

Seneca County

Coordinated Public and Human Services Transportation Plan

2026-2030

Great Lakes Community Action Partnership
For more information about this plan please contact the
Mobility Management Coordinator at 419-333-5087
Funding for the development of this plan was provided by the
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Executive Summary

This plan is the Public Transit-Human Services Transportation Plan for Seneca County. The plan was initially developed in 2016 and updated in 2021. This plan fulfills the requirements of the Federal Transit Administration (FTA) under the Infrastructure Investment and Jobs (IIJ) Act, signed into law as a reauthorization of surface transportation programs through Fiscal Year 2026. According to requirements of the IIJ Act, locally developed coordinated public transit-human services transportation plans must be updated to reflect the changes established by the IIJ Act legislation. The IIJ Act applies new programs and rules for all Fiscal Year 2026 funds and authorizes transit programs for five (5) years.

Transportation is a critical component of the communities in Seneca County. Transportation provides access to jobs, education, health care, human services and allows all community members, including older adults and people with disabilities, to live independently and engage in community life. It is the purpose of this plan for local stakeholders to work collaboratively to do the following activities:

1. Identify all community resources including:
 - North Central Area Transit (NCAT)
 - Seneca County Commission on Aging
 - Seneca County Veterans Administration
 - Seneca County Job and Family Services
 - Seneca County Opportunity Center
 - Great Lakes Community Action Partnership
 - United Way of North Central Ohio
2. Identify and Prioritize community transportation needs
 1. Limited staffing and driver shortages reducing service availability
 2. Few transportation options for early morning, evening, or shift workers
 3. Lack of same-day or short-notice ride options
 4. Inadequate services for seniors, people with disabilities, or non-drivers
 5. Insufficient out-of-town options, especially medical or airport travel
 6. Delays and reliability concerns in current transportation services
 7. Need for sustainable and consistent funding to maintain services and vehicles
 8. Poor coverage in rural areas and outskirts of tiffin
 9. Midday transportation conflicts with school-related service use
 10. Limited or no weekend service, especially on Sundays
 11. Unaffordable or cost-prohibitive transportation for some residents
 12. Lack of clear, accessible, and visible information on transportation options
 13. Lack of accessible vehicles to accommodate medical or mobility needs
 14. Heavy reliance on family, friends, or informal networks for rides
 15. Unsafe or inadequate walking and biking infrastructure
 16. Physical, medical, or health-related mobility limitations
 17. Distance and weather barriers' impact on walking and biking access
 18. Need for coordination among transportation providers and services

3. Establish a clear plan for achieving shared goals

To achieve the shared goals outlined in the plan, a structured and collaborative implementation approach will be used. Each goal is accompanied by specific, actionable strategies, detailed timelines, responsible parties, and measurable performance targets to ensure progress and accountability. Mobility Management will lead coordination efforts with strong support from NCAT, local governments, human service agencies, employers, and planning partners.

Quarterly Transportation Advisory Committee (TAC) meetings will serve as a platform to monitor implementation, encourage stakeholder input, and align resources. Targeted outreach, pilot programs, infrastructure assessments, driver recruitment strategies, and advocacy efforts will be rolled out according to defined timeframes, with periodic evaluation of outcomes. Funding will be pursued from federal, state, and local sources to support vehicle acquisition, service expansion, infrastructure, staffing, and public awareness.

By aligning data-driven decision-making with community engagement and cross-sector partnerships, Seneca county aims to build a flexible, sustainable, and inclusive transportation network that meets the needs of all residents.

