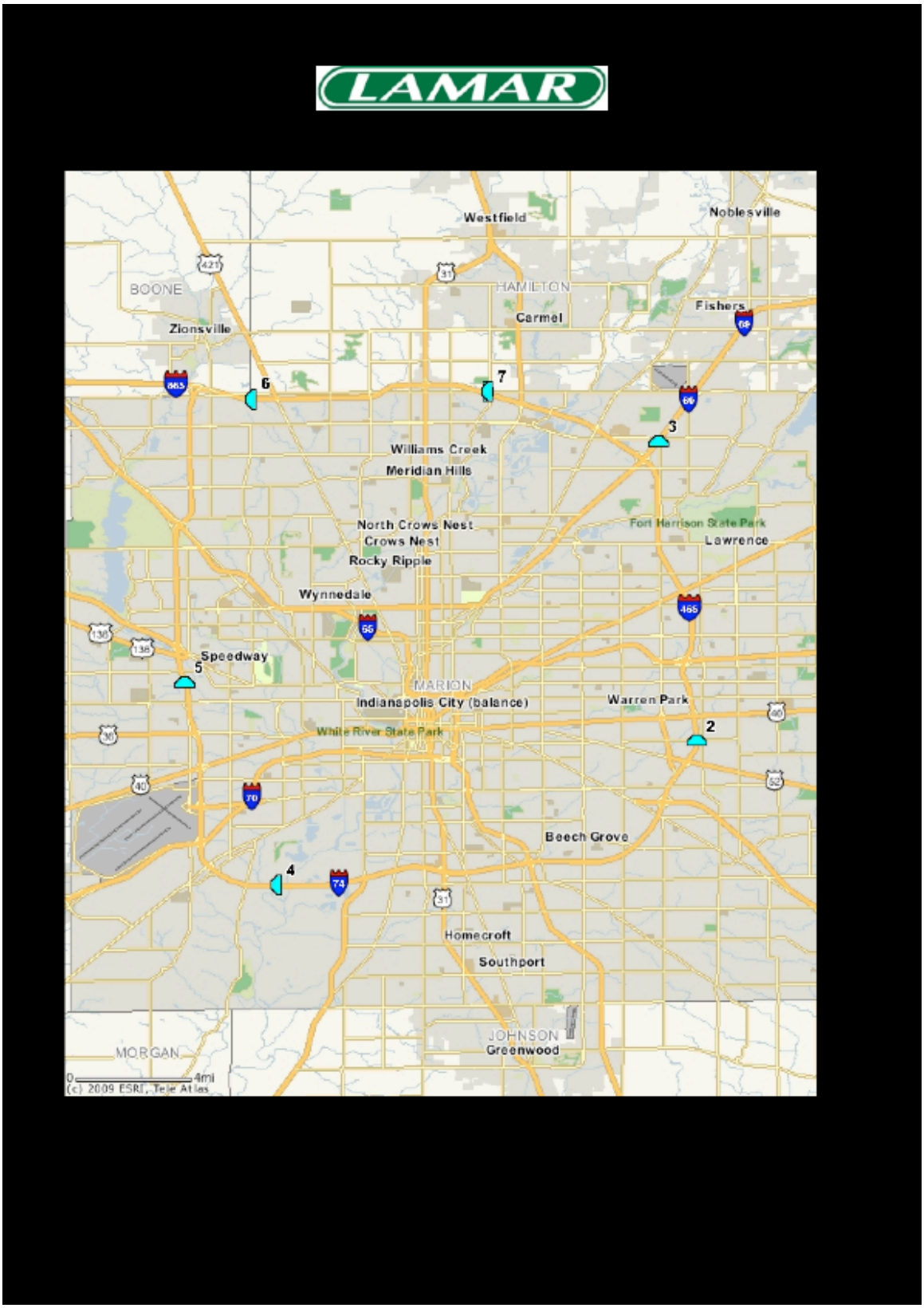
Homecroft
MARION
Indianapolis City (balance)
Southport
Greenwood
New Whiteland
Whiteland
2
Bargersville
1
MORGAN
JOHNSON
Franklin
Trafalgar
0
3mi
(c) 2009 ESRI, Tele Atlas


LAMAR
W 10th St
E 10th St
Streaty Park
Woodvale Park
W 22nd St
E 23rd St
Stanton Park
State Hwy 32
W 25th St
W 26th St
W 29th St
E 29th St
Madison Ave
Brown St
Radio Ave
Lake
Meadowbrook Golf Course
Meadowbrook Park
W 38th St
E County Road 200 S
State Hwy 9 Rd
Columbus Ave
County Hwy 300 S
2
1
66
Pond
State Hwy 109
0
4304ft
(c) 2009 ESRI, Tele Atlas


LAMAR
Westfield
Noblesville
BOONE
HAMILTON
Carmel
Fishers
Zionsville
Williams Creek
Meridian Hills
North Crows Nest
Crows Nest
Rocky Ripple
Fort Harrison State Park
Lawrence
Wynnedale
Speedway
MARION
Indianapolis City (balance)
Warren Park
White River State Park
Beech Grove
Homecroft
Southport
JOHNSON
Greenwood
MORGAN
6
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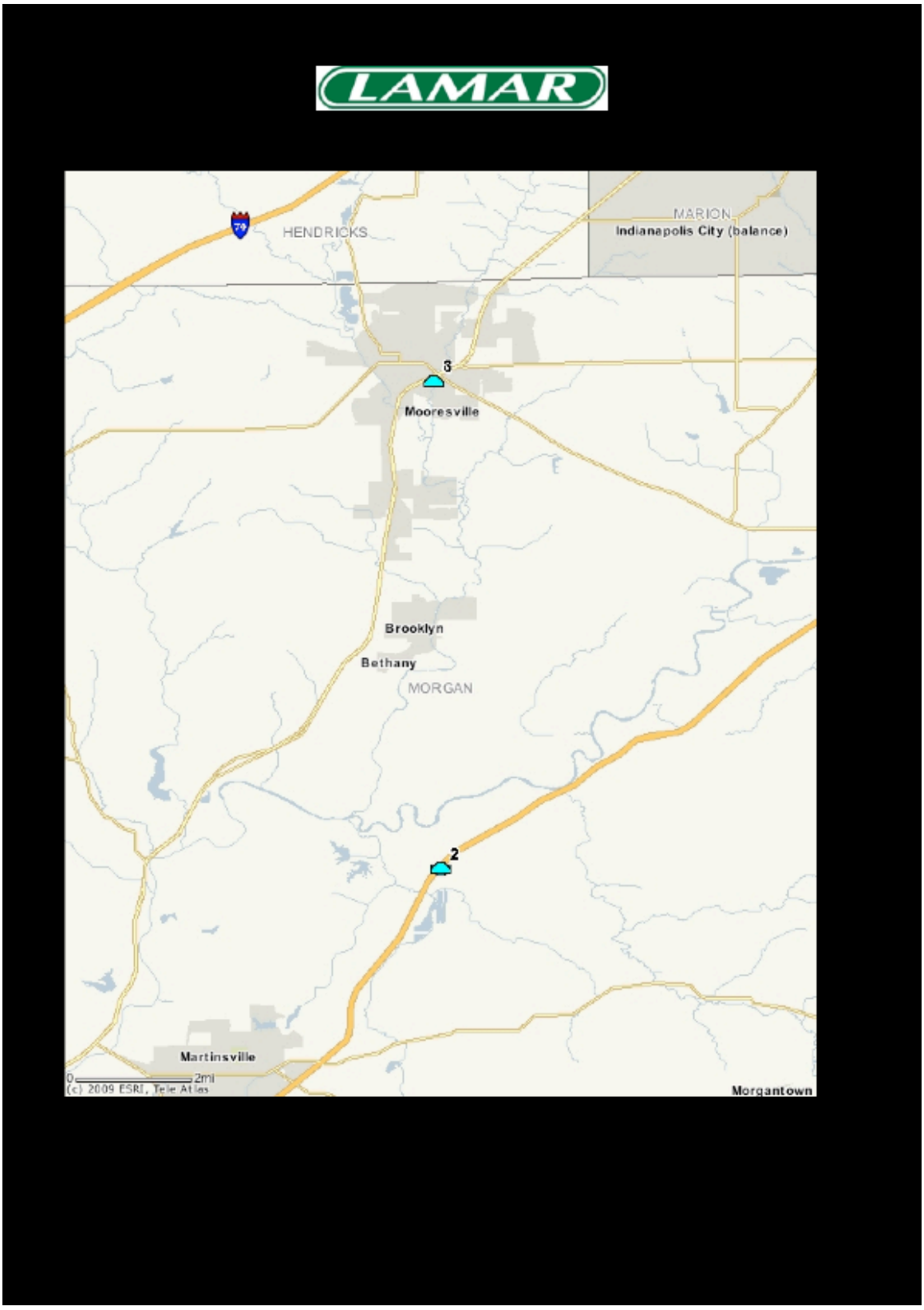
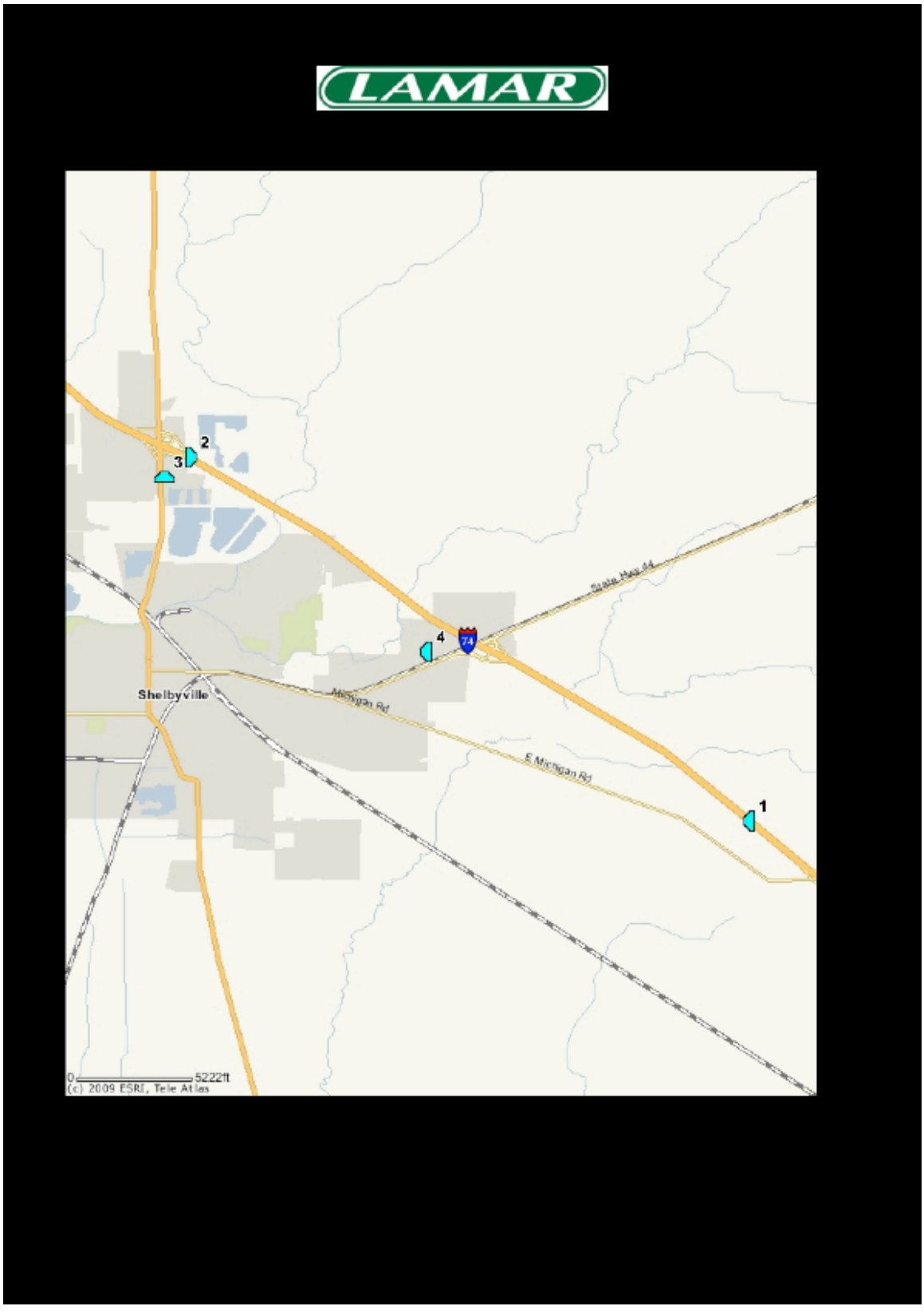
3
5
4
2
0 4mi
(c) 2009 ESRI, Tele Atlas


LAMAR
HENDRICKS
MARION
Indianapolis City (balance)
3
Mooresville
Brooklyn
Bethany
MORGAN
2
Martinsville
Morgantown
0 2mi
(c) 2009 ESRI, Tele Atlas


LAMAR
2
3
4
74
Shelbyville
Michigan Rd
E Michigan Rd
1
0
52221ft
(c) 2009 ESRI, Tele Atlas

BROCHURE

The brochure is a design piece to be distributed by CIRTA and in each county, providing information for rural on-demand transportation in the nine county region. Listed below are ideas for dissemination of the brochure.

- *Art Councils and Centers:* Use as a handout for the organization to give to members and patrons.
- *Chamber of Commerce:* Ask to present a program on rural on-demand transportation. Distribute the brochures.
- *Church Councils:* Request for brochures to be distributed to member congregations.
- *Council on Aging and Elderly Organizations:* Give brochures for distribution to those individuals who are interested.
- *County Fairs:* This is a great place to hand out the brochure to a diverse cross-section of the population.
- *Employers:* Each county received a list of companies who employed 50 or more people. Use the list as a guide to distribute the brochure to targeted businesses whose employees are interested in using public transportation. Take advantage of the many employers going "green" by promoting saving the environment by using public transportation.
- *Government Agencies:* Distribute brochures to offices where public traffic is the highest, for example, County and City police departments, Community and Economic Development offices, County Commissioners, Courts and Probation Departments, Mayors' Offices, Workforce Development offices, and Family and Social Services departments.
- *Hospitals and Medical Clinics:* These facilities have access to the public that require rides to and from medical services and who would benefit from the information contained in the brochure.
- *Libraries:* These facilities would have a broad based demographic group that likely would be interested in public transportation and environmental issues.
- *Small Local Newspapers:* Use the weekly, semi-monthly, or monthly publications to get your message to the county population. These small newspapers are a wonderful way to communicate public transit services and are read by the people in small towns and rural areas. Get the newspapers on board by sending a brochure and offering to write or contribute to an article.
- *Schools, Colleges, and Universities:* Educational institutions are a great source for distributing information to workers and students who can benefit from public transportation.
- *Social Service Agencies:* These agencies work with target groups that need access to public transportation. Distribute brochures to all social service agencies.

Each county knows best its population, businesses, organizations, and government entities. Consider other ways specific to each individual county to use the brochure with these organizations in mind, and then share these ideas with the other counties in the region.

WEBSITE

Without question, each county should have a website for its public transportation system. It is

a platform where the public can find information about the services provided as well as to develop links with other providers and services, for example, with CIRTA, Central Indiana Commuter Service, and the other counties. It is recommended that CIRTA create pages that show each county's home page with a link to those websites. Costs for website development and/or re-design will vary according to the number of pages, interactive sections, photos and videos, but will be well worth the costs.

Social and Other Media Avenues

Within the last five years social Internet networking has grown by leaps and bounds. Surprisingly, all ages are using this means for personal and business avenues to reach individuals and the public. Best of all, it is free. Another media avenue is the "green world" for getting information out about green initiatives to the public. Listed below are just a few ideas to utilize social and other media avenues.

Local Chambers of Commerce: These are excellent organizations through which you can reach businesses and promote the green initiatives with public transportation. A food example in this area is the Greater Indianapolis Chamber of Commerce with its Green Business Initiative. There are businesses that go through an application process to become certificated as a Green Business. This could be a way to inform these businesses about the Rural/On-Demand Transportation project and services. Go to www.indygreenbusiness.com for more information.

Green Street Institute with the Greater Indianapolis Chamber of Commerce could also be an avenue for a presentation. To view events and contacts, go to www.indychamber.com.

Green Business Network (GBN): This is a website that provides information on "green" businesses, distributes information on green initiatives, and host networking. Investigate how you can get your information on this site.

The GBN goal is: "Along with the online green business directory, Emerald Healthy Environments has launched the Green Business Network (GBN) that provides face-to-face interaction for Indianapolis green business owners. The mission of Green Business Network is to make Indiana a sustainable and healthy place to live for the future generations by empowering Indiana green business through education, promotion and connection. GBN promotes green businesses through structured and systematic process of word of mouth advertising, mutual referrals and collaborative marketing." Visit the website at gbn.myhomegreenpages.com.

Facebook: "Facebook's mission is to give people the power to share and make the world more open and connected. Millions of people use Facebook everyday to keep up with friends, upload an unlimited number of photos, share links and videos, and learn more about the people they meet." Join facebook, create a public transportation section, and invite people to join, use your database to invite people, write short pieces about services available. It is free and another way to reach the public. The demographics are across the board. Go to www.facebook.com.

LinkedIn: "Over 40 million professionals use LinkedIn to exchange information, ideas and opportunities. Stay informed about your contacts and industry, find the people and

knowledge you need to achieve your goals, and control your professional identity online." Again, this is another opportunity to create a public transportation section, invite people to join, use your database to invite people, write short pieces about services available, and get their feed back. It is another means to reach the public. Go to www.linkedin.com.

Smaller Indiana: "Smaller Indiana makes creative people and innovative ideas easier to find. This is the place for you to share your ideas and engage with Indiana's most creative and inspired souls…working together to build community, culture and commerce." Create a public transportation section, invite people to join, use your database to invite people, write short pieces about services available, and get their feed back. Go to www.smallerindiana.com.

Blog: What is a blog? "It is whatever you want it to be. There are millions of them, in all shapes and sizes, and there are no real rules.
In simple terms, a blog is a web site, where you post information on an ongoing basis. New posts show up at the top, so your visitors can read what's new. They can comment on it, link to it or email you.
"Since Blogger was launched in 1999, blogs have reshaped the web, impacted politics, shaken up journalism, and enabled millions of people to have a voice and connect with others." This option is free. When writing blogs, they should be kept short and to the point. For more information, go to www.blogger.com.

About Twitter: "Twitter is a unique approach to communication and networking based on the simple concept of status. What are you doing? What are your friends doing—right now? With Twitter, you may answer this question over SMS or the Web and the responses are shared between contacts." The service is free.
To find out more about Twitter go to http://twitter.com.

YouTube

"Founded in February 2005, YouTube is the leader in online video, and the premier destination to watch and share original videos worldwide through a Web experience. YouTube allows people to easily upload and share video clips on www.YouTube.com and across the Internet through websites, mobile devices, blogs, and email.

Everyone can watch videos on YouTube. People can see first-hand accounts of current events, find videos about their hobbies and interests, and discover the quirky and unusual. As more people capture special moments on video, YouTube is empowering them to become the broadcasters of tomorrow.
In November 2006, within a year of its launch, YouTube was purchased by Google Inc. in one of the most talked-about acquisitions to date."
Services can be advertised on YouTube; the number of hits on each ad can then be tracked to learn more about YouTube, go to www.youtube.com.

Summary

Described in this document are the three primary components--branding, community education, and marketing options-- to accomplish this marketing plan. Within each component are ideas and/or steps that can be used separately or corporately to achieve the

best marketing strategy for your specific county transportation services. Because each county has its own unique characteristics and needs, different sources will be used to inform the public about the transportation services that are provided in their county. The accompanying brochure can be modified for use in each individual county.

The information contained in this Plan was gathered from a variety of sources. No one source or vendor is being recommended but is included here as a result of the Consultant's request for information and/or pricing. The information should be used as a guide for future planning and funding requests.

This Plan is based on the demographics contained in the "Indianapolis Regional Coordinated Transportation Plan" The brochure was designed by PB&J Design, Inc. specifically for this project and is part of the print media for this Marketing Plan.

Marketing Plan and Brochure prepared by PB&J Design, Inc.

APPENDIX A:

ENUMERATION OF THE DISABLED POPULATION

Individuals with Disabilities

Enumeration of the disabled population in any community presents challenges. First, there is a complex and lengthy definition in the implementing regulations. The definition of individuals with disabilities is found in 49 CFR Part 37.3. It reads as follows:

> Disability means, with respect to an individual, a physical or mental impairment that substantially limits one or more of the major life activities of such individual; a record of such an impairment; or being regarded as having such an impairment.
>
> 1. The phrase physical or mental impairment means:
>
>   (i) Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory including speech organs, cardiovascular, reproductive, digestive, genito-urinary, hemic and lymphatic, skin and endocrine;
>
>   (ii) Any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities;
>
>   (iii) The term physical or mental impairment includes, but is not limited to, such contagious or non-contagious diseases and conditions as orthopedic, visual, speech and hearing impairments; cerebral palsy, epilepsy, muscular dystrophy, multiple sclerosis, cancer, heart disease, diabetes, mental retardation, emotional illness, specific learning disabilities, HIV disease, tuberculosis, drug addiction and alcoholism;
>
>   (iv) The phrase physical or mental impairment does not include homosexuality or bisexuality.
>
> 2. The phrase major life activities means functions such as caring for one's self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning and work.
>
> 3. The phrase "has a record of such an impairment" means has a history of, or has been misclassified as having, a mental or physical impairment that substantially limits one or more major life activities.
>
> 4. The phrase "is regarded as having such an impairment" means:
>
>   (i) Has a physical or mental impairment that does not substantially limit major life activities, but which is treated

by a public or private entity as constituting such a limitation;

(ii) Has a physical or mental impairment that substantially limits a major life activity only as a result of the attitudes of others toward such an impairment; or

(iii) Has none of the impairments defined in paragraph (1) of this definition but is treated by a public or private entity as having such an impairment.

5. The term disability does not include:

(i) Transvestism, transsexualism, pedophilia, exhibitionism, voyeurism, gender identity disorders not resulting from physical impairments, or other sexual behavior disorders;

(ii) Compulsive gambling, kleptomania, or pyromania;

(iii) Psychoactive substance abuse disorders resulting from the current illegal use of drugs.

The definition, when applied to public transportation applications, is designed to permit a *functional* approach to disability determination rather than a strict *categorical* definition. In a functional approach, the mere presence of a condition that is typically thought to be disabling gives way to consideration of an individual's abilities to perform various life functions. In short, an individual's capabilities, rather than the mere presence of a medical condition, determine transportation disability.

Sources of Data on the Population with Disabilities

The U.S. Bureau of Census provides data on disability based on three primary sources. Only one of these sources directly enumerates the population of individuals with disabilities in the study area.

Decennial Census of the Population

The long-form questionnaire used in the Decennial Census of the Population has included questions on "disability" since 1970. The questions have changed and evolved with each decade. In 1970, questions were asked about "work disability." In 1980, questions about work disability and the ability to use public transportation were included. In 1990, questions about work disability, the ability to go outside the home alone, and the ability to take care of personal needs were posted. And, Census 2000 posted the most extensive set of questions, with a focus on certain issues that allow some interpretation as to the number of individuals that may or may not meet the definition included in 49 CFR Part 37.3.

As can be seen with the changes that have occurred from census to census, there are issues in compatibility with each decade. This is one inherent disadvantage with the use of this data source. Second, the tables reporting results on disability

do not take into account multi-domains. In other words, the categories are not mutually exclusive. For example, an individual can have both a "going outside the home" disability as well as an "employment" disability. This can result in overestimation of the disabled population.

Current Population Survey (CPS)

The Current Population Survey (CPS) identifies persons who are out of the labor force because of a disability and, in each March survey since 1980, identifies persons who have a health problem that "prevents them from working or limits the kind or amount of work they can do."

Survey of Income and Program Participation (SIPP)

The Survey of Income and Program Participation (SIPP) is a national household survey that began in 1984. The SIPP is characterized by an extensive set of disability questions; generally, the SIPP is the preferred source for examining most disability issues. The reason for this preference is the similarities between questions posed on the SIPP survey and the ADA definition of disability.

The Americans with Disabilities Act of 1990 defines disability as a "physical or mental impairment that substantially limits one or more of the major life activities." For persons 15 years old and over, the SIPP disability questions cover limitations in functional activities (seeing, hearing, speaking, lifting and carrying, using stairs, and walking); in Activities of Daily Living (ADL) such as getting around inside the home, getting in or out of a bed or chair, bathing, dressing, eating and toileting; and in Instrumental Activities of Daily Living (IADL) such as going outside the home, keeping track of money or bills, preparing meals, doing light housework, and using the telephone. The SIPP also collects information on the use of wheelchairs and crutches, canes, or walkers; the presence of certain conditions related to mental functioning, the presence of a work disability, and the disability status of children.

In summary, the CPS provides information only on work disability. The Decennial Census of Population relates to only a few components of disability and there is difficulty determining a specific count or enumeration of individuals within a given census tract or block group. The SIPP provides extensive data and, more importantly, addresses multi-dimensional elements of disability. The major drawback is that, despite the fact that the sample is drawn from more than 32,000 households, the Bureau cautions users who apply the various incidence rates of disability to levels of geography below the regional level. Use of SIPP data may or may not generate statistical confidence levels of 0.90 or greater when applied to the county or urban level.

Enumeration Methodology

Two methodologies using different data sources were used in the development of an estimated count of disabled individuals. The process will result in two (2) estimates, or a range, of the disabled population.

Census-Based Approach

Direct tabulations of data from tables in the 2000 Census Summary File 3 on disability are reported. When available, this total is reported by age cohort. Census-based age breakdowns generally distinguish between working age adults and older adults.

As noted previously, Census 2000 data provides an enumeration of a specific type of problem, but due to the prospect of multiple disabilities, there is no cumulative number that can be developed from this source. Generally speaking, the category of "outside the home disability" tends to be the single best factor in looking at individuals with disabilities who may need public transportation or complementary paratransit services.

Imputed Approach

Using the indices or incidence rates for specific disabilities derived from the SIPP (2002), an imputed estimate of the number of ADA eligible individuals, by age cohort, has been calculated for 2010 and 2020.

Data collected in the SIPP permit consideration of individuals with multiple disabilities. Moreover, the definitions employed can be directly related to the concepts in 49 CFR Part 37.3 definitions with respect to "activities of daily life."

APPENDIX B:

EMPLOYER SURVEY DATA

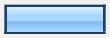
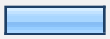
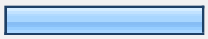
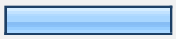
Central Indiana Regional and Cross-County Transportation Employer Survey

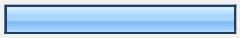
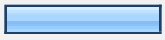
1. Identification of Organization

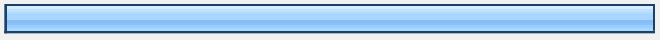
	Response Percent	Response Count
Company Name	**100.0%**	**18**
Name of Person Completing the Survey	**100.0%**	**18**
Title of Person Completing the Survey	**100.0%**	**18**
Phone	**100.0%**	**18**
Fax	72.2%	13
	answered question	**18**
	skipped question	**2**

2. Please check the box that best describes the nature of your business.

	Response Percent	Response Count
Manufacturing	15.0%	3
Medical	0.0%	0
Government	25.0%	5
Human Service Agency	0.0%	0
Non-Profit	5.0%	1
Other (please specify)	**55.0%**	**11**
	answered question	**20**
	skipped question	**0**

3. Number of Employees at this Site:			
		Response Percent	Response Count
1-25 employees		15.0%	3
26-50 employees		5.0%	1
51-100 employees		15.0%	3
101-350 employees		**30.0%**	**6**
351-650 employees		25.0%	5
651-850 employees		0.0%	0
851-1,000 employees		5.0%	1
1,001-2,000 employees		5.0%	1
2,001-4,000 employees		0.0%	0
4,001-6,000 employees		0.0%	0
	answered question		**20**
	skipped question		**0**

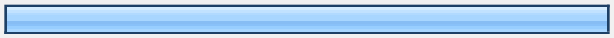
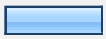
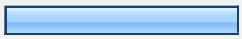
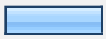
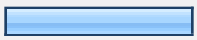
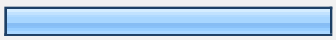
4. Number of Company Provided Parking Spaces on Site			
		Response Percent	Response Count
1-25		**35.3%**	**6**
26-50		0.0%	0
51-100		5.9%	1
101-350		23.5%	4
351-650		11.8%	2
651-850		5.9%	1
851-1,000		11.8%	2
1,001-2,000		5.9%	1
2,001-4,000		0.0%	0
4,001-6,000		0.0%	0
	answered question		**17**
	skipped question		**3**

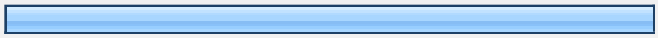
5. Are you familiar with the services provided by Central Indiana Commuter Services (CICS)?			
		Response Percent	Response Count
Yes		**100.0%**	**19**
No		0.0%	0
	If Yes, what is your impression of the services provided?		16
	answered question		**19**
	skipped question		**1**

6. If CICS could do one thing for your company to improve transportation in your area, what would it be?		
		Response Count
		10
	answered question	**10**
	skipped question	**10**

7. Are you familiar with the Central Indiana Regional Transportation Authority (CIRTA)?			
		Response Percent	Response Count
Yes		42.1%	8
No		**57.9%**	**11**
	If Yes, what is your impression of the services provided?		6
	answered question		**19**
	skipped question		**1**

8. What are your company's shift times?			
		Response Percent	Response Count
1st shift start time:		**85.7%**	**12**
1st shift end time:		57.1%	8
2nd shift start time:		28.6%	4
2nd shift end time:		28.6%	4
3rd shift start time:		14.3%	2
3rd shift end time:		14.3%	2
Other:		14.3%	2
	answered question		**14**
	skipped question		**6**

9. Where do most of your employees commute from?			
		Response Percent	Response Count
Marion County		**92.9%**	**13**
Madison County		14.3%	2
Boone County		7.1%	1
Johnson County		35.7%	5
Shelby County		14.3%	2
Hancock County		7.1%	1
Hendricks County		28.6%	4
Hamilton County		50.0%	7
Morgan County		7.1%	1
Other (please specify)		0.0%	0
	answered question		**14**
	skipped question		**6**

10. In what county is your company located (main location only)?			
		Response Percent	Response Count
Marion County		**100.0%**	**14**
Madison County		0.0%	0
Boone County		0.0%	0
Johnson County		0.0%	0
Shelby County		0.0%	0
Hancock County		0.0%	0
Hendricks County		0.0%	0
Hamilton County		0.0%	0
Morgan County		0.0%	0
Other (please specify)		0.0%	0
	answered question		**14**
	skipped question		**6**

11. Approximately how many current employees use the following transportation options for travel to work (please use number or percentage estimates)?

	Response Percent	Response Count
Share rides with co-workers (carpool)	71.4%	10
Family members	64.3%	9
Friends	35.7%	5
Personal vehicle/Drive alone	**100.0%**	**14**
Public Transportation	64.3%	9
Indianapolis Commuter Express (ICE)	57.1%	8
Other (please specify)	28.6%	4
	answered question	**14**
	skipped question	**6**

12. Have you ever been unable to employ an individual because of a lack of transportation?

	Response Percent	Response Count
Yes	7.7%	1
No	38.5%	5
Can't Answer	**53.8%**	**7**
	If Yes, please explain:	0
	answered question	**13**
	skipped question	**7**

13. Would you be willing to assist in a survey of your employees to determine their interest in regional public transportation?

	Response Percent	Response Count
Yes	**92.3%**	**12**
No	7.7%	1
answered question		**13**
skipped question		**7**

14. Would your company be willing to participate in regional transportation efforts by allowing CIRTA or CICS to educate employees about their regional transportation options?

	Response Percent	Response Count
Yes	**83.3%**	**10**
No	16.7%	2
answered question		**12**
skipped question		**8**

15. Is your company aware that there are tax advantages available to employers who provide employees with commuter benefits?

	Response Percent	Response Count
Yes	**61.5%**	**8**
No	38.5%	5
answered question		**13**
skipped question		**7**

16. If you answered no to question 13, would you be interested in learning more about this tax advantage?

	Response Percent	Response Count
Yes	**66.7%**	**4**
No	33.3%	2
answered question		**6**
skipped question		**14**

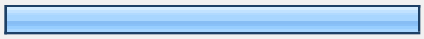
17. Would your company be interested in providing a subsidy for each of your employees who might use regional public transportation to get to work?

	Response Percent	Response Count
Yes	40.0%	4
No	**60.0%**	**6**
answered question		**10**
skipped question		**10**

18. What would be the maximum amount per round trip that your company would be willing to consider paying for each employee annually?

	Response Percent	Response Count
$500 or less	**40.0%**	**2**
$501-1,000	20.0%	1
$1,001-2,000	**40.0%**	**2**
$2,001-3,000	0.0%	0
$3,001-4,000	0.0%	0
$4,001-5,000	0.0%	0
answered question		**5**
skipped question		**15**

19. Would your company be willing to establish and administer an employee commuter subsidy program to cover either all or a portion of the cost for transportation service, if your company received tax benefits/write offs?

		Response Percent	Response Count
Yes		36.4%	4
No		**63.6%**	**7**
	answered question		**11**
	skipped question		**9**

20. What are your company's future expansion plans at this site (including parking)?

		Response Count
		12
	answered question	**12**
	skipped question	**8**

21. Do you have any other ideas, comments, or issues concerning current or future public/commuter transportation that you would like to tell us about?

		Response Count
		6
	answered question	**6**
	skipped question	**14**

APPENDIX C:

Passenger SURVEY RESULTS SUMMARY

Table of Contents

I. OVERVIEW

The rural/on-demand transportation providers in Central Indiana conducted a passenger survey during March and April 2009. The passenger survey questions and method of distribution were the same for all counties. The amount of participation from passengers varied, as explained in the following paragraphs.

The intent of the survey was to measure the passenger's need for cross-county and regional transportation and, more specifically, the destinations where passengers would like to travel on public transportation.

Drivers at each of the transportation partner systems distributed the surveys to passengers as they boarded the vehicle and collected completed surveys as passengers disembarked. The following public transportation providers participated in the survey:

- Access Johnson County;
- Boone Area Transit System;
- Hamilton County Express;
- Hancock Area Rural Transit;
- LINK Hendricks County;
- LifeStream Services, Inc.; and
- ShelbyGo.

II. SURVEY RESULTS

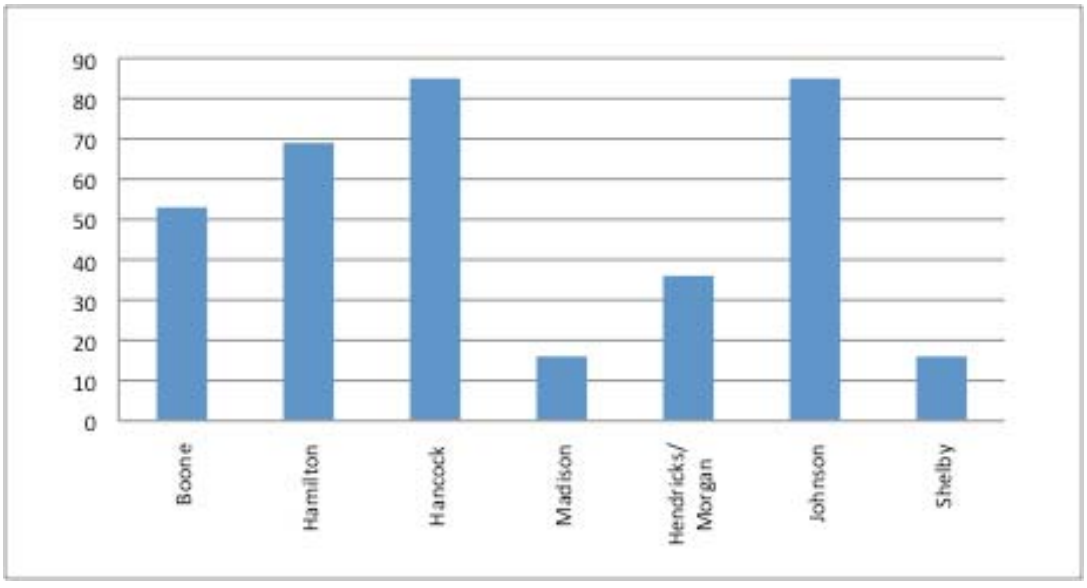
The survey results help to reveal the need for mass public transportation service that is not limited by county jurisdictional boundaries for the individuals currently using public transportation. In addition to the survey results, passenger demand, which is different from passenger need, for transportation across county lines will be evaluated based upon demographic information and the current origins and destinations for transportation providers who travel out of their county.

The following exhibits indicate the comprehensive survey results from all of the participating transportation systems. The analysis of results from individual systems is also relevant to understand the type of service needed in different areas. Therefore, the results from each transportation system have been tabulated in a separate section of the report for review by those respective counties and project planners.

PARTICIPATION BY COUNTY

Exhibit 1 illustrates the number of survey responses received, by county. Please note that Hendricks and Morgan Counties are served by LINK Hendricks County and their survey responses are combined.

Exhibit 1: Participation by County



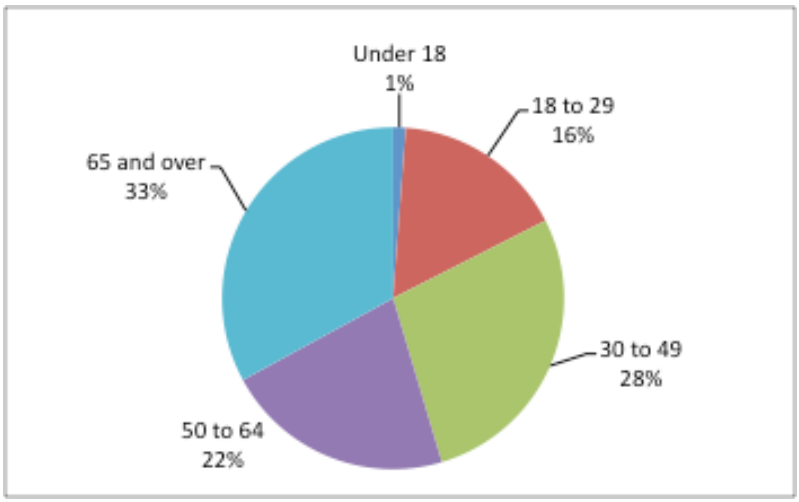
AGE

Survey participation covered a range of age groups. The age group under 18 years had the lowest amount of representation, overall. In fact, only Johnson and Hamilton County

survey results included the age 18 and younger group. Conversely, the passengers who were age 65 and older submitted the most surveys. The age group distribution of the survey results is likely to be representative of the overall system ridership.

There was also a strong representation from the working-age groups (age 18 to 64). The level of participation from the working age groups is significant because, as indicated later, many of the cross-county transportation trip purposes pertain to employment. Exhibit 2 illustrates the distribution of age for the survey participants.

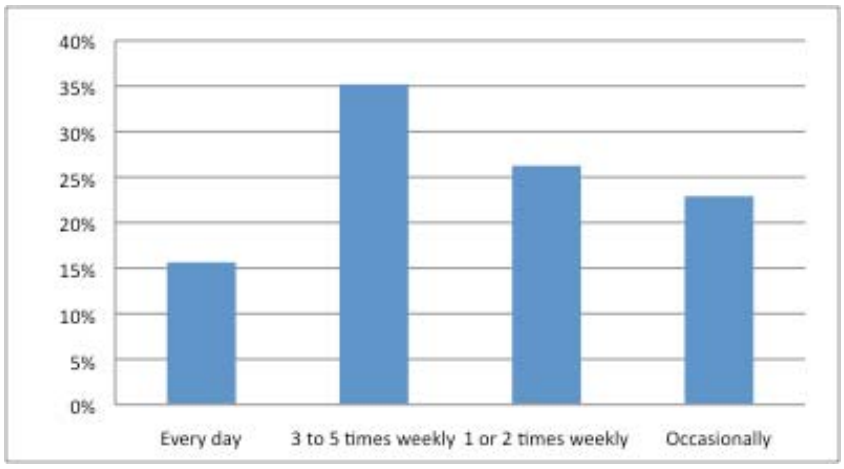
Exhibit 2: Age of Survey Participants



Ridership Characteristics

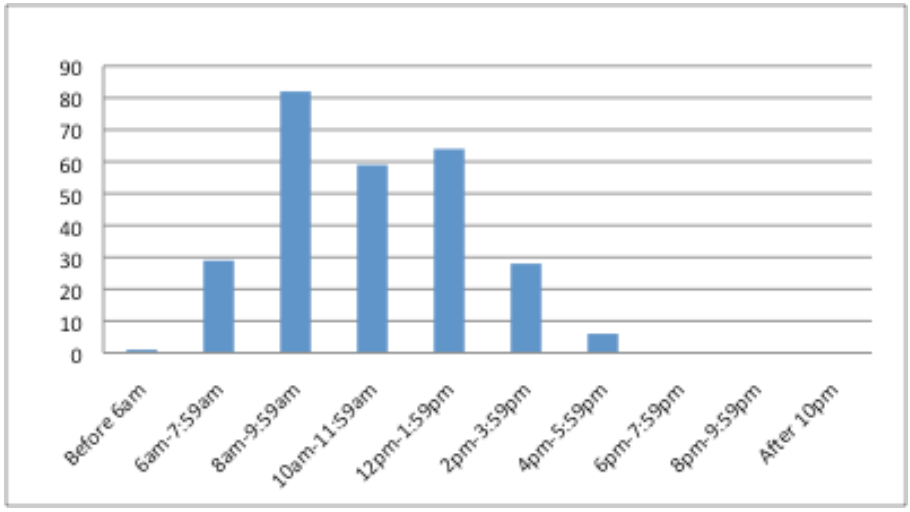
When reviewing the survey responses comprehensively, results indicate that most of the survey participants currently ride public transit three (3) to five (5) times per week (Exhibit 3).

Exhibit 3: Frequency of Ridership



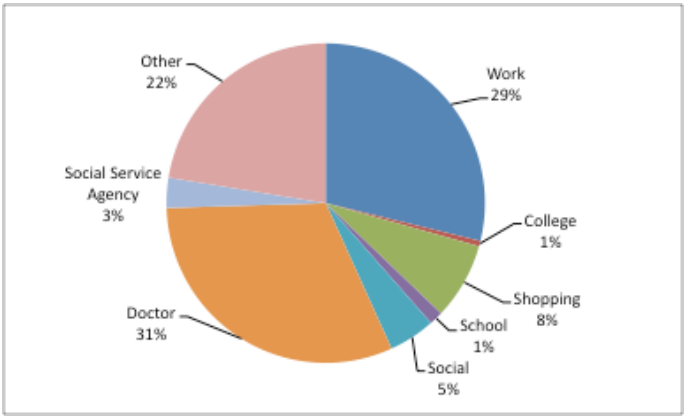
The peak hours of ridership for the survey participants were between 8:00 AM and 2:00 PM, with the most riders boarding vehicles between 8:00 and 9:00 AM. Access Johnson County and LifeStream Services Inc., also had some peak ridership between 6:00 and 8:00 AM (Exhibit 4).

Exhibit 4: Peak Hours



The trip purposes for passengers were widely distributed between work, medical, other, shopping, and social. More than one-half of the passengers in Boone and Hancock counties were riding transit for a medical appointment. However, in Johnson and Hamilton counties, nearly half of the respondents were traveling to work. In other counties, the distribution of trip purposes was more evenly divided between all categories. Overall, thirty-one (31) percent of participants used public transportation for medical appointments while twenty-nine (29) percent were traveling for work. Twenty-two (22) percent of participants listed 'other' trip purposes and the remaining responses indicated that the trip was for a social service agency appointment, school, social, college, or shopping. (Exhibit 5).

Exhibit 5: Trip Purpose



MULTI-COUNTY TRAVEL

Many passengers indicated that the ability for their local transportation provider to operate a service that connects with other transportation providers was important to their daily lives. Nearly one-half of the survey participants indicated that transportation service connections between the different providers are *'very important'* to their daily lives. An additional twenty-three (23) percent stated that connections between transportation providers were '*important*' to their daily lives. The remaining 30 percent rated the importance of connections as moderate or low. At least one-third, and in the case of Johnson, Madison, and Hancock counties more than one-half, of responses from each county indicated that cross-county trips are '*very important'* to their daily lives. The response to this survey question supports the perceived need for cross-county transportation (Exhibit 6).

Exhibit 6: Importance of Connecting Trips With More Than One Service Provider

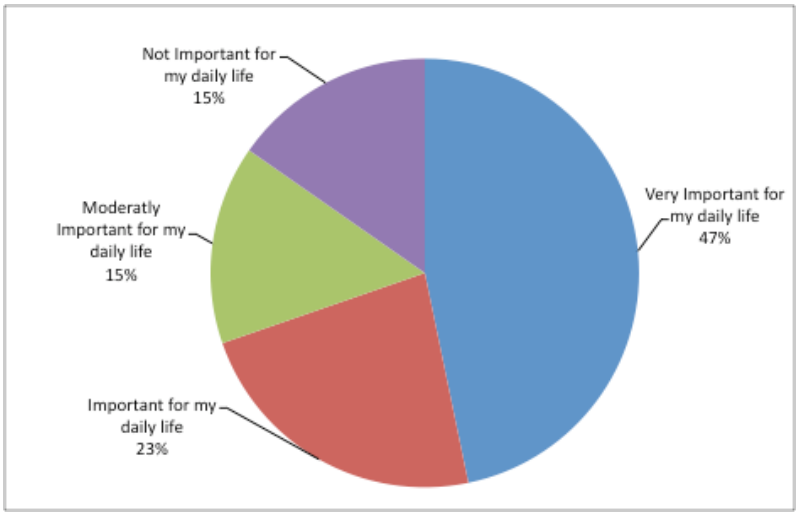
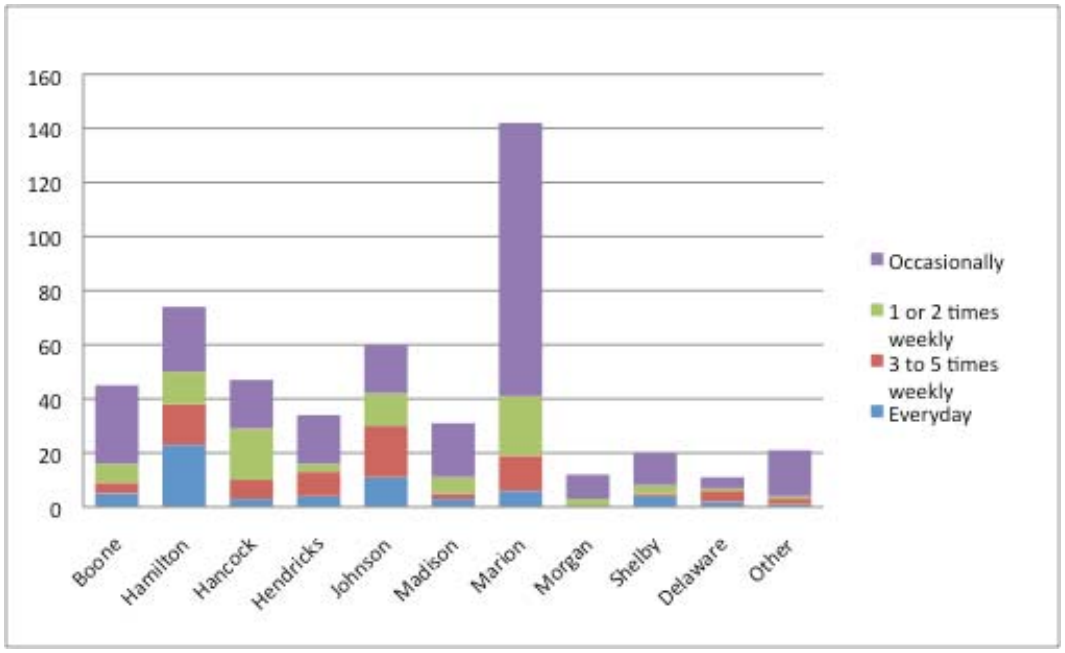


Exhibit 7 illustrates the frequency at which survey respondents need to travel outside of their local service area and into other counties. For some counties, the multi-county service is not provided currently or is provided for an additional cost to the passenger. In those counties, the number of times a passenger would like to use public transportation to travel to another county may be under-represented because the survey respondent may not consider multi-county travel to be an option for them.