Fundamental to the Coordinated Transportation Plan process is the active and meaningful involvement of stakeholders. For projects selected for funding under the Section 5310 program, participation in planning activities must include participation and/or representation of the following, at minimum:

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

In order to ensure participation from the above groups the following stakeholder involvement activities were performed

- A series of stakeholder planning meetings with agencies and individuals who serve target populations
- A SWOT analysis with transportation providers, social service agencies, and other local agencies
- Social media and other outreach methods
- Completion of surveys by a sample of persons representing the disabled, seniors, and the general population, many of whom are of low income, to learn of priorities and obstacles facing any of these user groups
- Facilitation of a focus group of individuals with developmental disabilities to gain insight into their issues and obstacles faced when desiring public transportation services

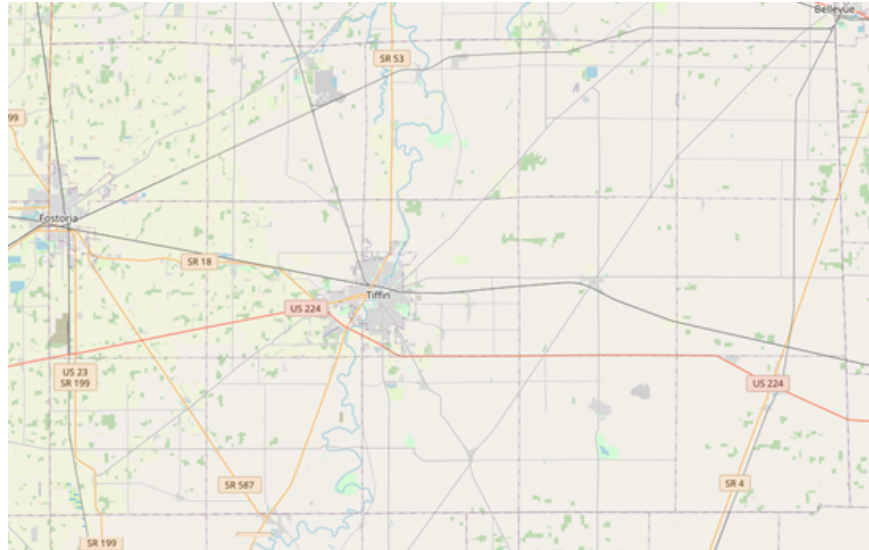
This plan was developed and adopted by Seneca County's Transportation Advisory Committee (TAC). More information about the planning committee can be found in Appendix A.

I. Geographic Area

Seneca County is located in northwestern Ohio. As of the 2020 census, the population was 55,069 and its county seat is Tiffin. Seneca County is not part of a Rural Transportation Planning Organization. Seneca County is designated as a rural area.

According to the U.S. Census Bureau, the county has a total area of 553 square miles (1,430 km), of which 551 square miles (1,430 km) is land and 1.8 square miles (4.7 km) (0.3%) is water.

Map 1: Basic Map of the Geographic Area Covered by the Plan



Below is a map of major trip generators within the county followed by a table that details the major trip generators throughout the county.

Map 2: Major Trip Generators in the Geographic Area

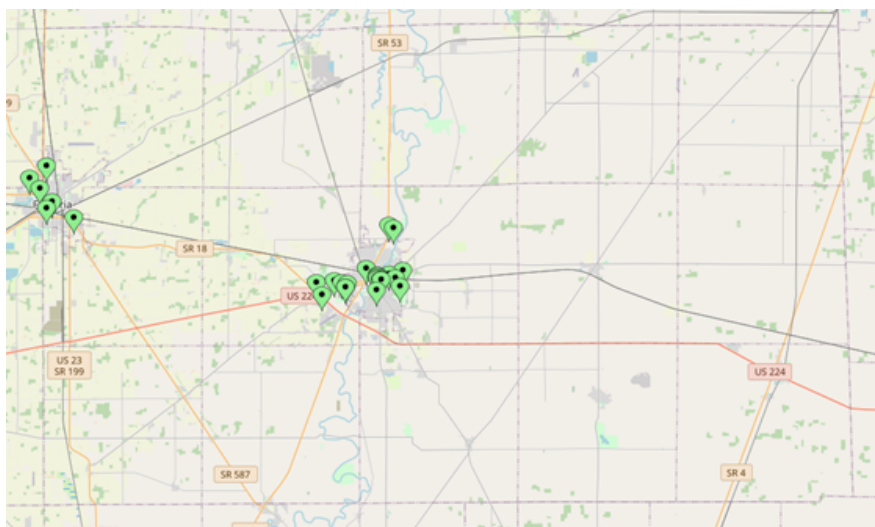


Table 1: List of trip generators

Healthcare	
Mercy Health Tiffin Hospital 45 St Lawrence Dr., Tiffin, OH 44883	ProMedica Fostoria Community Hospital 501 Van Buren St., Fostoria, OH 44830
Government	
Seneca County Commissioners 111 Madison St., Tiffin, OH 44883	Seneca County Court House 117 E Market St., Tiffin, OH 44883
Tiffin City Hall 51 E Market St., Tiffin, OH 44883	Fostoria City Hall 213 S. Main St., Fostoria, OH 44830
Schools	
Seneca East High School 13343 US-224, Attica, OH 44807	Tiffin Columbian High School 300 S. Monroe St., Tiffin, OH 44883
Old Fort High School 7635 N. County Rd. 51, Tiffin, OH 44883	Fostoria High School 1001 Park Ave., Fostoria, OH 44830
Tiffin University 155 Miami St., Tiffin, OH 44883	Heidelberg University 310 E. Market St., Tiffin, OH 44883
Manufacturers	
National Machinery, LLC. 161 Greenfield St., Tiffin, OH 44883	Owens Corning OEM Solutions 145 Heritage Dr., Tiffin, OH 44883
The Mennel Milling Co. 425 S. Union St., Fostoria, OH 44830	American Fine Sinter Co, LTD. 957 N. County Rd. 11, Tiffin, OH 44883
Roppe Construction 1602 N. Union St., Fostoria, OH 44830	Taiho Corporation of America 194 Heritage Dr., Tiffin, OH 44883
Recreation	
Steyer Nature Preserve 5901 N. County Rd., 33, Tiffin, OH 44883	YMCA of Bucyrus-Tiffin 180 Summit St., Tiffin, OH 44883
Meadowbrook Park 5430 W. Tiffin St., Tiffin, OH 44883	Proving Ground 5670 E. Township Rd., 138, Republic, OH 44867
Shopping	
Westgate Village Shopping Center 790 W. Market St., Tiffin, OH 44883	Laird Arcade 120 S. Washington St., Tiffin, OH 44883
Walmart 2801 State Rt. 18, Tiffin, OH 448830	JAM's Markets 145 Madison St., Tiffin, OH 44883
Adult Day Programs/Seniors	
REM Ohio 1601 N. Countyline St., Fostoria, OH 44830	Preferred Pathways 36 Fair Lane, Tiffin, OH 44883
Allen Eiry Senior Center 28 Hopewell Ave., Tiffin, OH 44883	Seneca County Commission on Aging 382 S. Huron St., Tiffin, OH 44883

CSJI-Tiffin, Inc. 65 St. Francis Ave., Tiffin, OH 44883	
Human Services Agencies/Non-Profits	
Seneca County Job and Family Services 900 County Rd. 20, Tiffin, OH 44830	Seneca County General Health District 92 E. Perry St., Tiffin, OH 44883
Seneca County Board of Developmental Disabilities 780 E. County Rd. 20, Tiffin, OH 44883	Mental Health and Recovery Services Board of Seneca, Ottawa, Sandusky, and Wyandot Counties 1200 N. State Rt. 53, Tiffin, OH 44883
Long Term Care Facilities/Assisted Living	
Autumnwood Care Center 670 OH-18, Tiffin, OH 44883	The Willows at Tiffin 410 Fair Lane, Tiffin, OH 44883
Good Shepherd Home 725 Columbus Ave., Fostoria, OH 44830	Elmwood at the Shawhan 54 S. Washington St., Tiffin, OH 44883
CSJI-Tiffin, Inc. DBA St. Francis Senior Ministries 182 St. Francis Avenue, Tiffin, OH 44883	Flat Rock Care Center 7353 County Rd. 29, Flat Rock, OH 44828