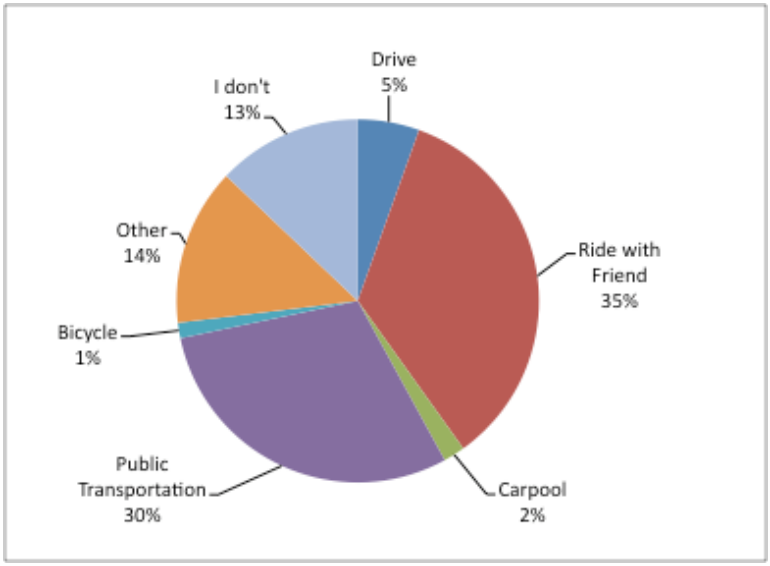
Most passengers need occasional trips outside of their local county. As expected, the most common trip need was from the local county to Marion County. Hamilton County results showed the largest number of passengers who need multi-county service everyday. Johnson County had the most passengers needing multi-county service on three to five days per week.

Exhibit 7: Frequency of Need for Multi-County Travel Options



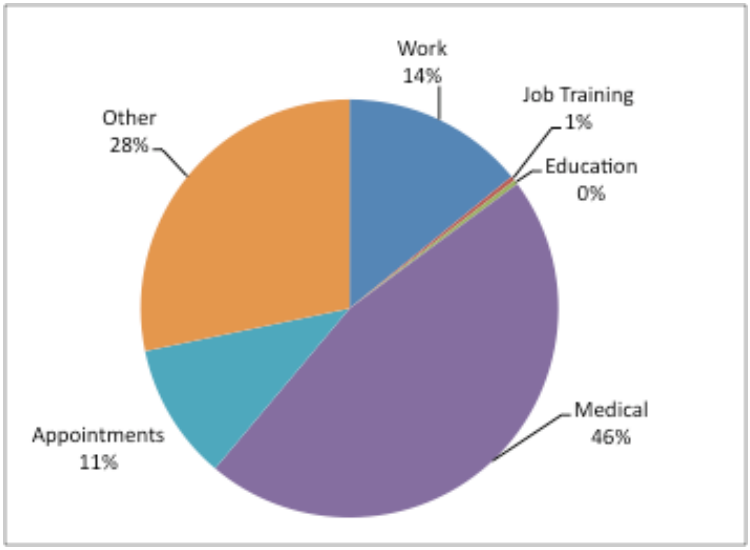
Public transportation passengers who travel to other Central Indiana counties use a variety of means to do so. Most passengers ride with a friend or use public transportation to get to other Central Indiana counties. Approximately thirteen (13) percent of survey participants stated that they do not go to other counties. Only two (2) percent carpool and five (5) percent drive, while the remainder bicycle, or use other means. County-by-county results are consistent with the overall survey results. In Hamilton County, more than one-half of the survey respondents ride with a friend when they need to travel to another Central Indiana county. (Exhibit 8)

Exhibit 8: Current Means of Transportation to Other Central Indiana Counties



Passengers also listed a variety of reasons to travel from their home county to other Central Indiana counties. Approximately forty-six (46) percent of survey respondents travel to other Central Indiana counties for medical purposes. Another eleven (11) percent travel across counties for appointments and fourteen (14) percent travel for work. Twenty-eight (28) percent listed other reasons while one (1) percent go to other counties for job training. None of the survey respondents travel to other counties for education.

Exhibit 9: Reasons for Multi-County Travel



III. SURVEY RESULTS BY SYSTEM

ACCESS JOHNSON COUNTY AND SHELBYGO SURVEY RESULTS

Access Johnson County and ShelbyGo provide transportation in Johnson and Shelby counties. Survey responses were collected from both counties and are analyzed separately in the following exhibits.

COMPLETED SURVEYS:

Johnson County: 85 Surveys
Shelby County: 16 Surveys

SHELBY COUNTY SURVEY RESULTS

Exhibit 1: Age of Survey Participants

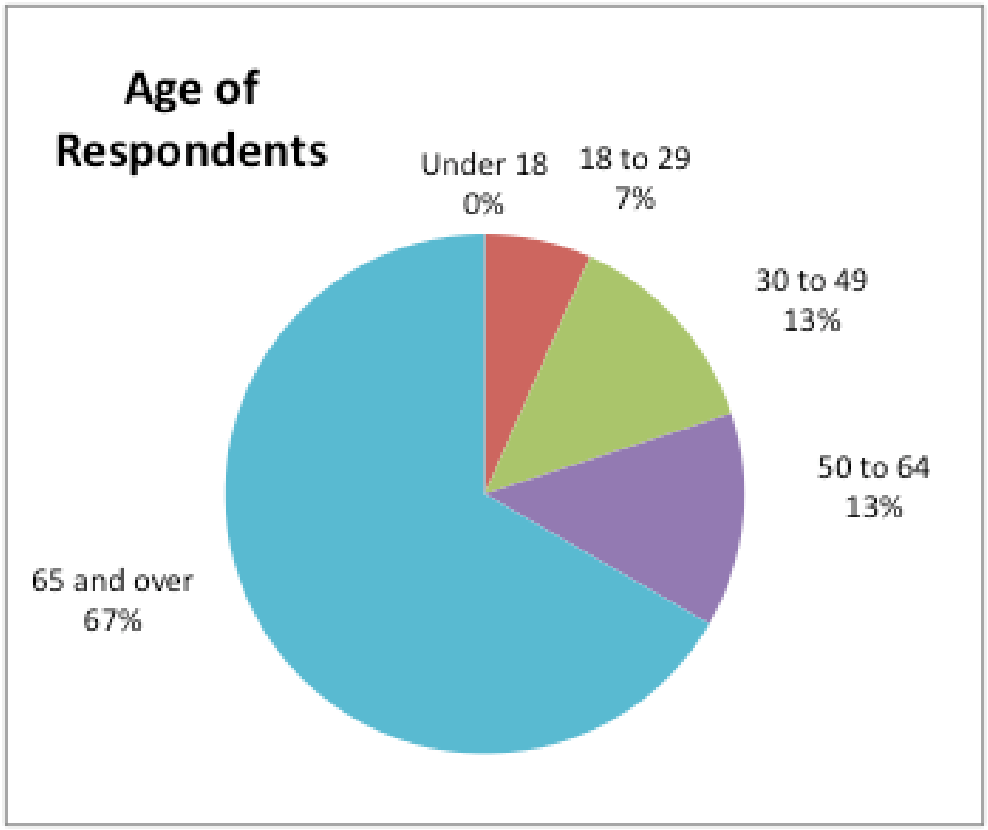


Exhibit 2: Time of Day Passenger Boarded The Vehicle

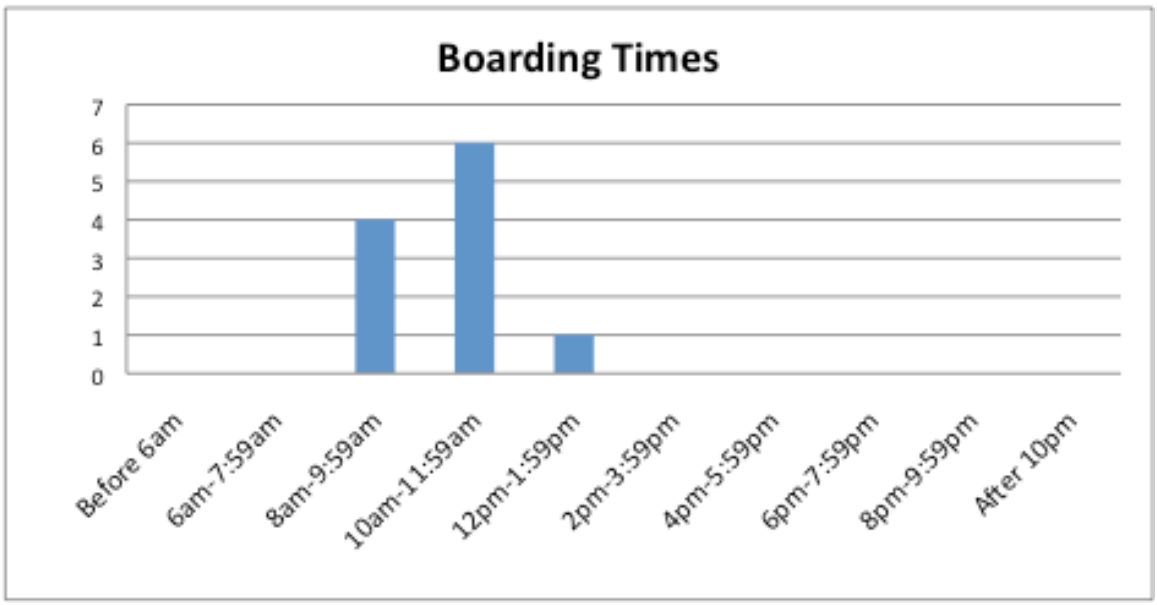
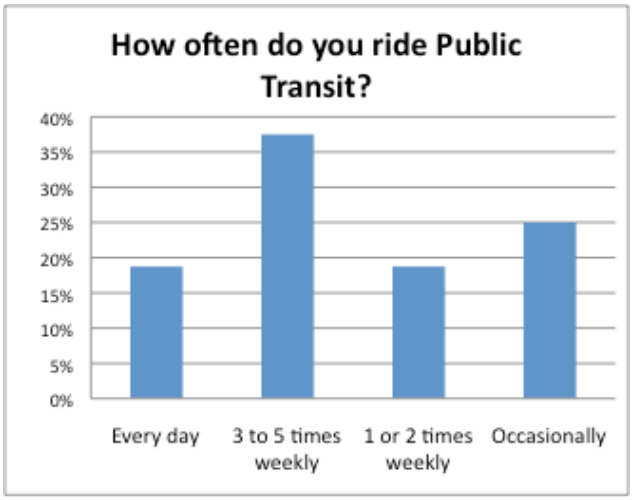


Exhibit 3: Frequency and Purpose of Riding Public Transportation



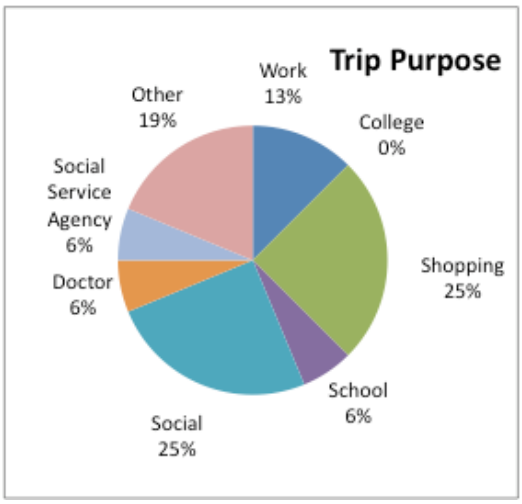


Exhibit 4: Importance of Creating Public Transit Service that Connects with Other Central Indiana Transit Providers for Cross-County Transportation

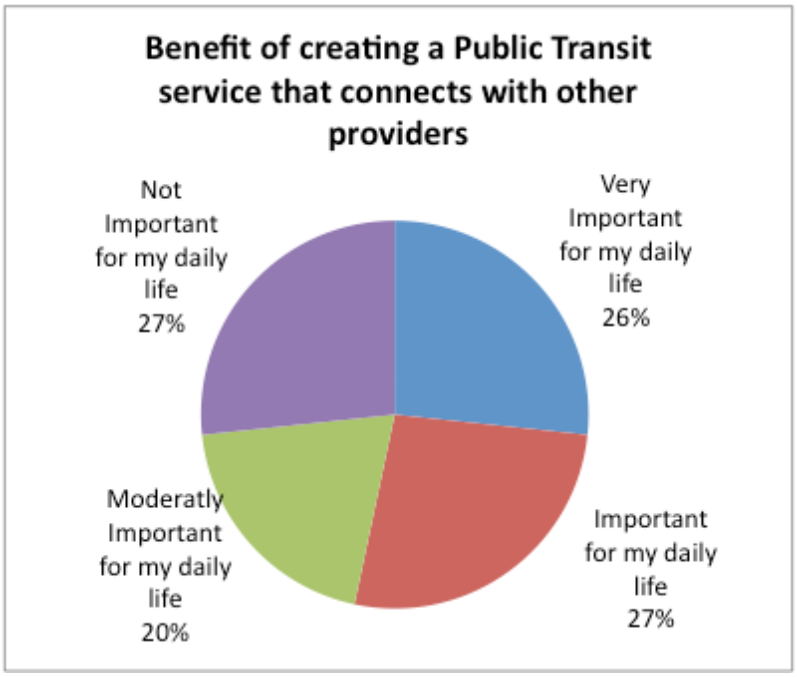


Exhibit 5: Frequency of Travel to Other Counties for Employment, College, and/or Medical or Social Service Agency Appointments

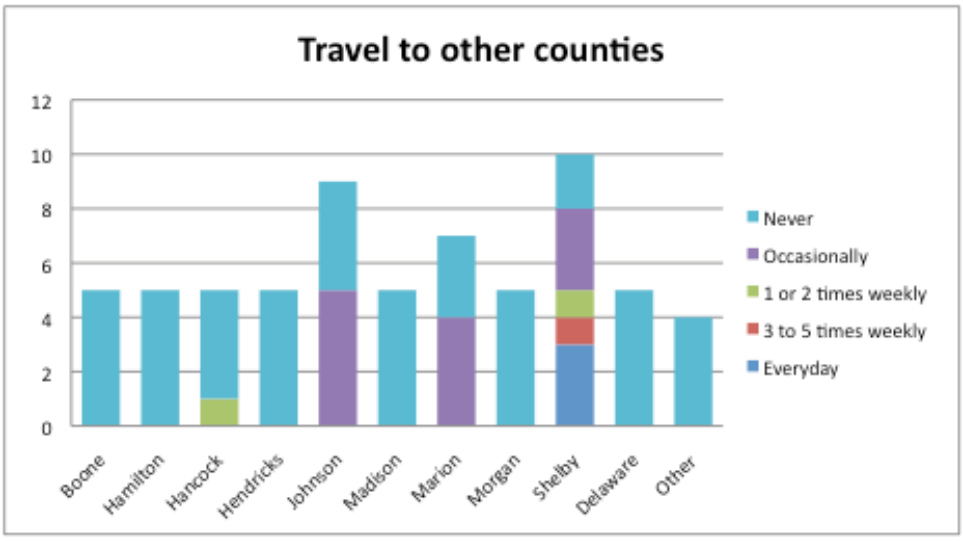
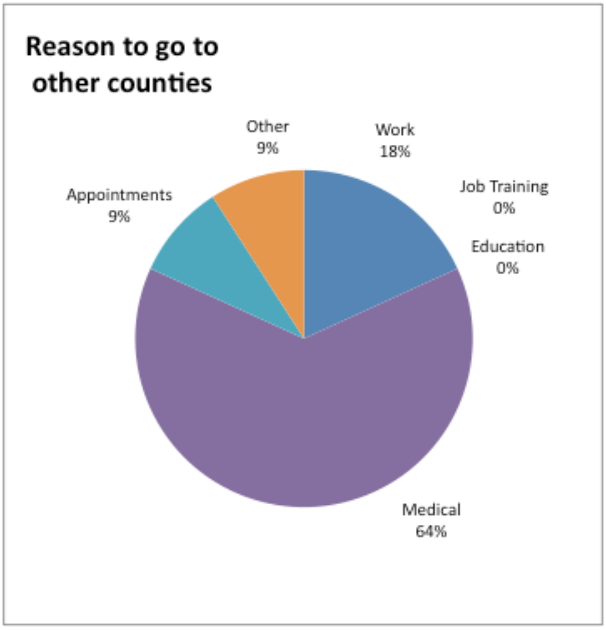


Exhibit 6: Most Common Reason for Traveling to Other Counties and Current Mode of Transportation



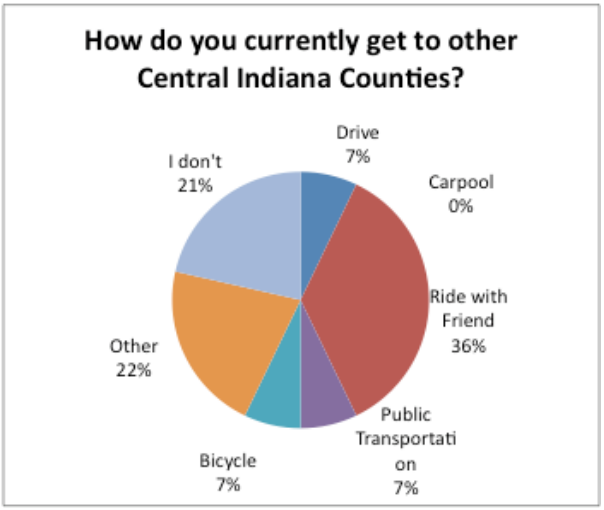
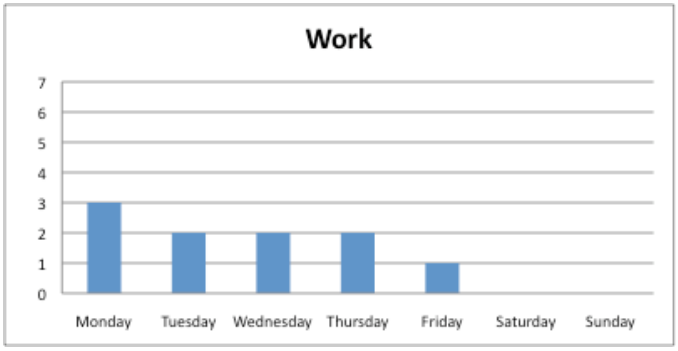
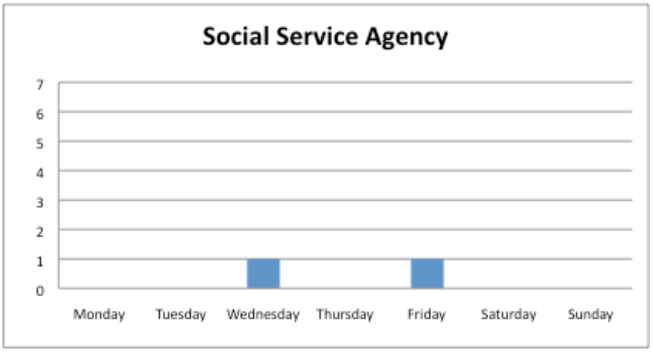
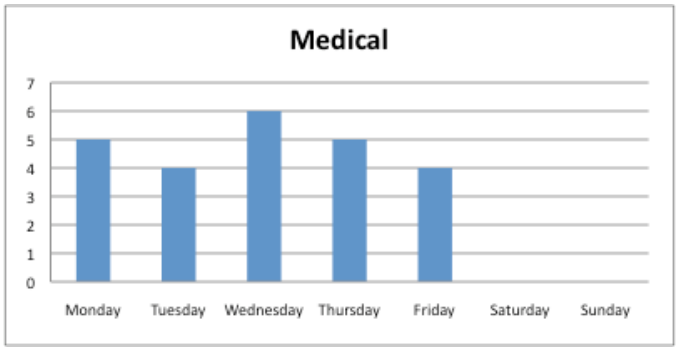


Exhibit 7: What Days Would You Use Transportation to Other Central Indiana Counties If It Were Available?