II. Population Demographics

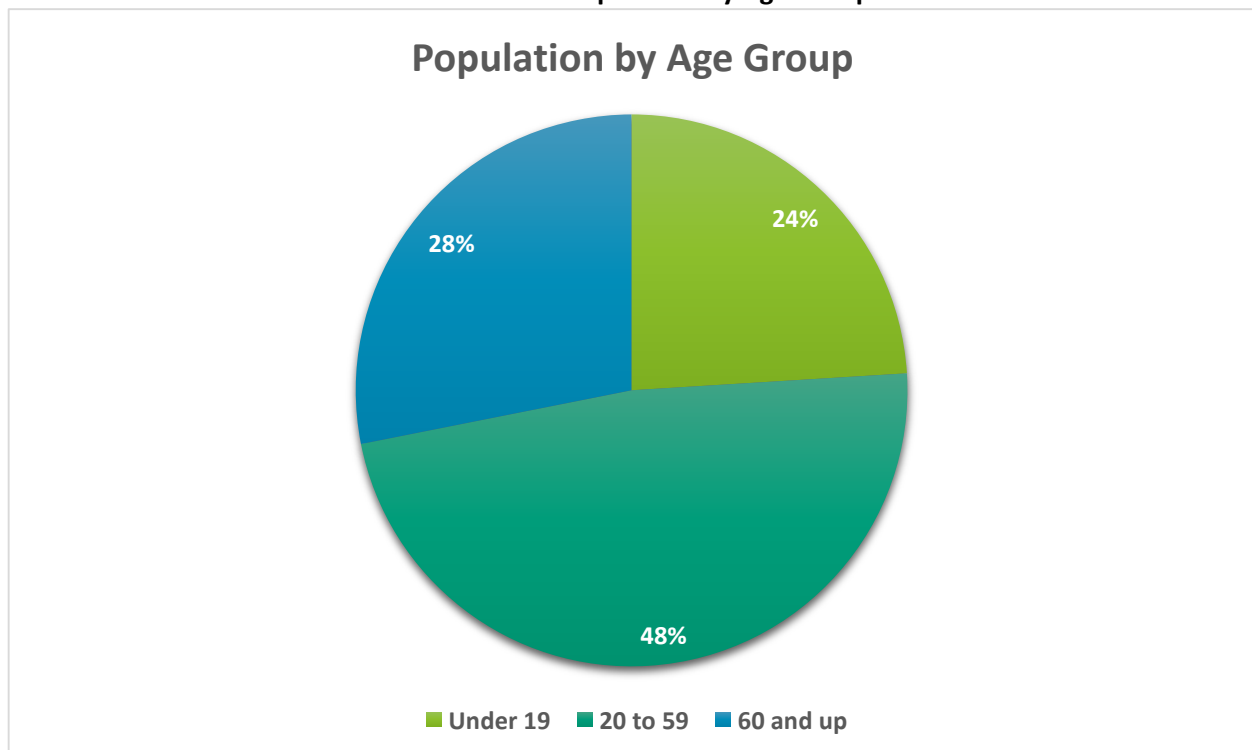
There has been a steady, but slight decrease in Seneca County's population over the last five years. According to the 2020 census, the total population of Seneca County was 55,069, the population loss is seen most in the city of Tiffin, which is the county seat. Chart 1 shows the population projections in five-year increments:

Chart 1: Total Population Current and Projected for Five Years

Year	Total Population	Male	Female	Change
2025	55,069	27,759	27,310	
2030	54,860	27,654	27,206	-208
2035	54,651	27,548	27,103	-209
2040	54,444	27,444	27,000	-207
2045	54,237	27,339	26,897	-207
2050	54,031	27,236	26,795	-206

The chart below shows the population divided into various age groups. The age group of 65+ is expected to grow over the next five years according to the US Census. There is a total of 10,026 people under the age of 19, there are 20,001 people between the ages of 20 and 59, and 11,740 aged 60 and over.