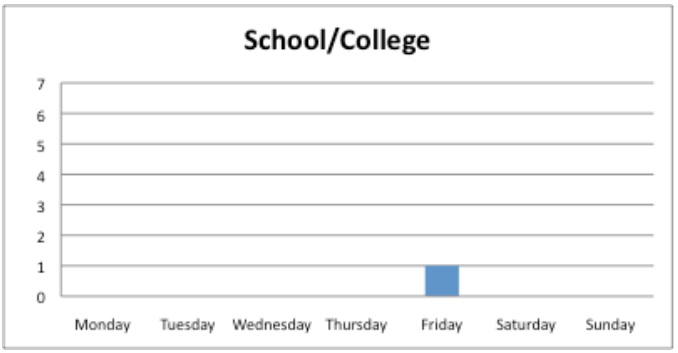


Exhibit 7: What Days Would You Use Transportation to Other Central Indiana Counties If It Were Available? (Continued)

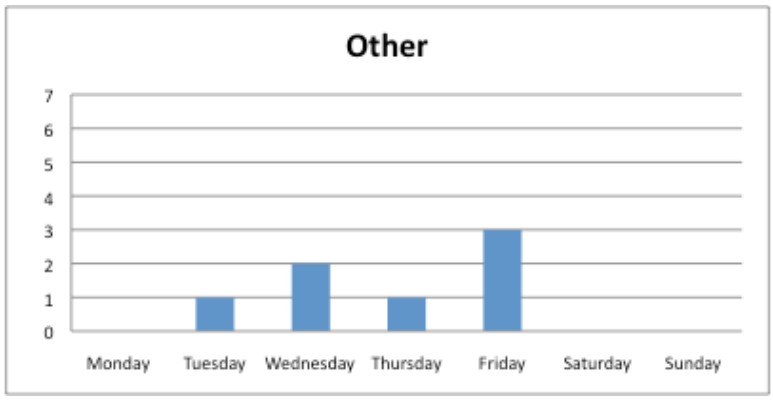
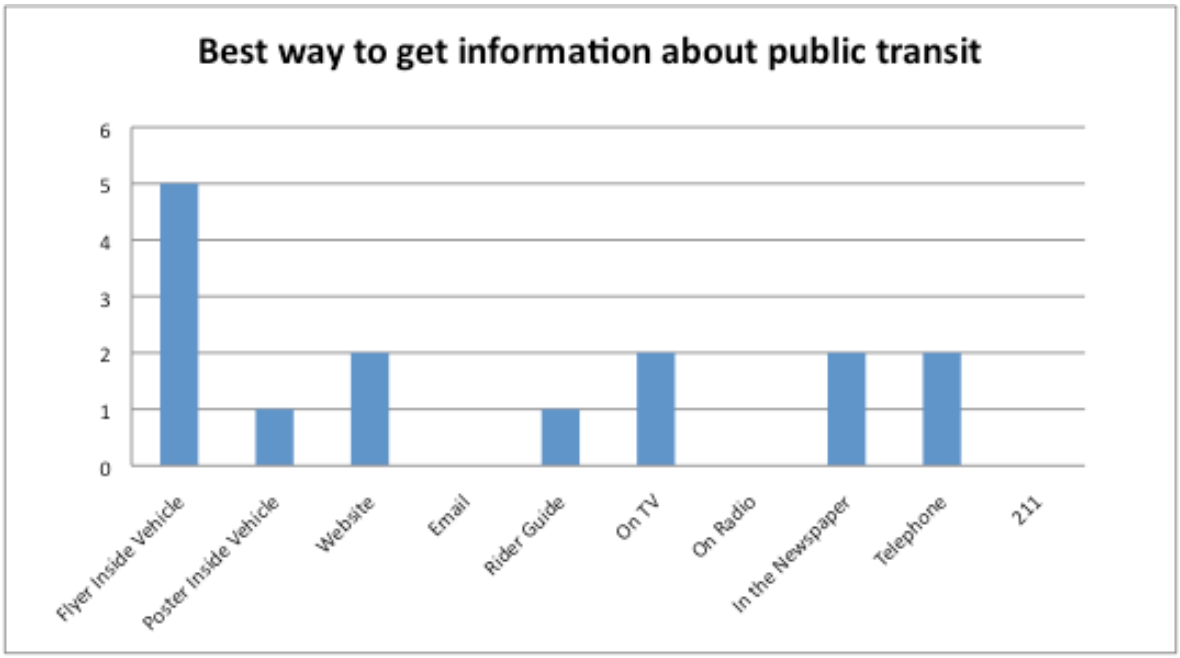


Exhibit 8: Single Best Way to Get Information About Public Transit Service



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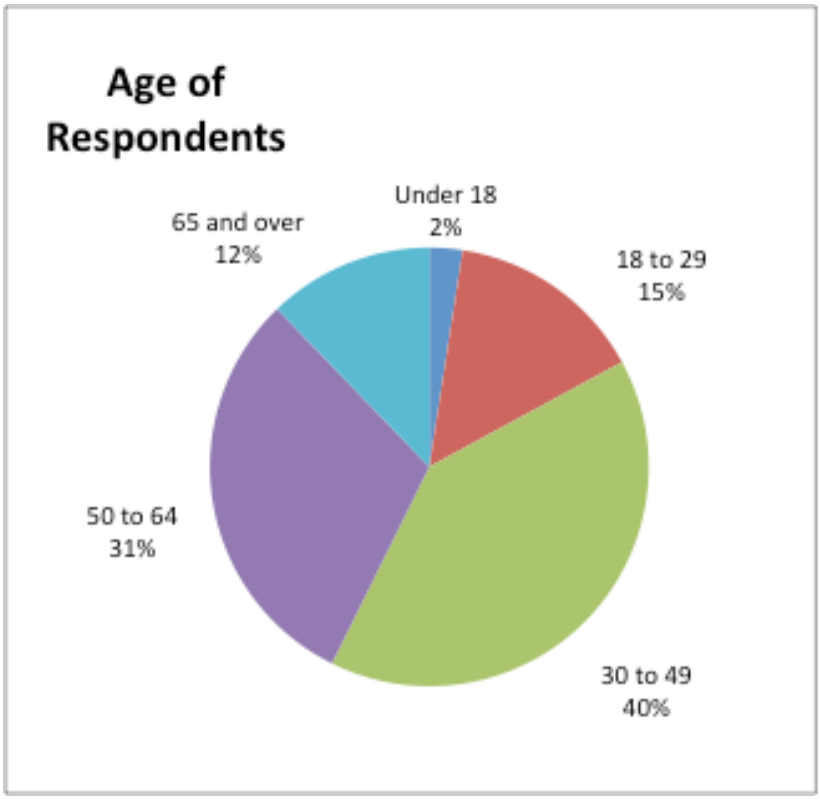

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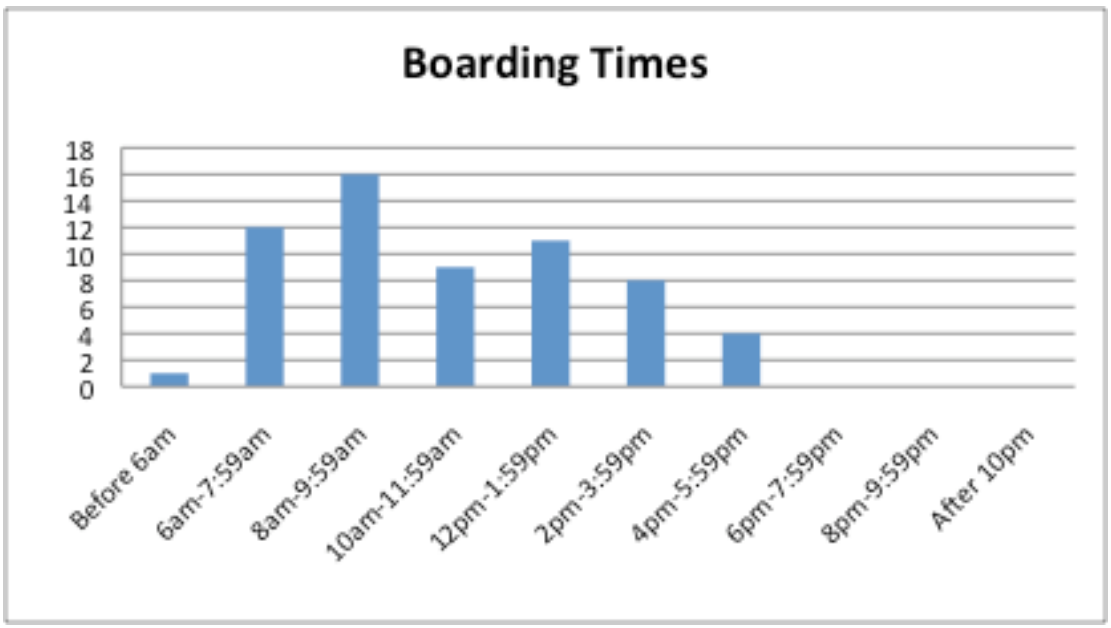

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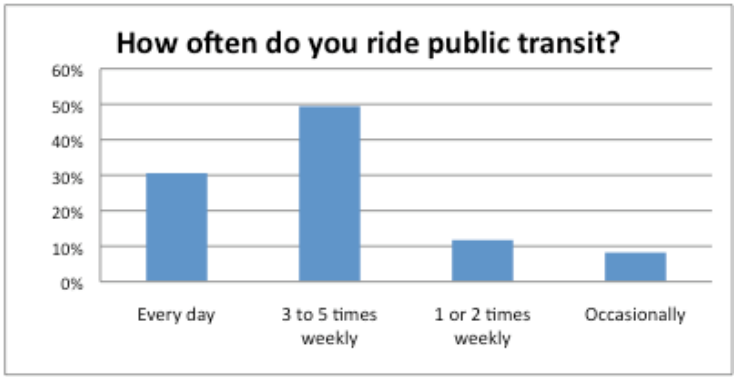

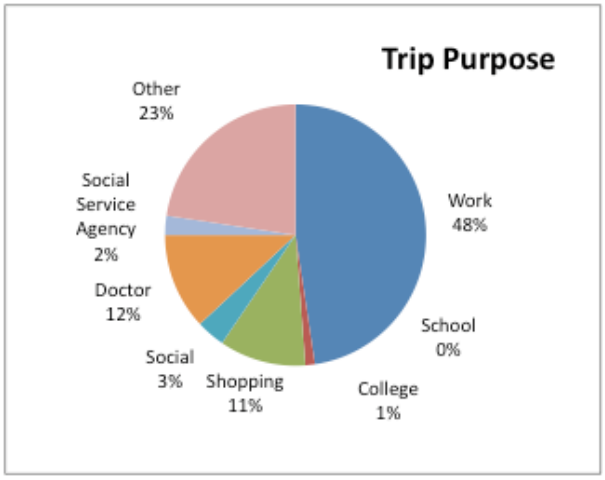

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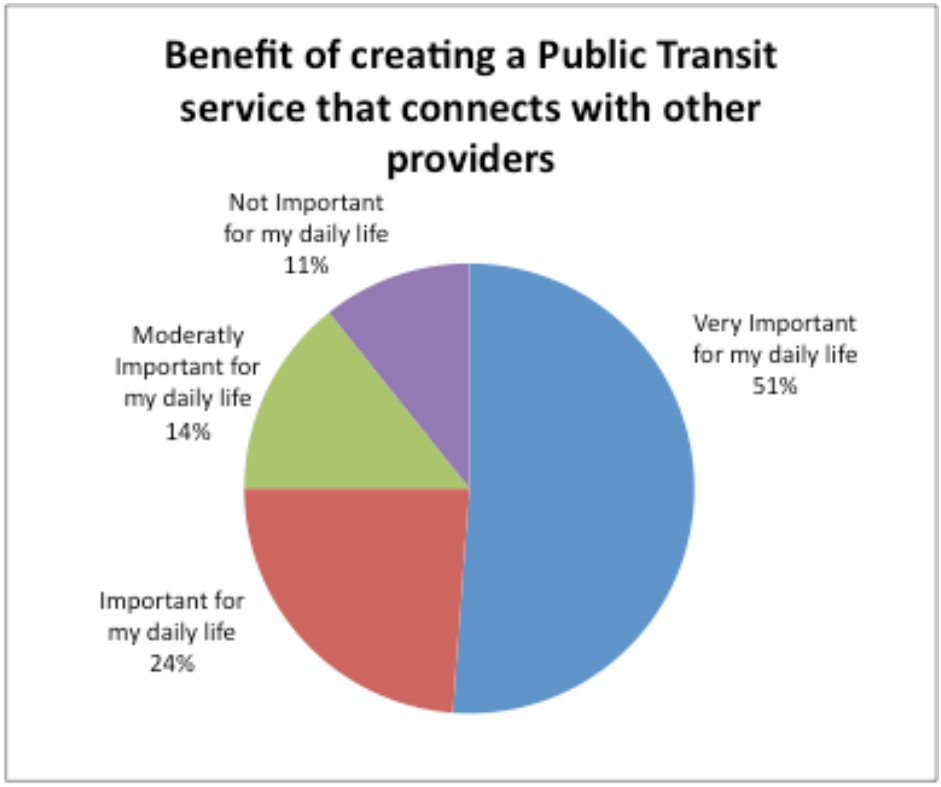

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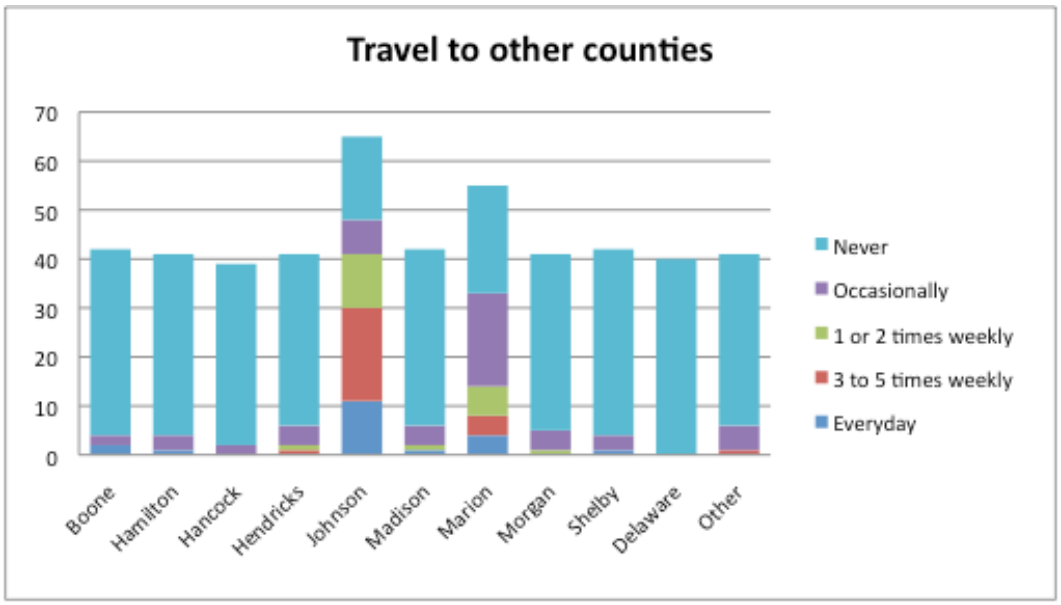
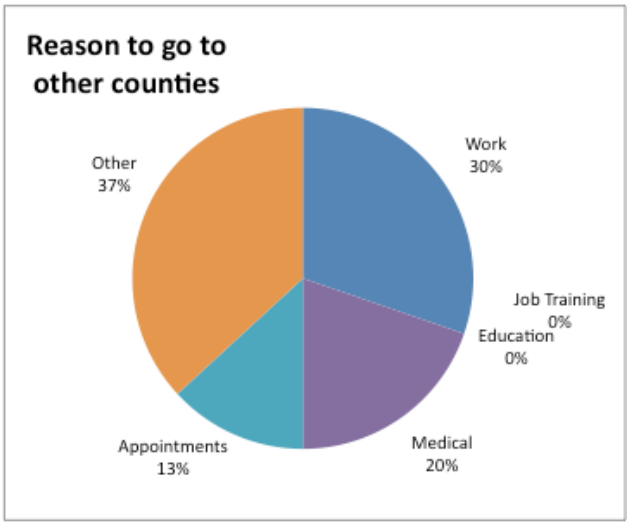
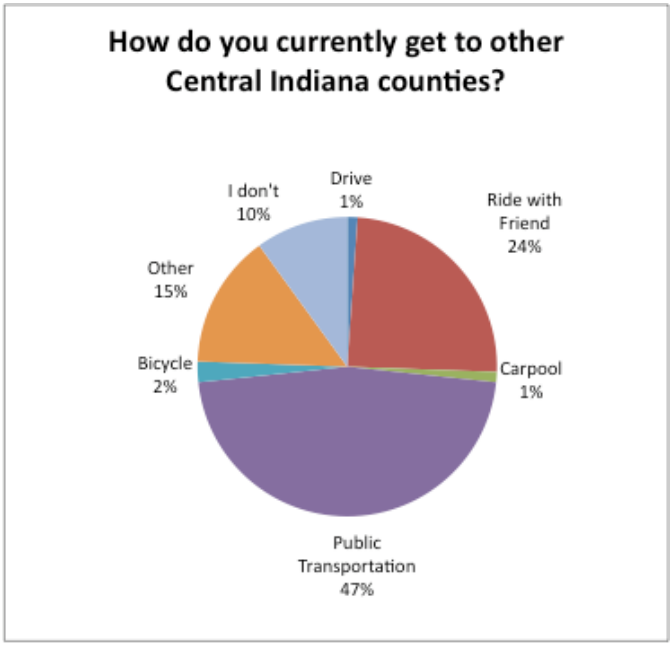


Exhibit 6: Most Common Reason for Traveling to Other Counties and Current Mode of Transportation





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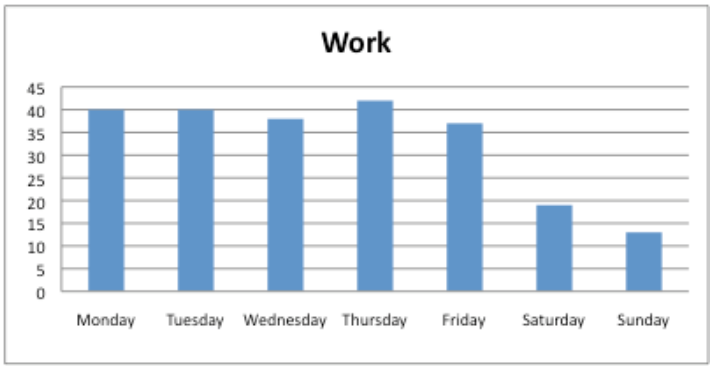
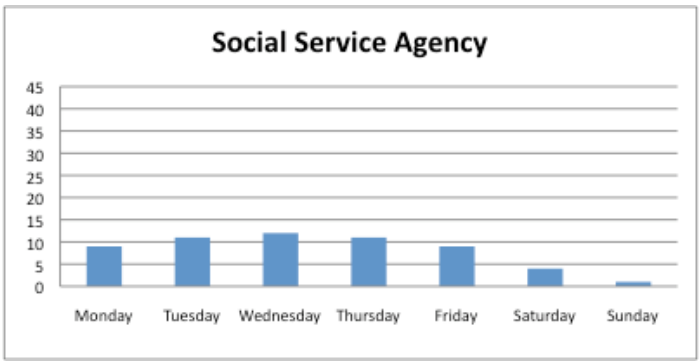
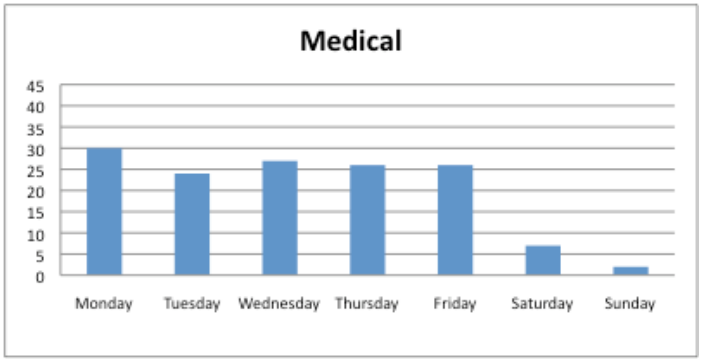
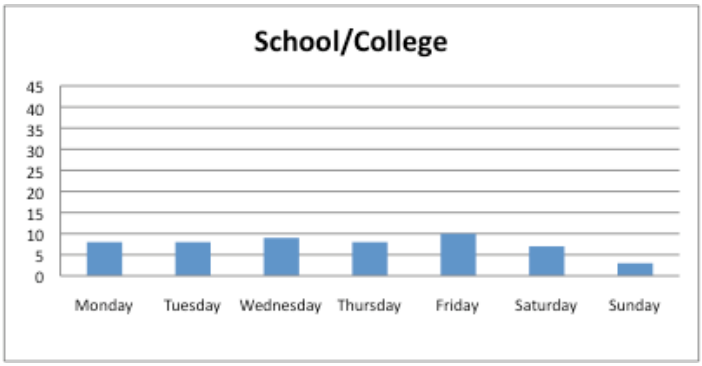








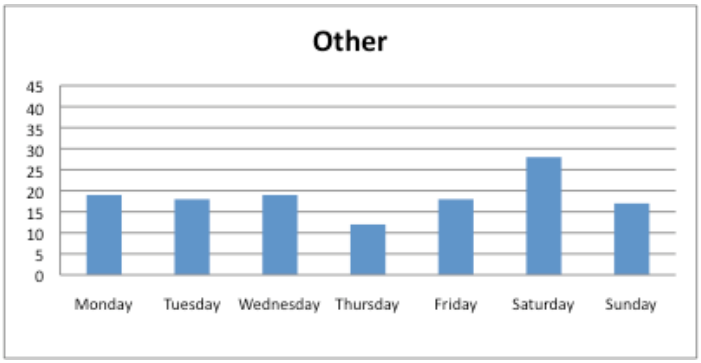
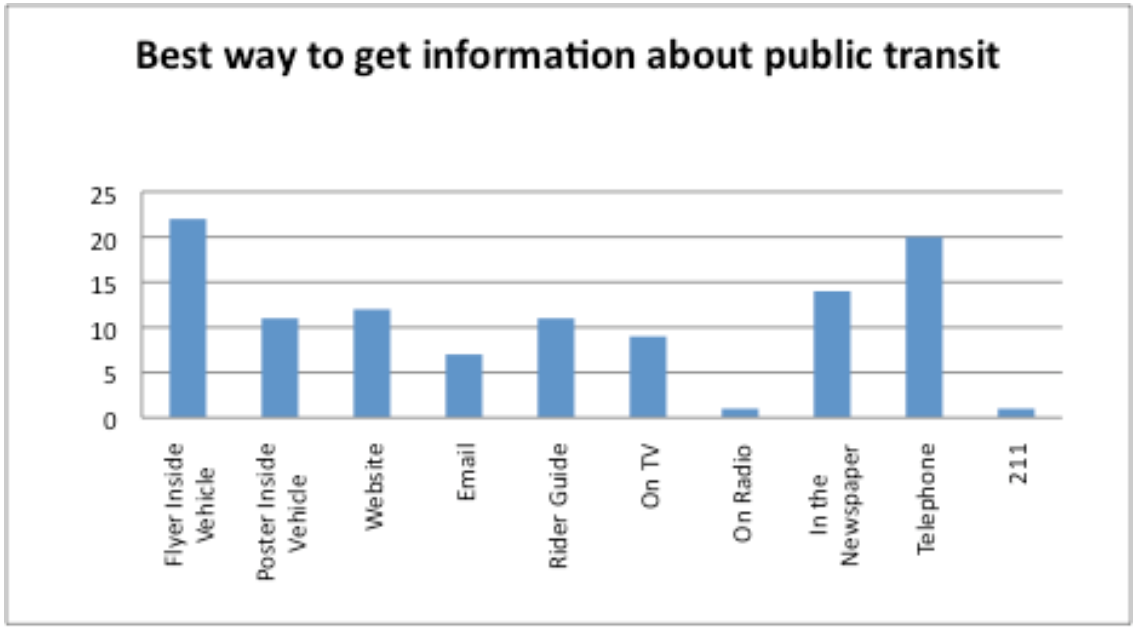


Exhibit 8: Single Best Way to Get Information About Public Transit Service



BOONE AREA TRANSIT SYSTEM (BATS) SURVEY RESULTS

Boone Area Transit System is the public transportation provider in Boone County. Fifty-three (53) passengers participated in the on-board survey. Survey results are illustrated in the following exhibits.

Exhibit 1: Age of Survey Participants

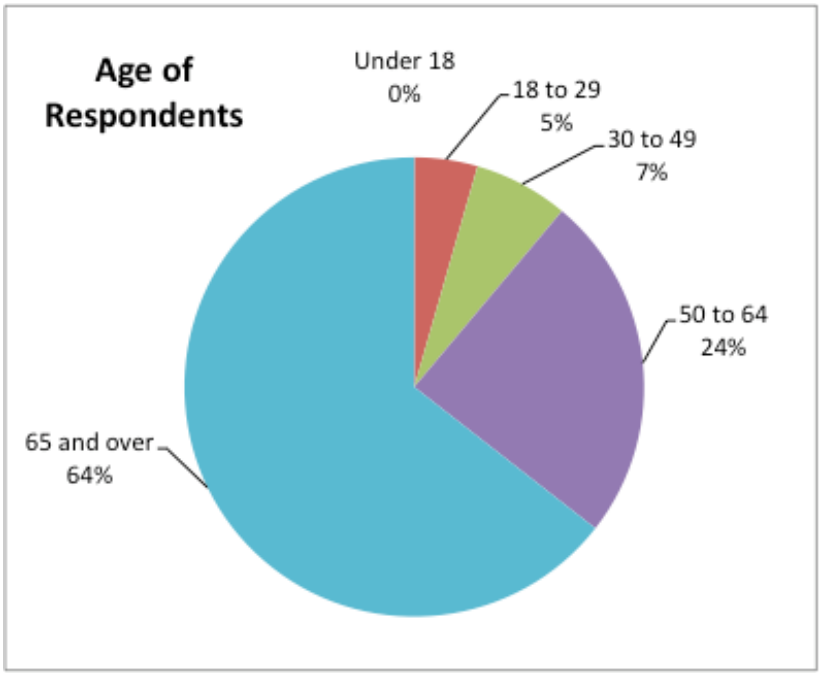


Exhibit 2: Time of Day Passenger Boarded The Vehicle

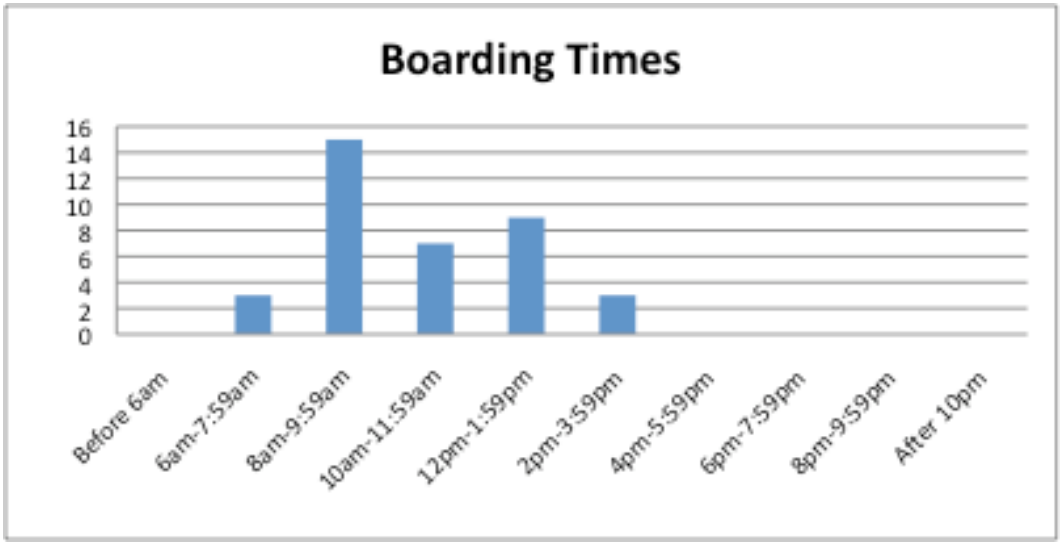


Exhibit 3: Frequency and Purpose of Riding Public Transportation

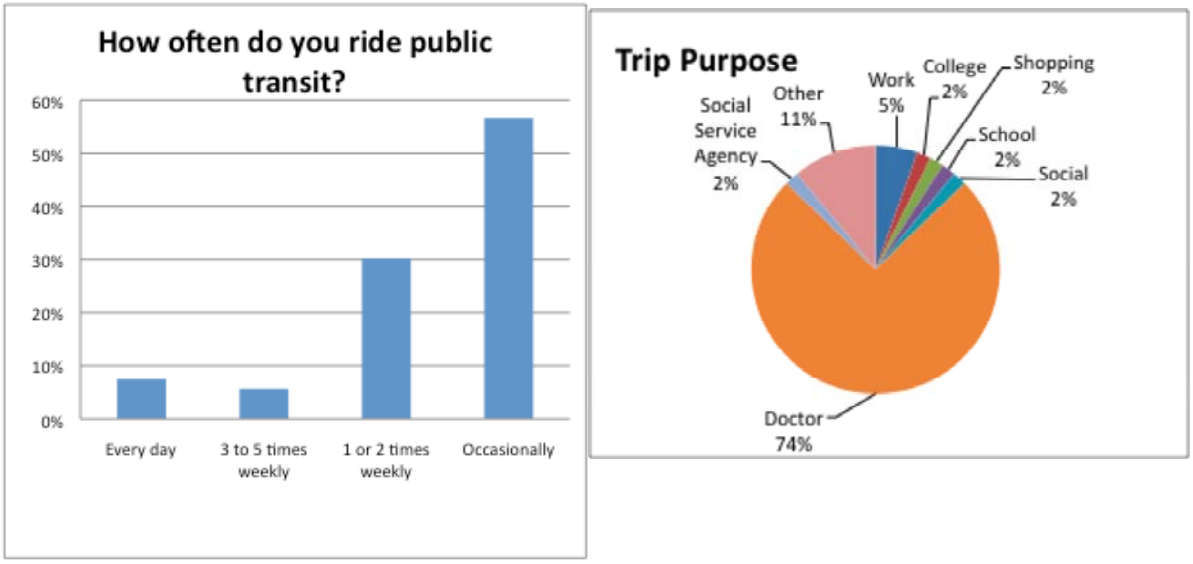


Exhibit 4: Importance of Creating Public Transit Service that Connects with Other Central Indiana Transit Providers for Cross-County Transportation

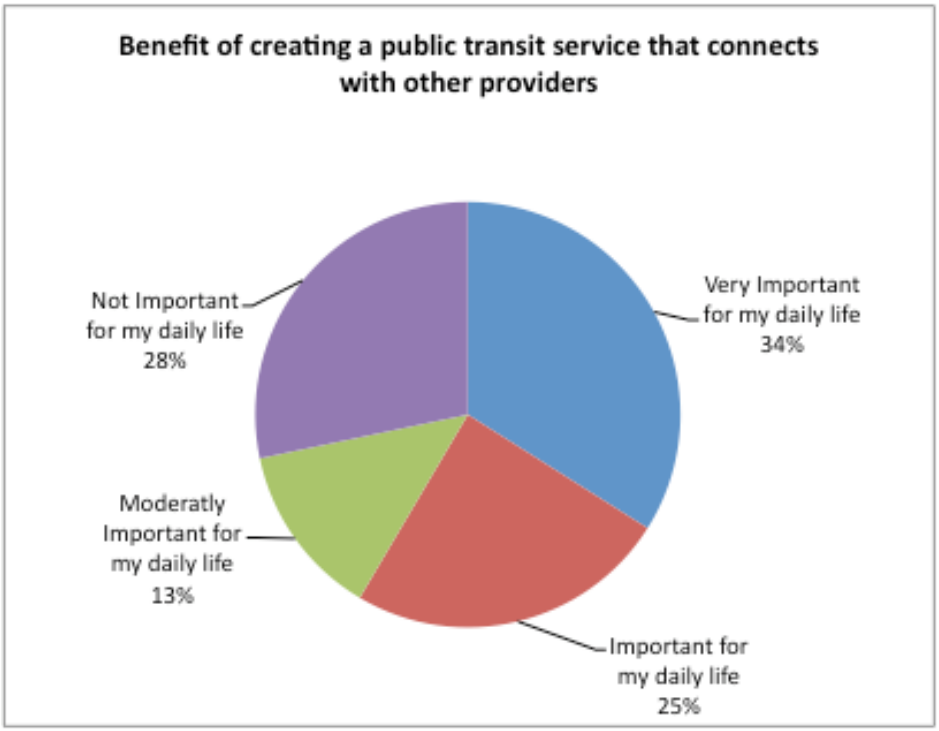


Exhibit 5: Frequency of Travel to Other Counties for Employment, College, and/or Medical or Social Service Agency Appointments

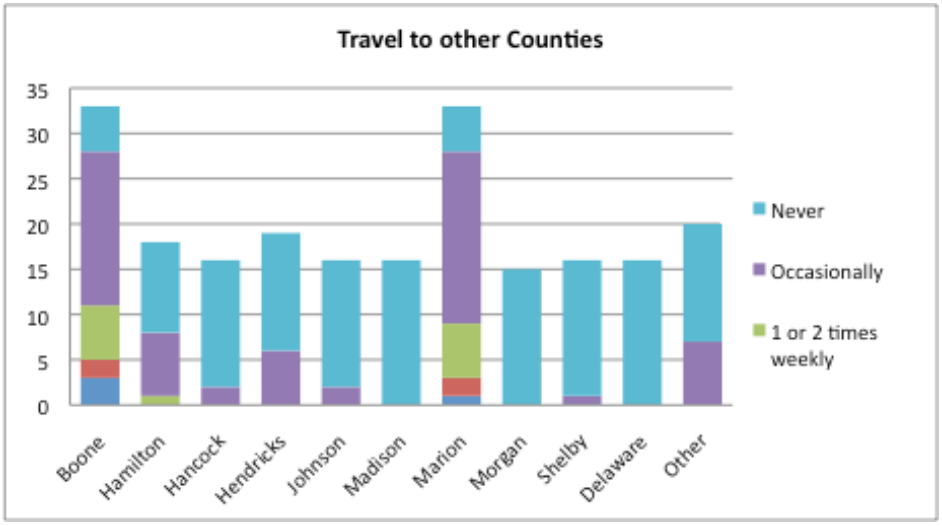
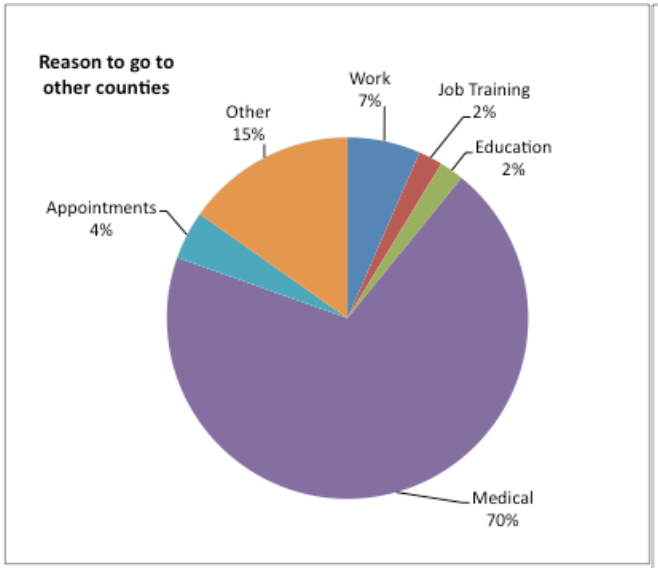


Exhibit 6: Most Common Reason for Traveling to Other Counties and Current Mode of Transportation



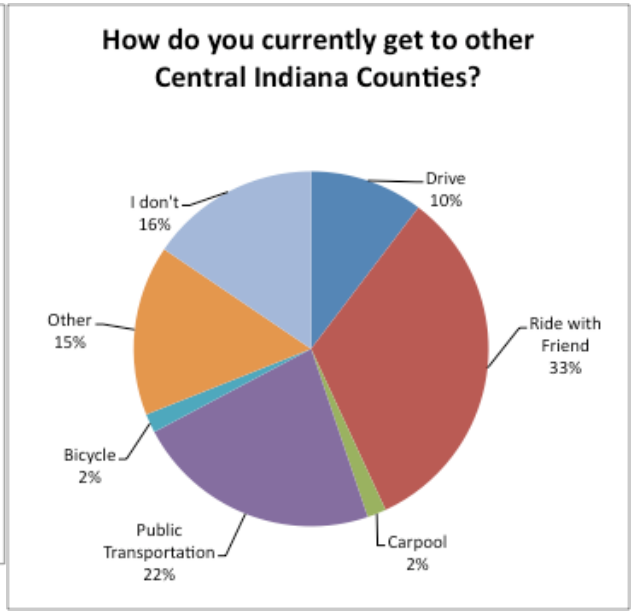
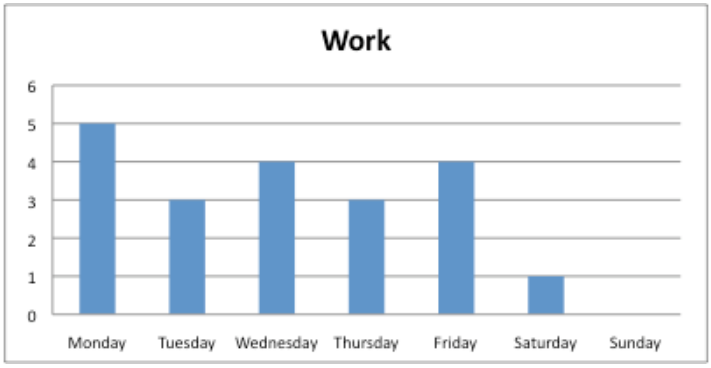
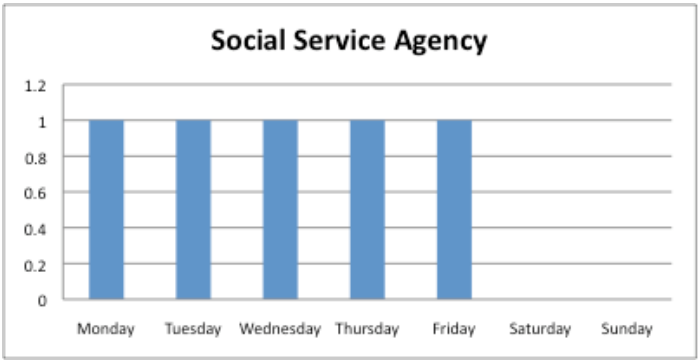
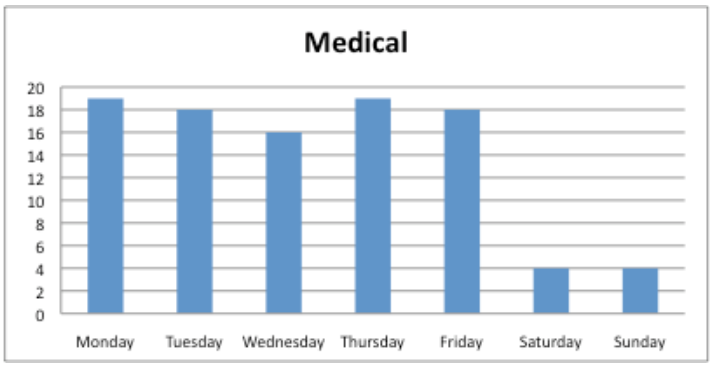
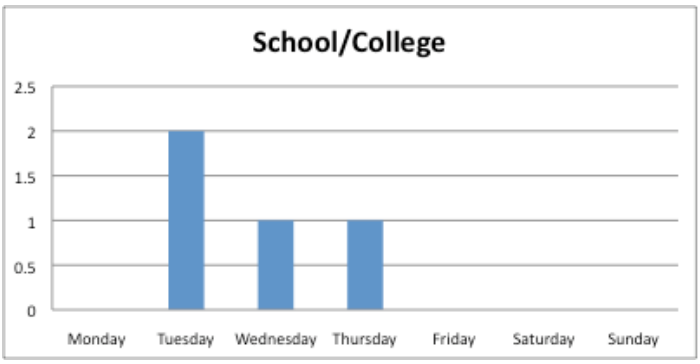


Exhibit 7: What Days Would You Use Transportation to Other Central Indiana Counties If It Were Available?









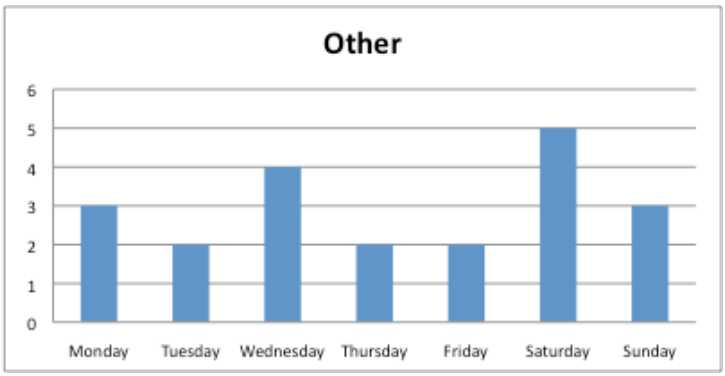
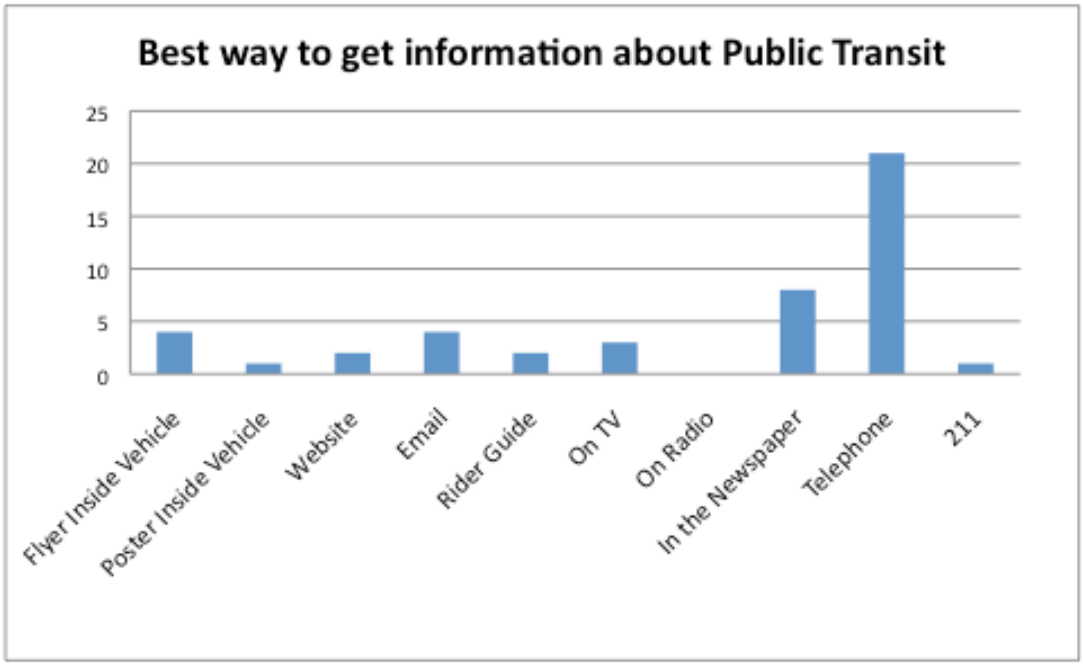


Exhibit 8: Single Best Way to Get Information About Public Transit Service



HAMILTON COUNTY EXPRESS SURVEY RESULTS

Hamilton County Express provides public transportation to Hamilton County Indiana. Sixty-nine (69) passengers completed the on-board survey. Survey results are illustrated in the following exhibits.

Exhibit 1: Age of Survey Participants

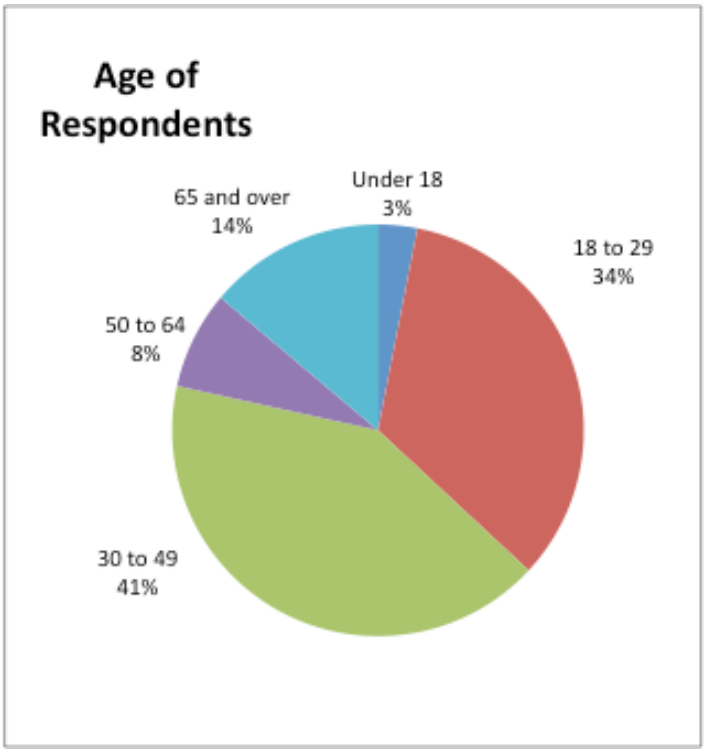


Exhibit 2: Time of Day Passenger Boarded The Vehicle

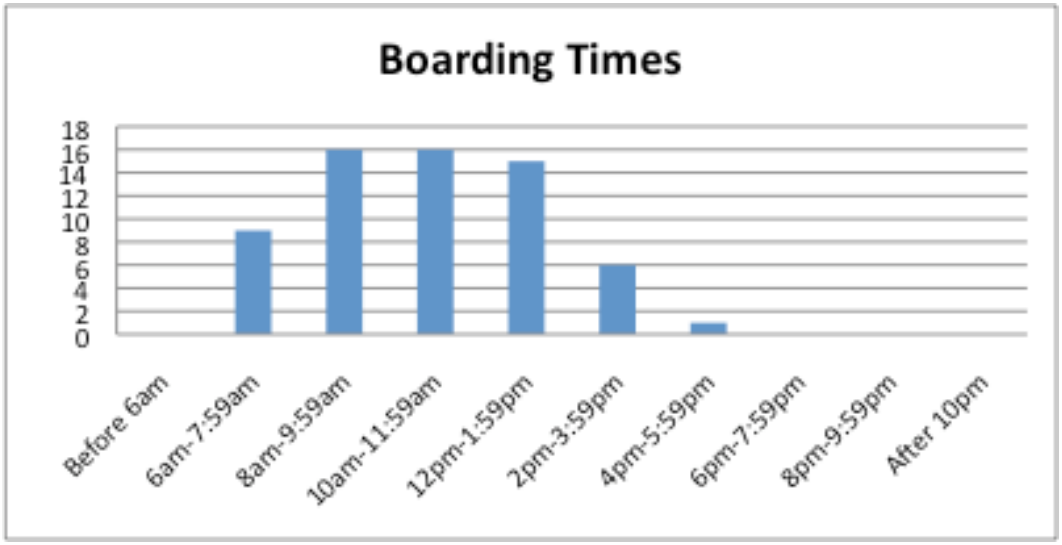
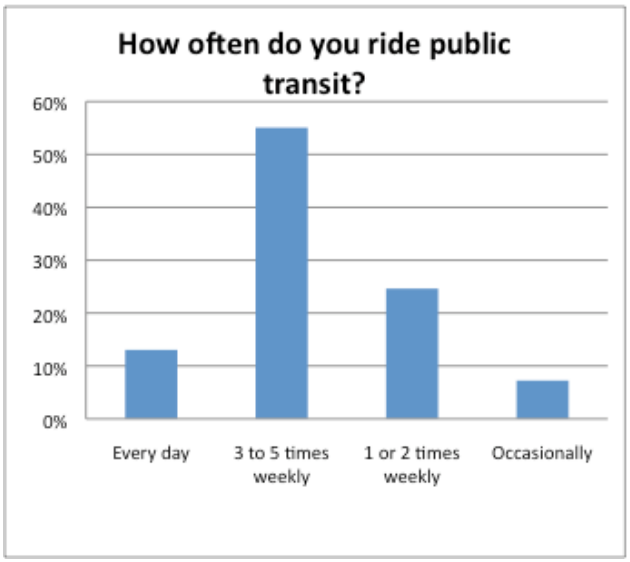


Exhibit 3: Frequency and Purpose of Riding Public Transportation



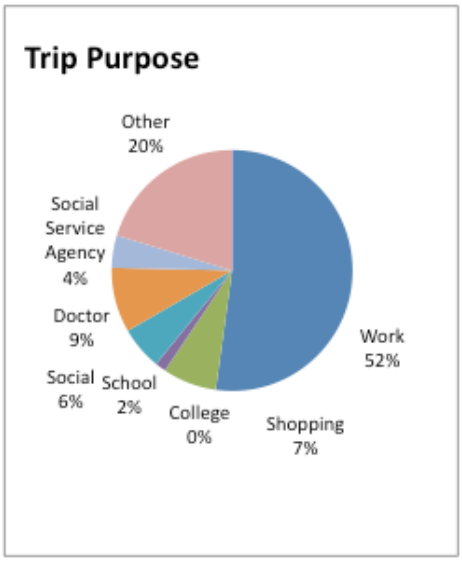


Exhibit 4: Importance of Creating Public Transit Service that Connects with Other Central Indiana Transit Providers for Cross-County Transportation

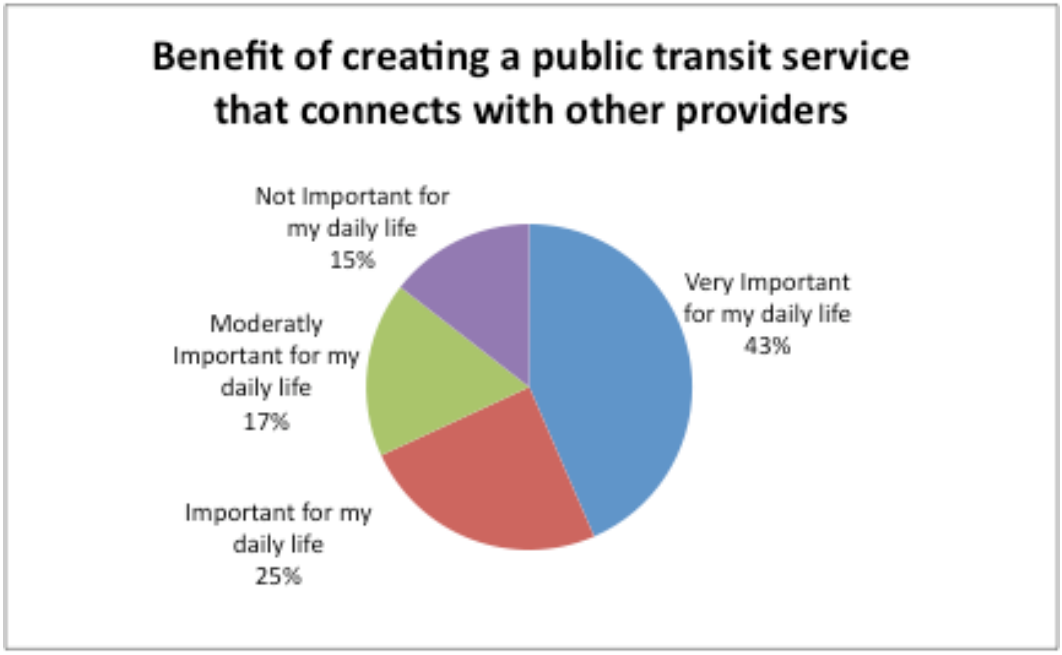
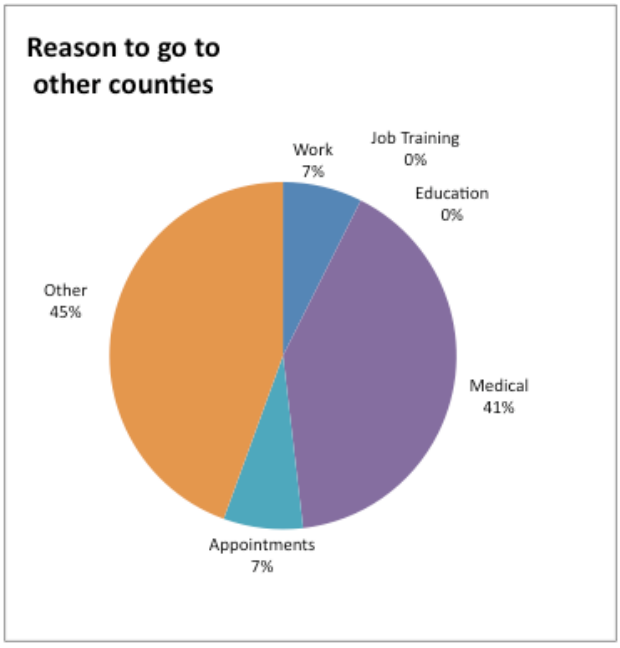


Exhibit 5: Frequency of Travel to Other Counties for Employment, College, and/or Medical or Social Service Agency Appointments

Exhibit 6: Most Common Reason for Traveling to Other Counties and Current Mode of Transportation



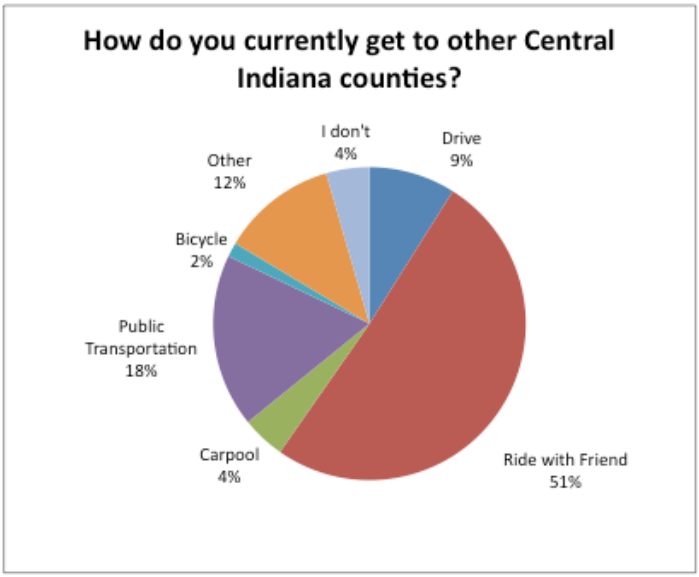
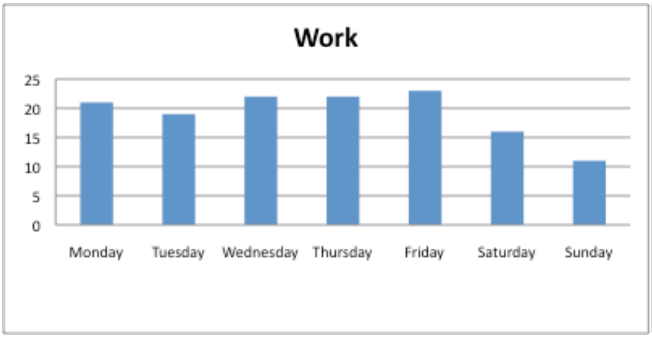
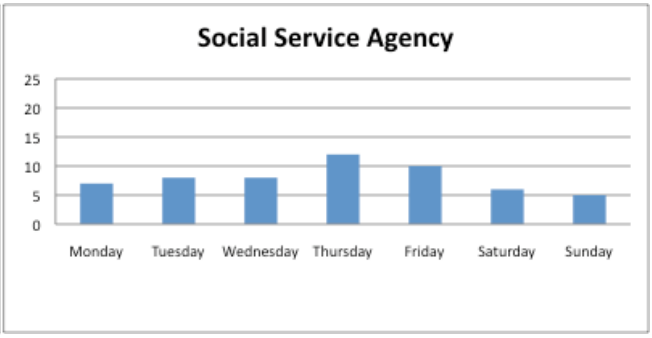
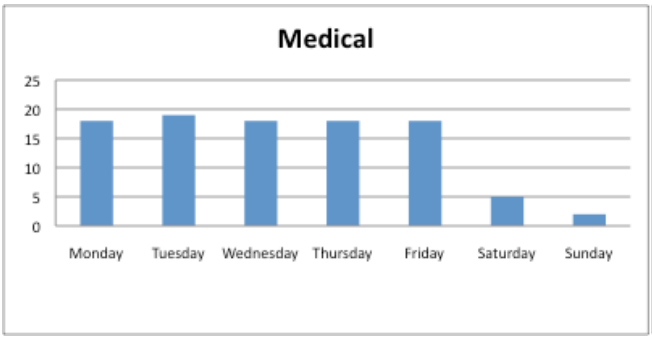
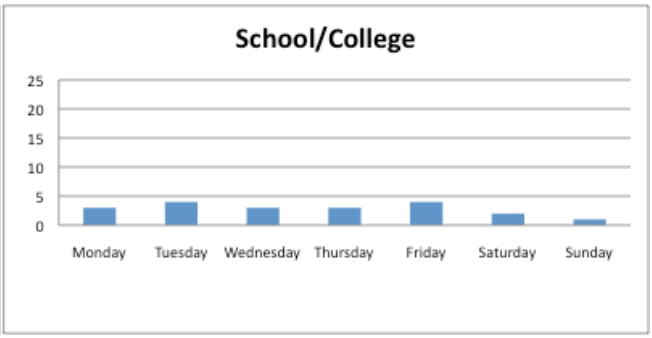


Exhibit 7: What Days Would You Use Transportation to Other Central Indiana Counties If It Were Available?









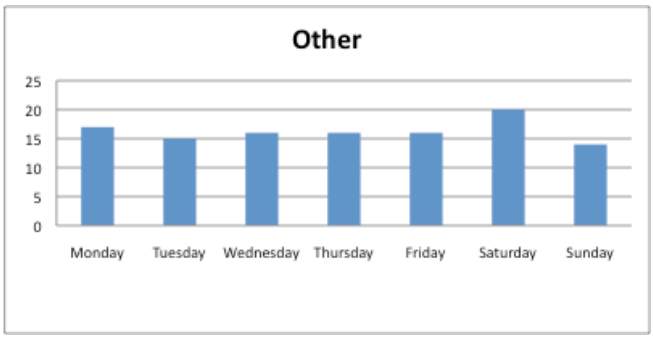
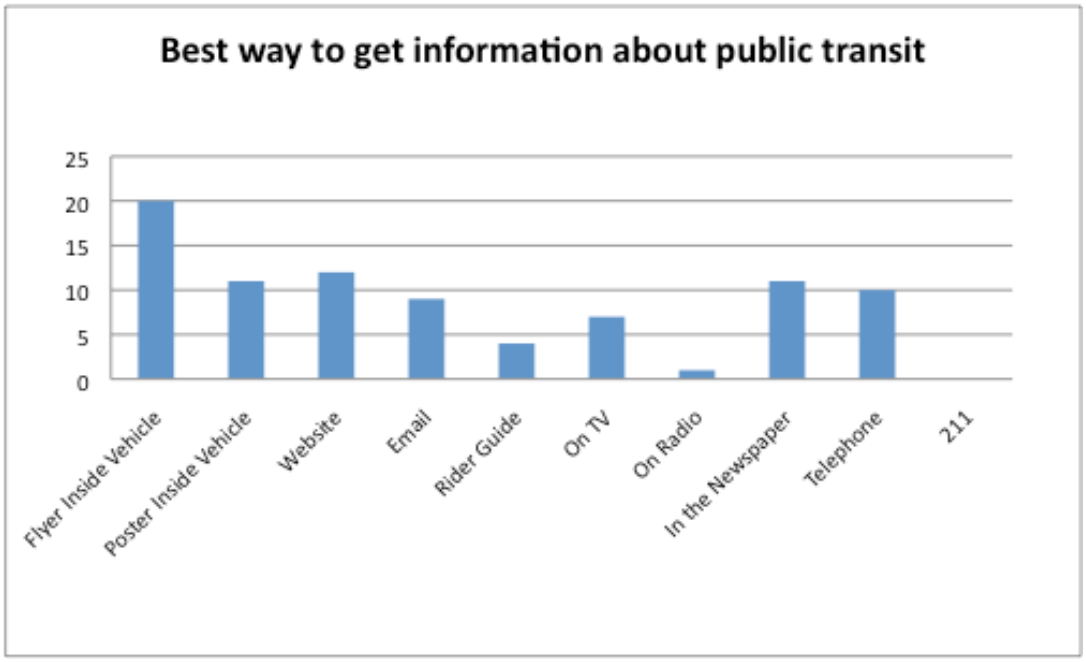


Exhibit 8: Single Best Way to Get Information About Public Transit Service



HANCOCK AREA RURAL TRANSIT SURVEY RESULTS

Hancock Area Rural Transit (HART) provides public transportation for Hancock County. The system collected 85 responses for the on-board passenger survey. Survey results are illustrated in the following exhibits:

Exhibit 1: Age of Survey Participants

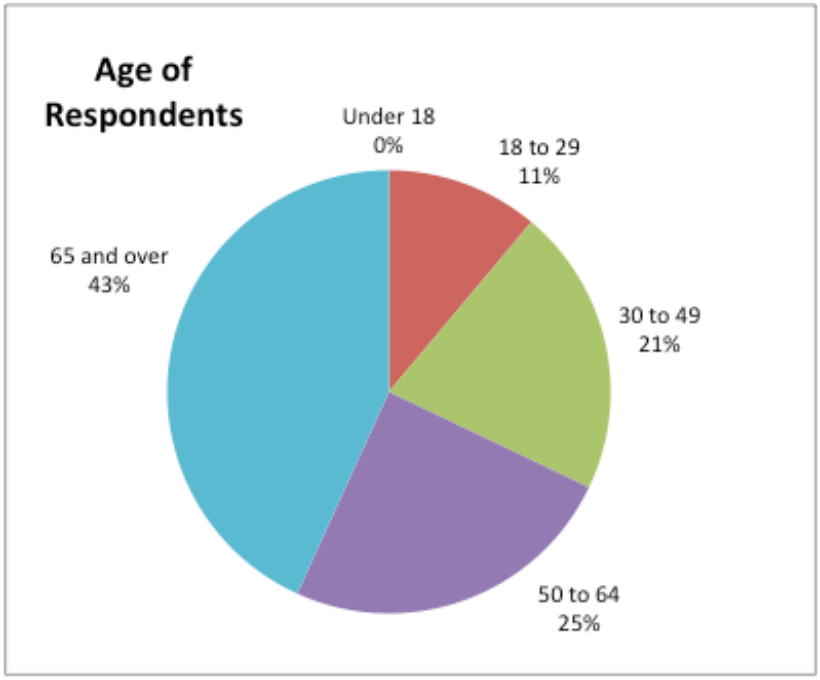


Exhibit 2: Time of Day Passenger Boarded The Vehicle

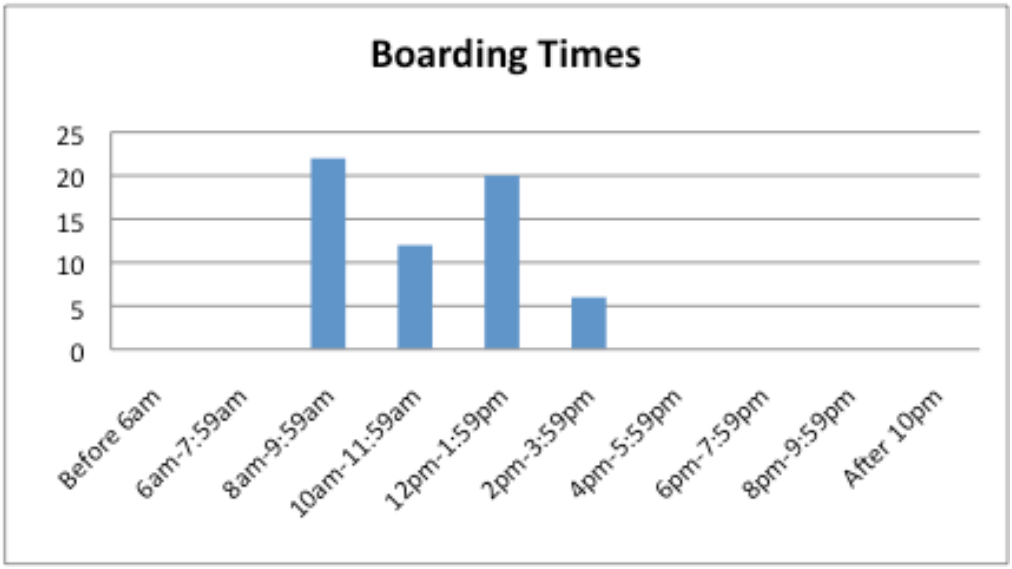
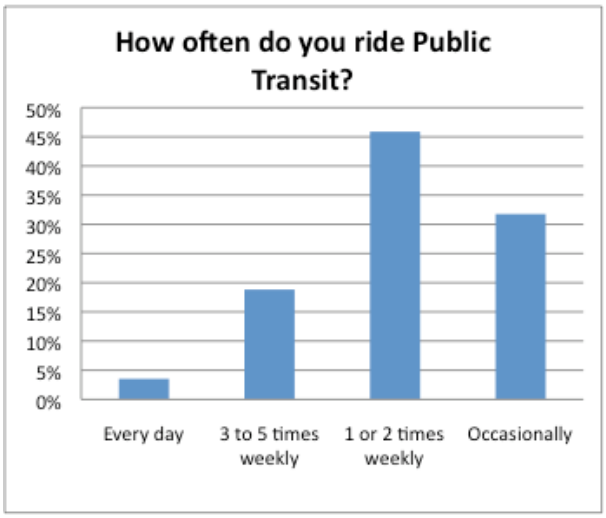


Exhibit 3: Frequency and Purpose of Riding Public Transportation



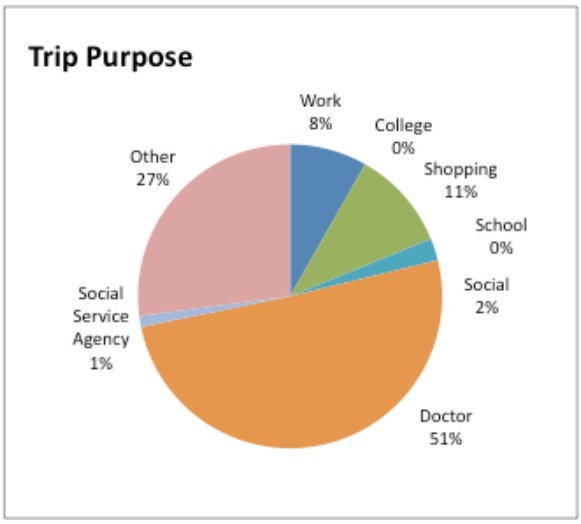


Exhibit 4: Importance of Creating Public Transit Service that Connects with Other Central Indiana Transit Providers for Cross-County Transportation

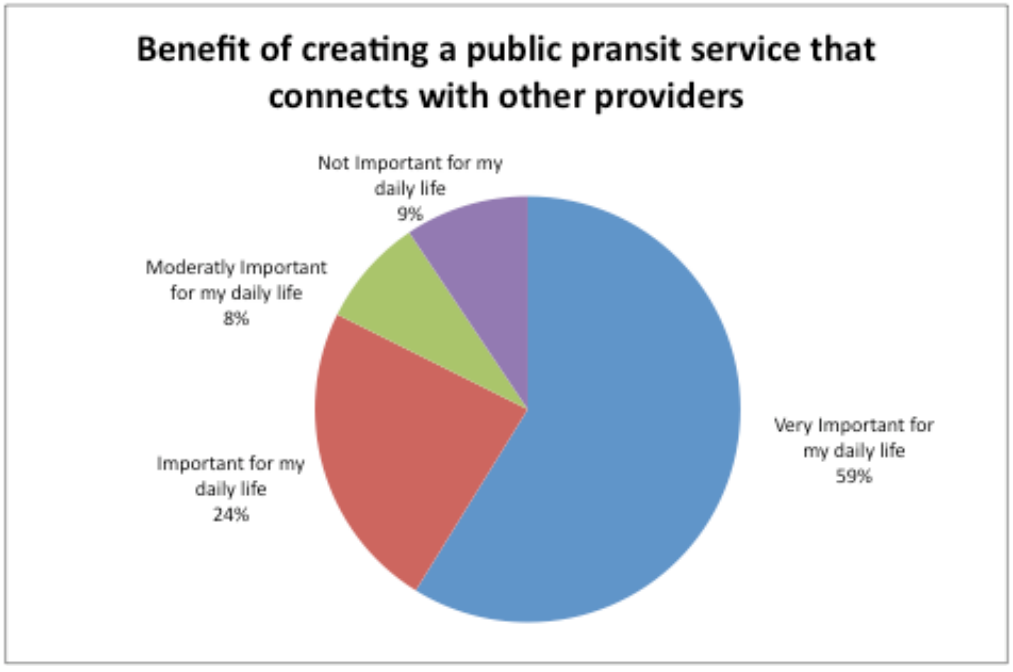


Exhibit 5: Frequency of Travel to Other Counties for Employment, College, and/or Medical or Social Service Agency Appointments

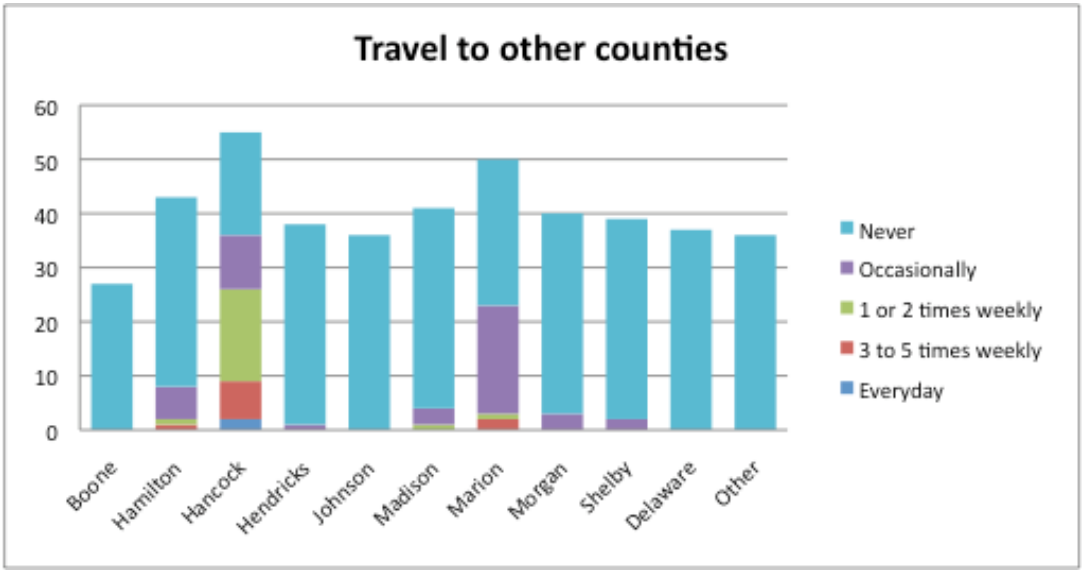
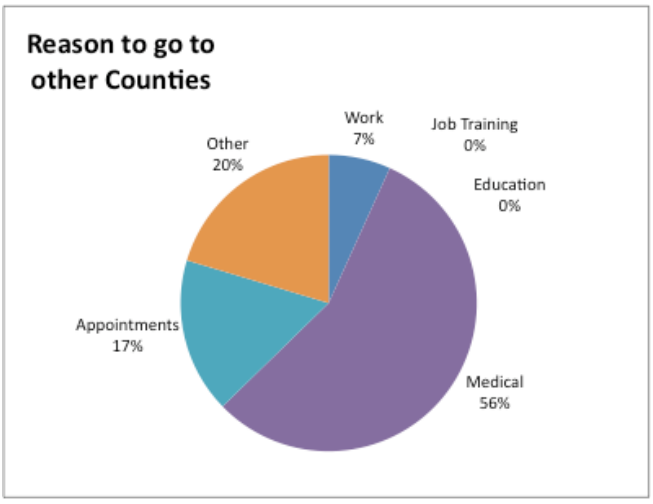


Exhibit 6: Most Common Reason for Traveling to Other Counties and Current Mode of Transportation



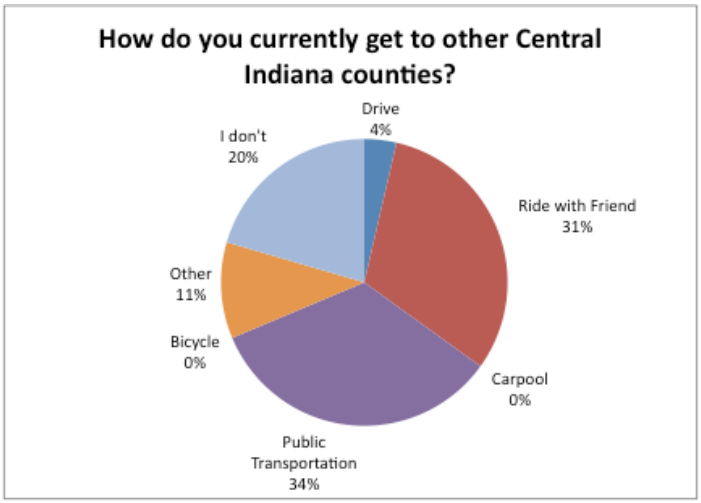
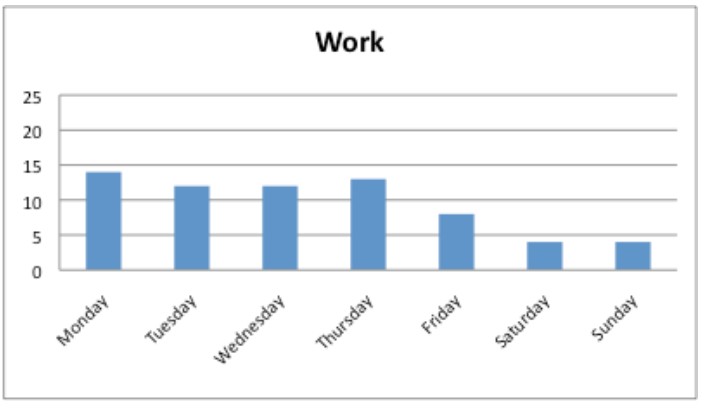
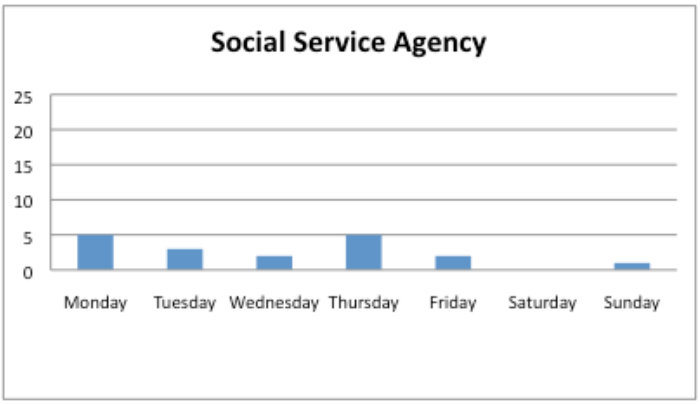
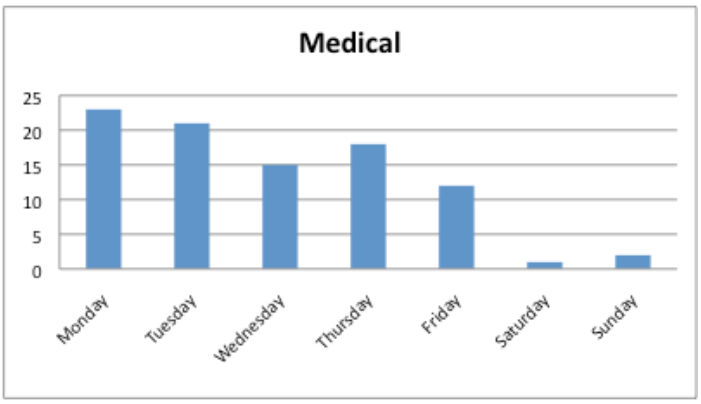
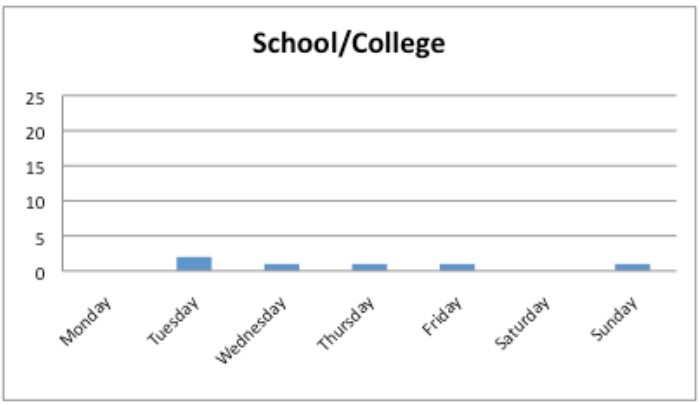


Exhibit 7: What Days Would You Use Transportation to Other Central Indiana Counties If It Were Available?









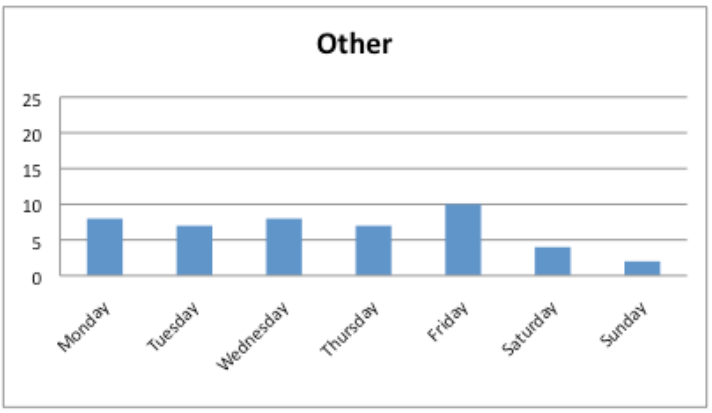
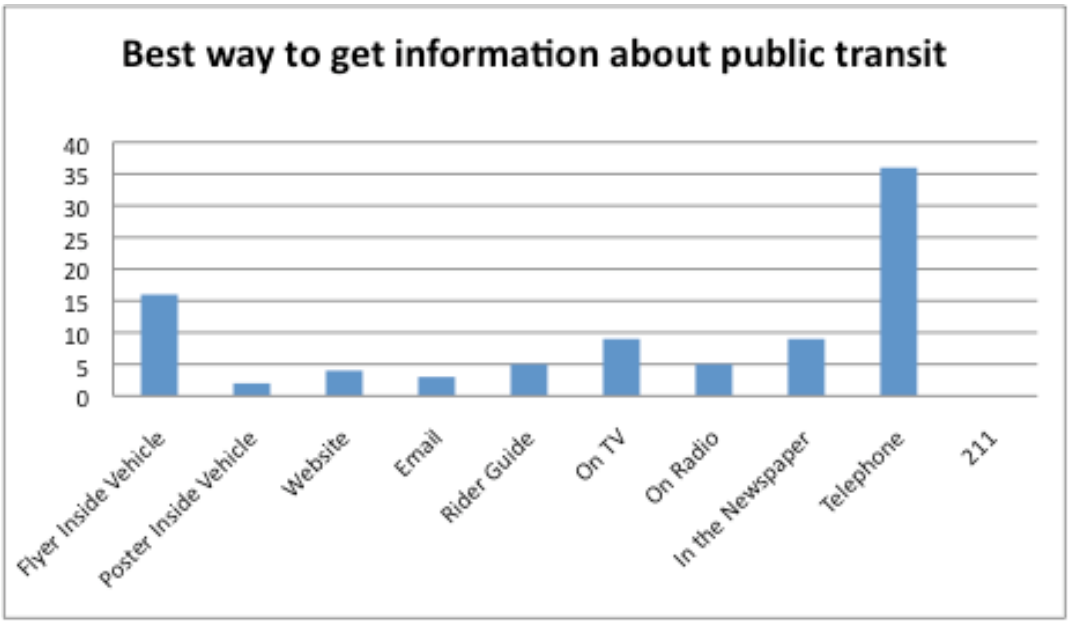


Exhibit 8: Single Best Way to Get Information About Public Transit Service



LINK HENDRICKS COUNTY SURVEY RESULTS

LINK Hendricks County is the public transportation provider for Hendricks and Morgan counties. Thirty-six (36) passengers participated in the survey. Results of the survey are illustrated in the following exhibits:

Exhibit 1: Age of Survey Participants

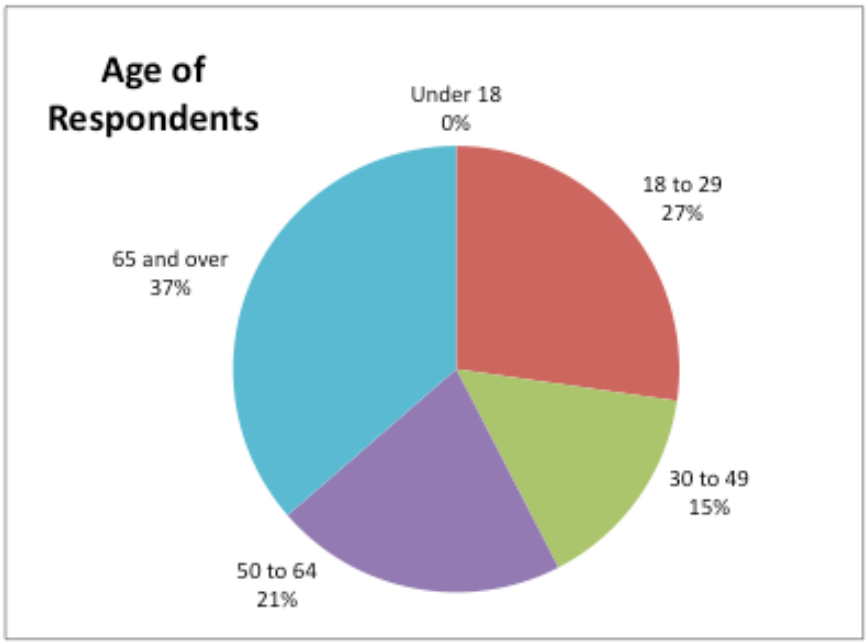


Exhibit 2: Time of Day Passenger Boarded The Vehicle

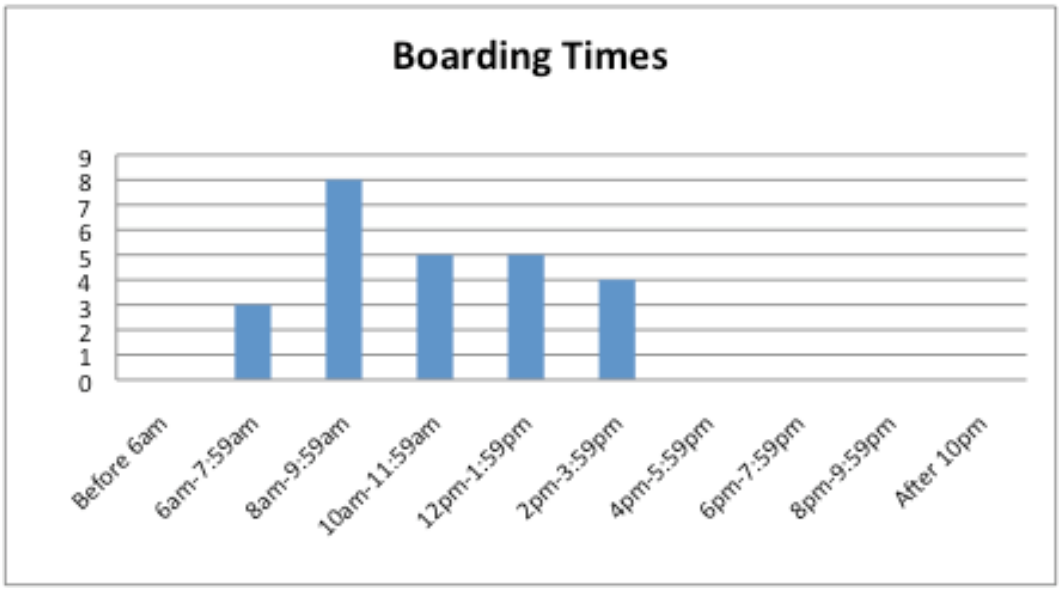
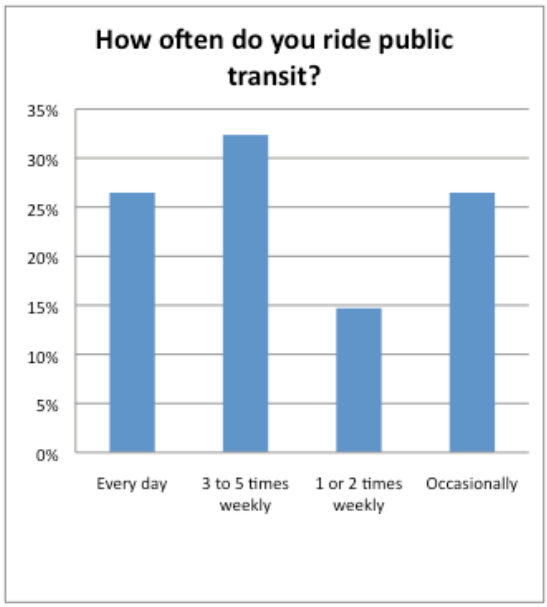


Exhibit 3: Frequency and Purpose of Riding Public Transportation



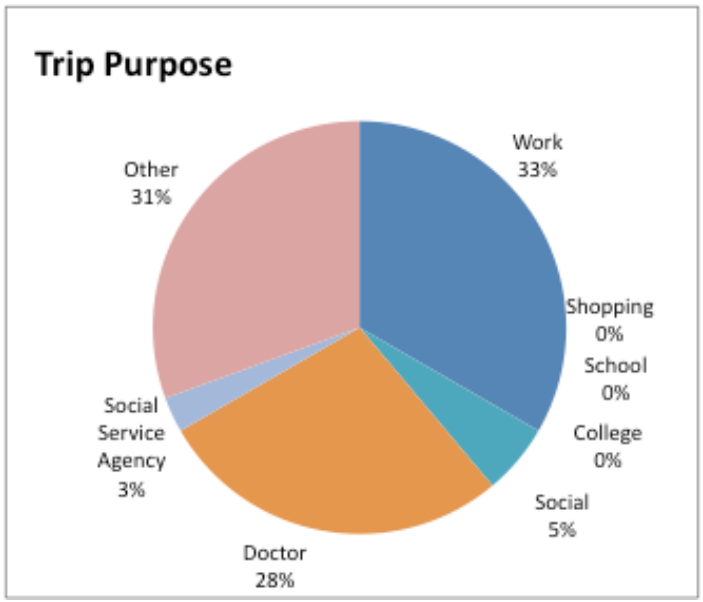


Exhibit 4: Importance of Creating Public Transit Service that Connects with Other Central Indiana Transit Providers for Cross-County Transportation

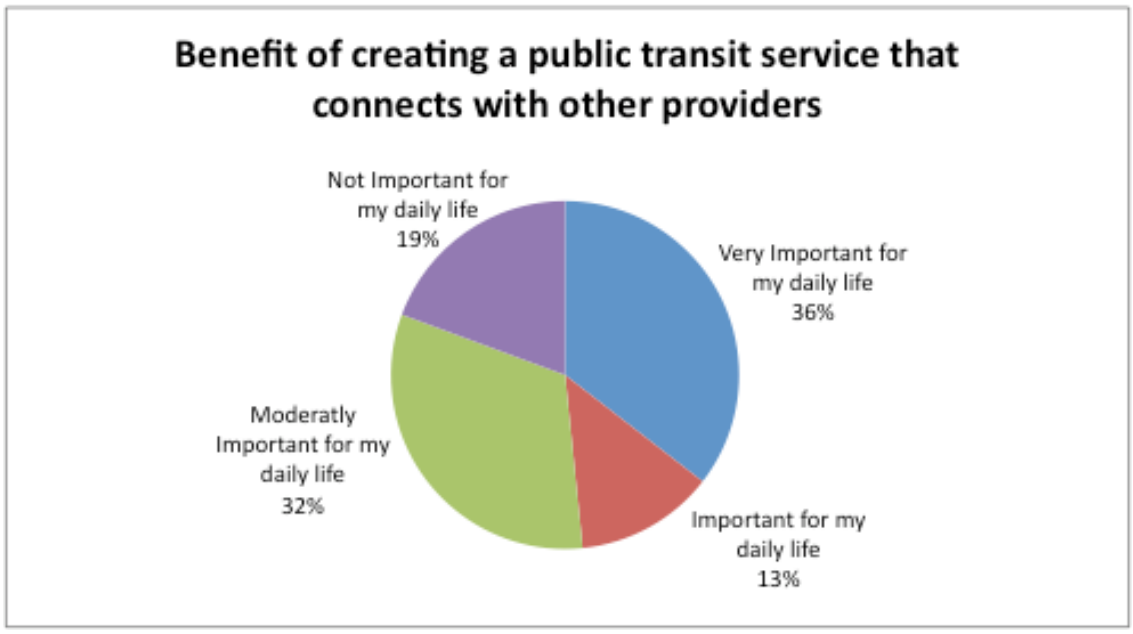


Exhibit 5: Frequency of Travel to Other Counties for Employment, College, and/or Medical or Social Service Agency Appointments

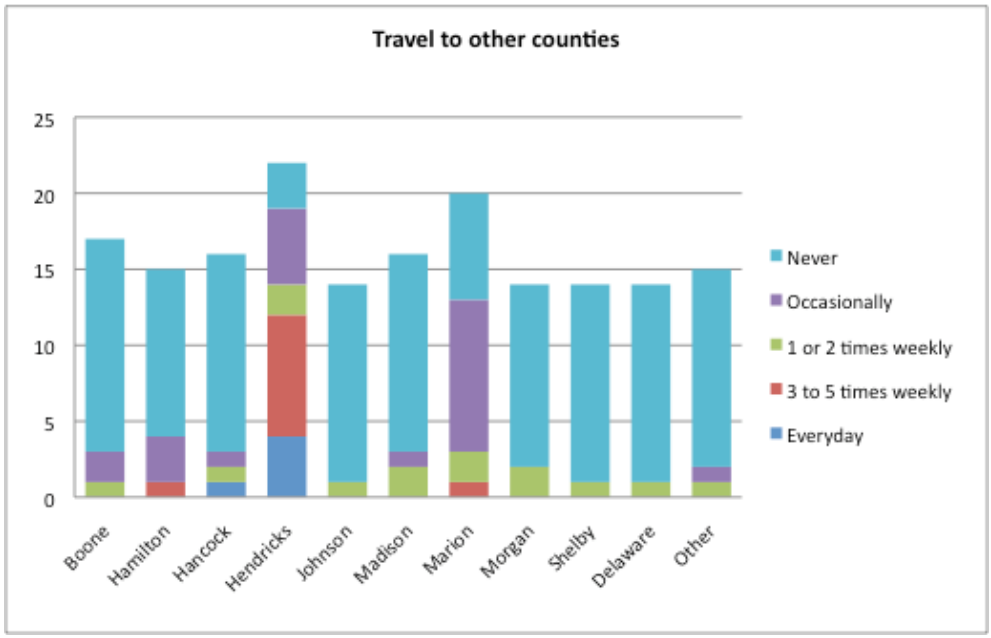
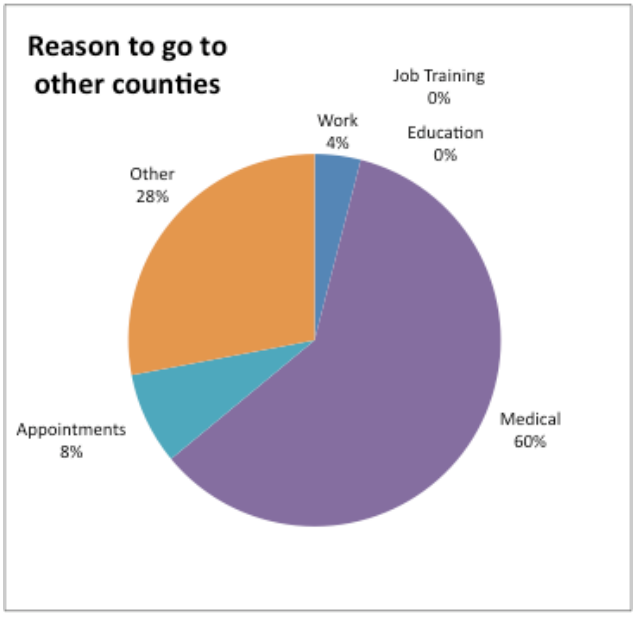


Exhibit 6: Most Common Reason for Traveling to Other Counties and Current Mode of Transportation



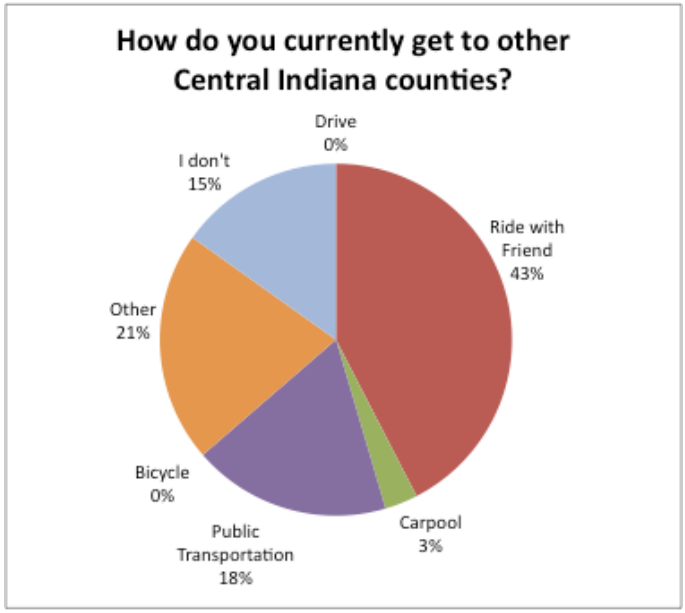
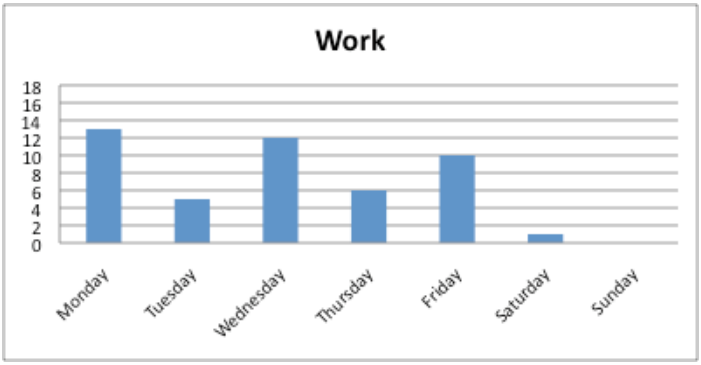
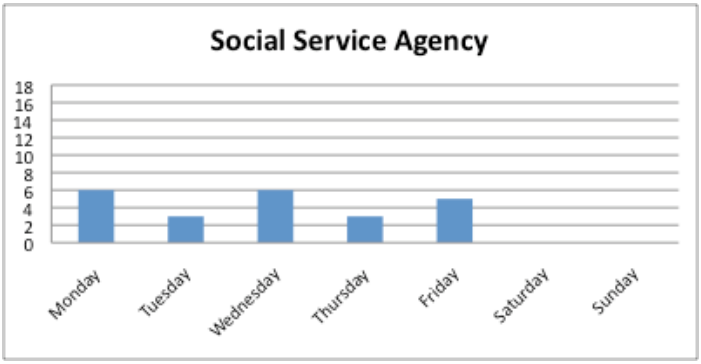
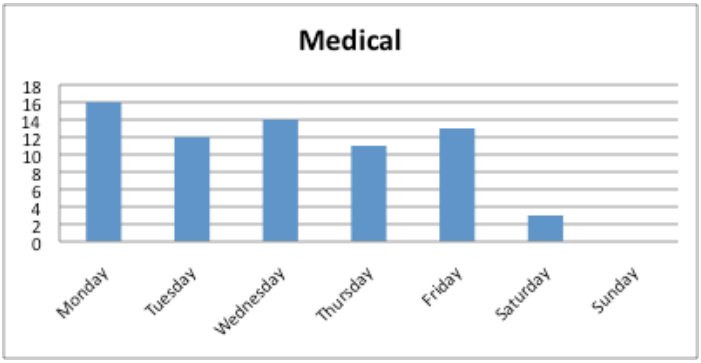
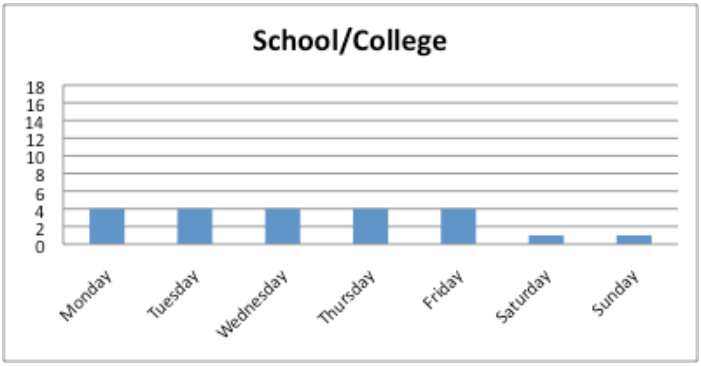


Exhibit 7: What Days Would You Use Transportation to Other Central Indiana Counties If It Were Available?









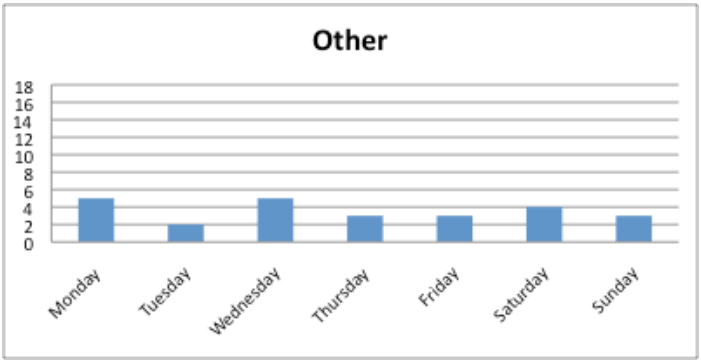
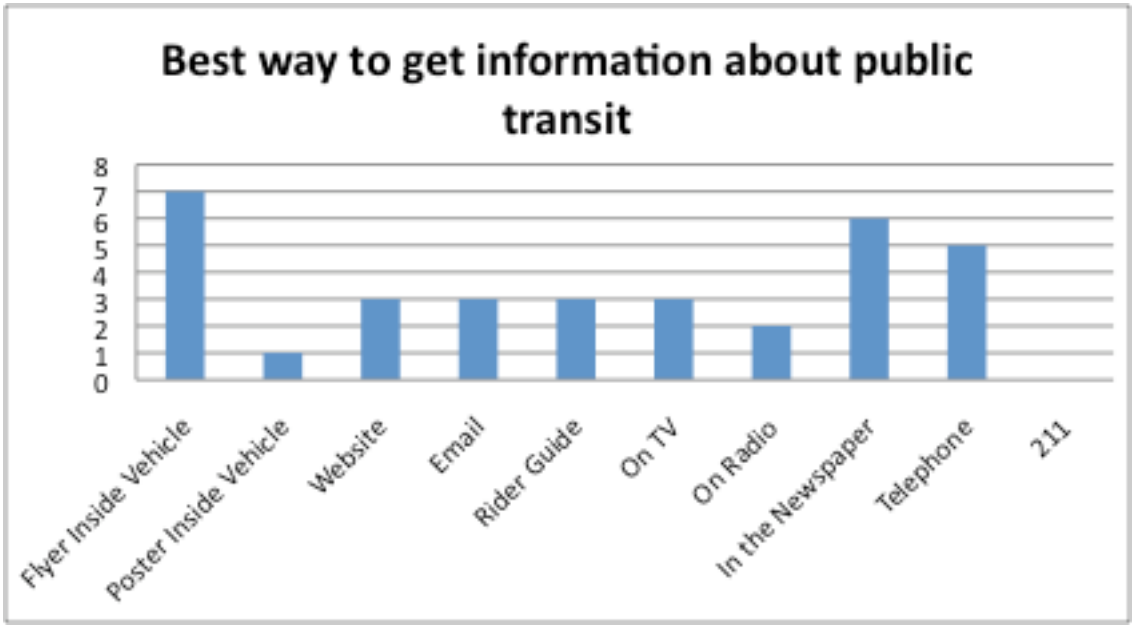


Exhibit 8: Single Best Way to Get Information About Public Transit Service



LIFESTREAM SERVICES, INC. SURVEY RESULTS

LifeStream Services, Inc. provides transportation for a multi-county region including Madison County. Sixteen (16) passengers participated in the on-board survey. The survey results are illustrated in the following exhibits:

Exhibit 1: Age of Survey Participants

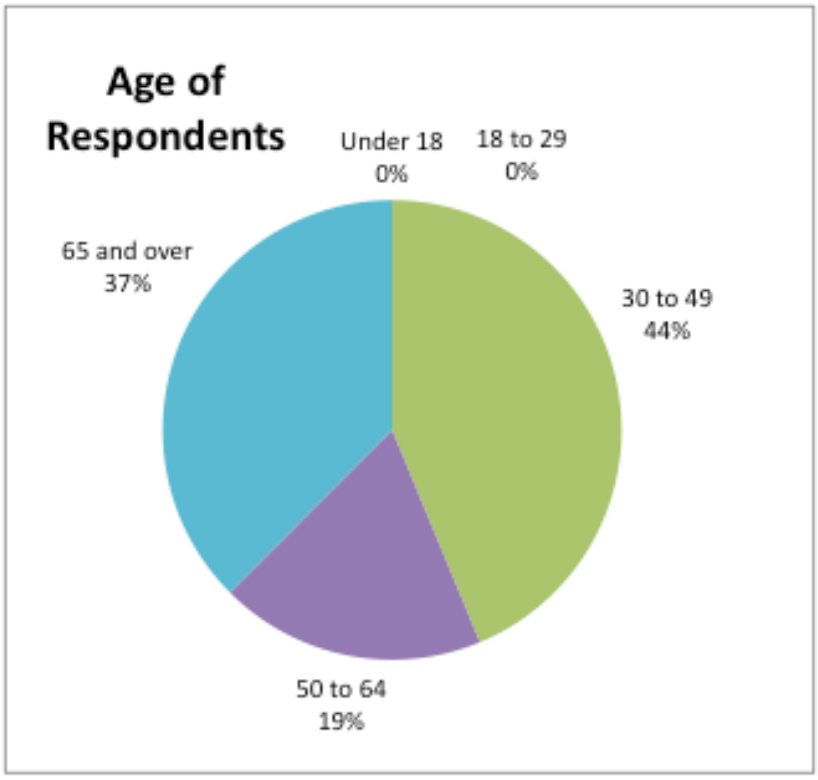


Exhibit 2: Time of Day Passenger Boarded The Vehicle

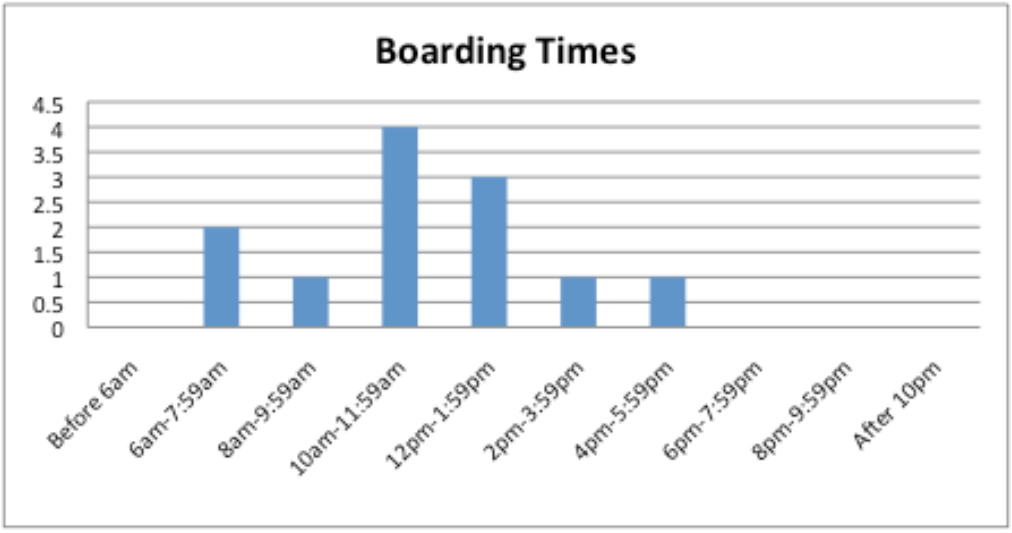
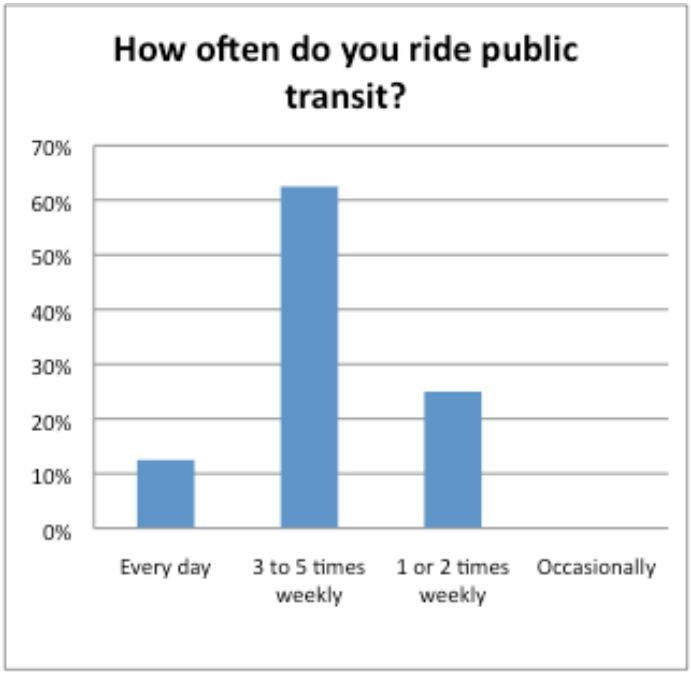


Exhibit 3: Frequency and Purpose of Riding Public Transportation



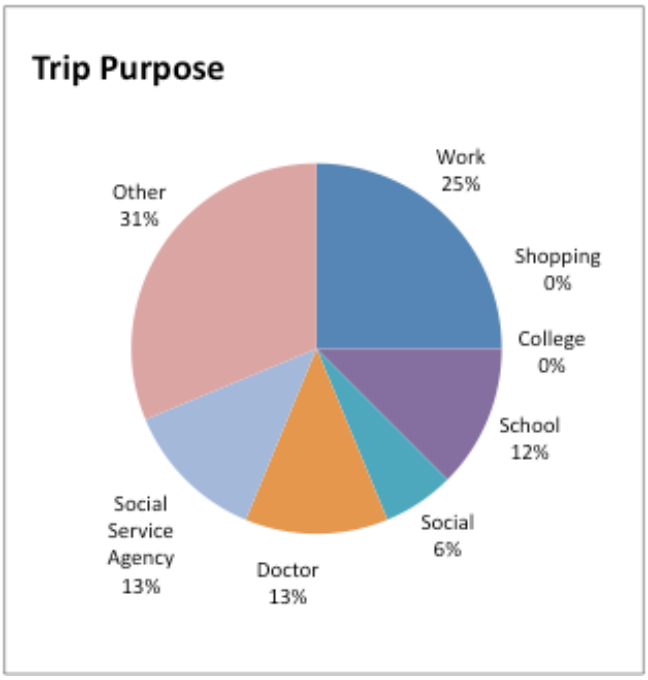


Exhibit 4: Importance of Creating Public Transit Service that Connects with Other Central Indiana Transit Providers for Cross-County Transportation

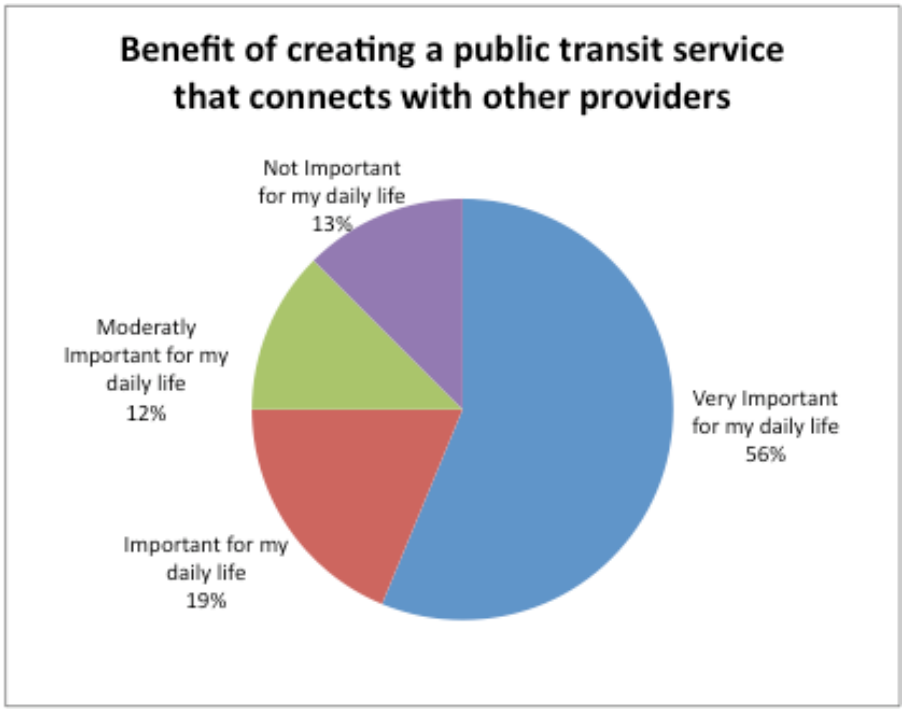


Exhibit 5: Frequency of Travel to Other Counties for Employment, College, and/or Medical or Social Service Agency Appointments

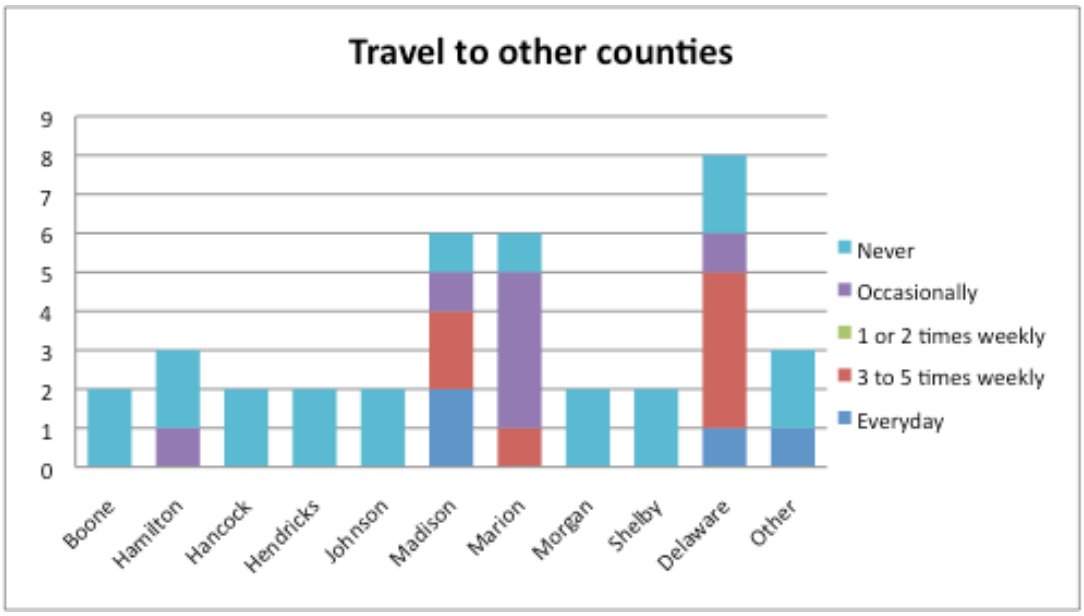
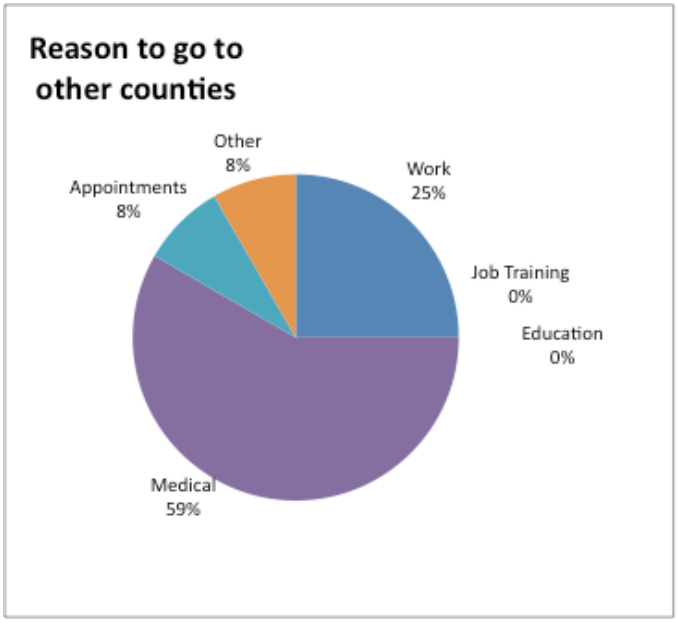


Exhibit 6: Most Common Reason for Traveling to Other Counties and Current Mode of Transportation



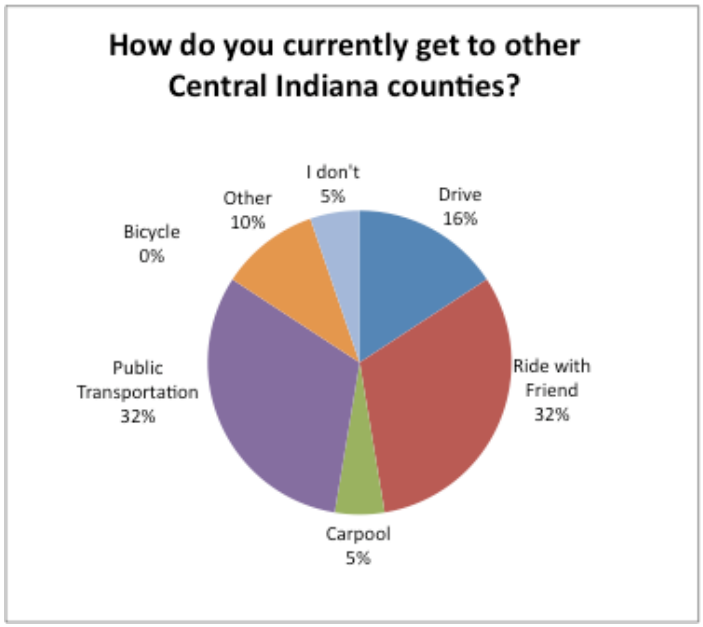
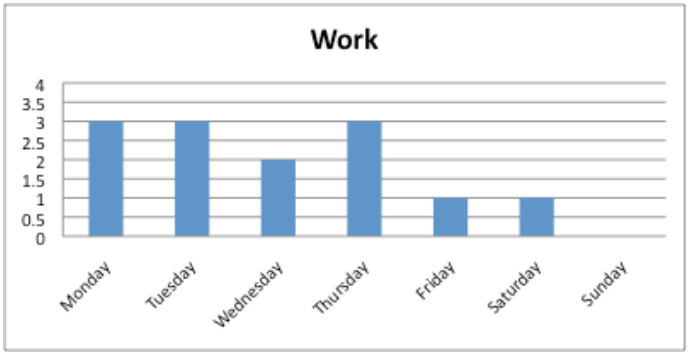
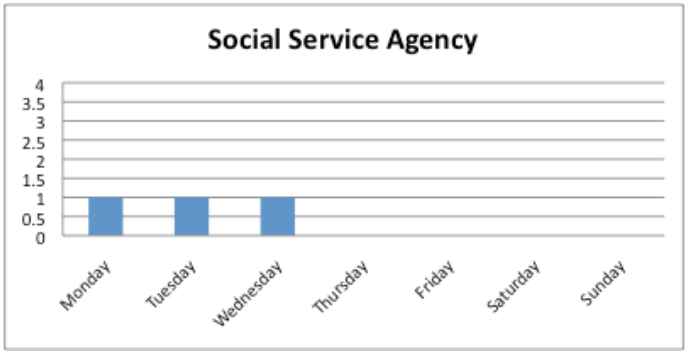
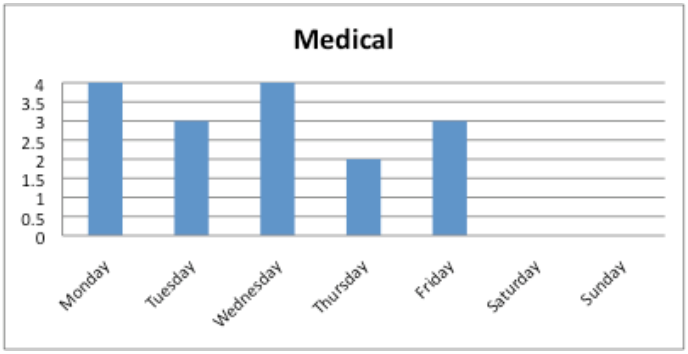
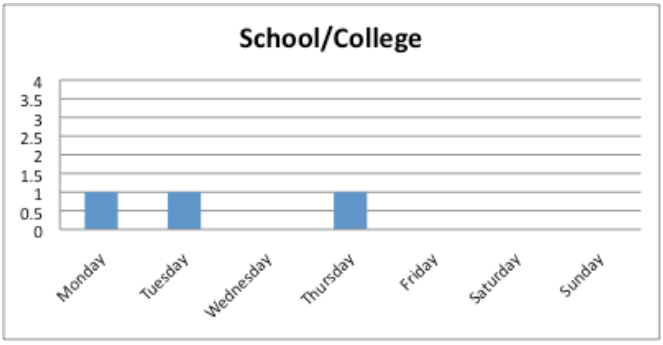


Exhibit 7: What Days Would You Use Transportation to Other Central Indiana Counties If It Were Available?









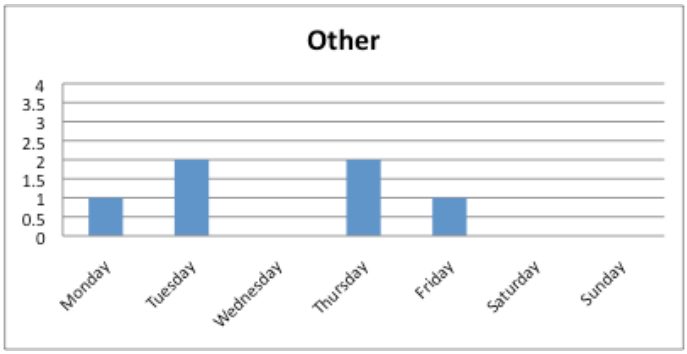


Exhibit 8: Single Best Way to Get Information About Public Transit Service