Chart 2: Total Population by Age Group



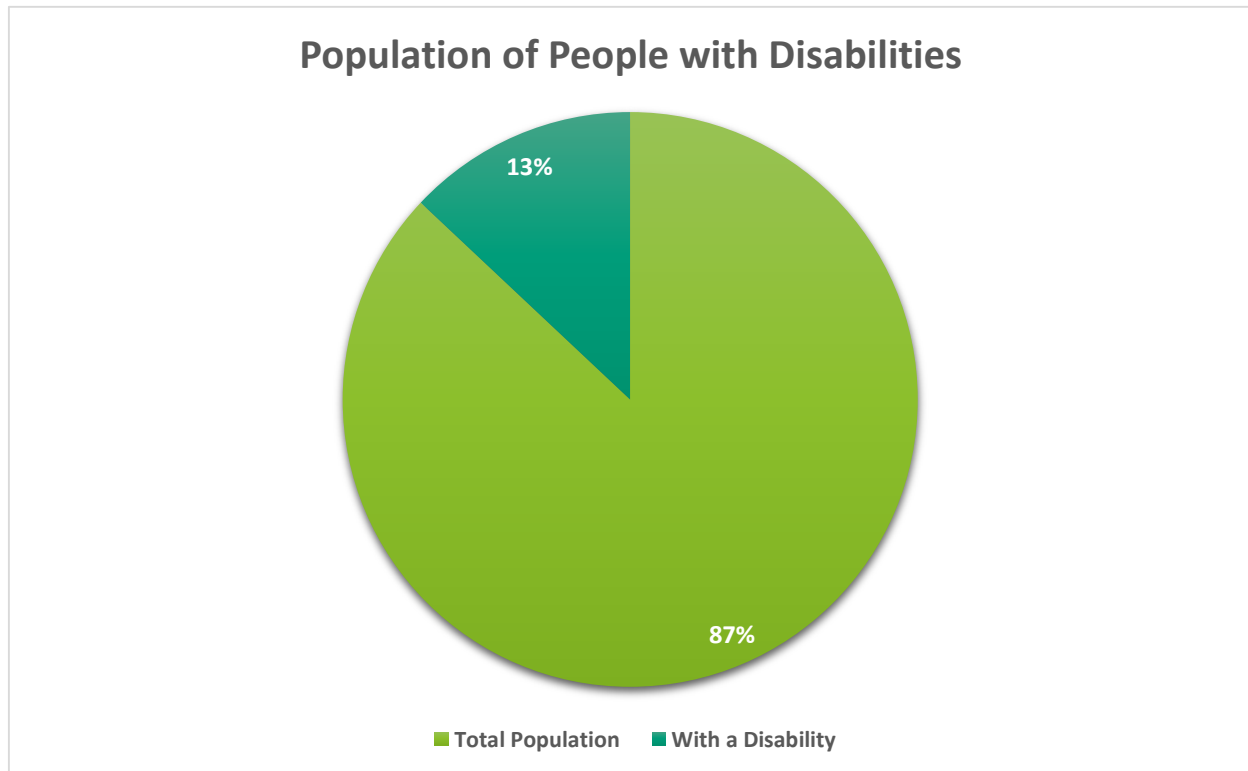
The majority of this area identifies as White (49,358), with the following groups also noted:

Chart 3: Total Population by Race

Race	Total Population
Black or African American	1,380
American Indian and Alaska Native	120
Asian	363
Native Hawaiian and Other Pacific Islander	37
Some Other Race	891
Two or More Races	2,920

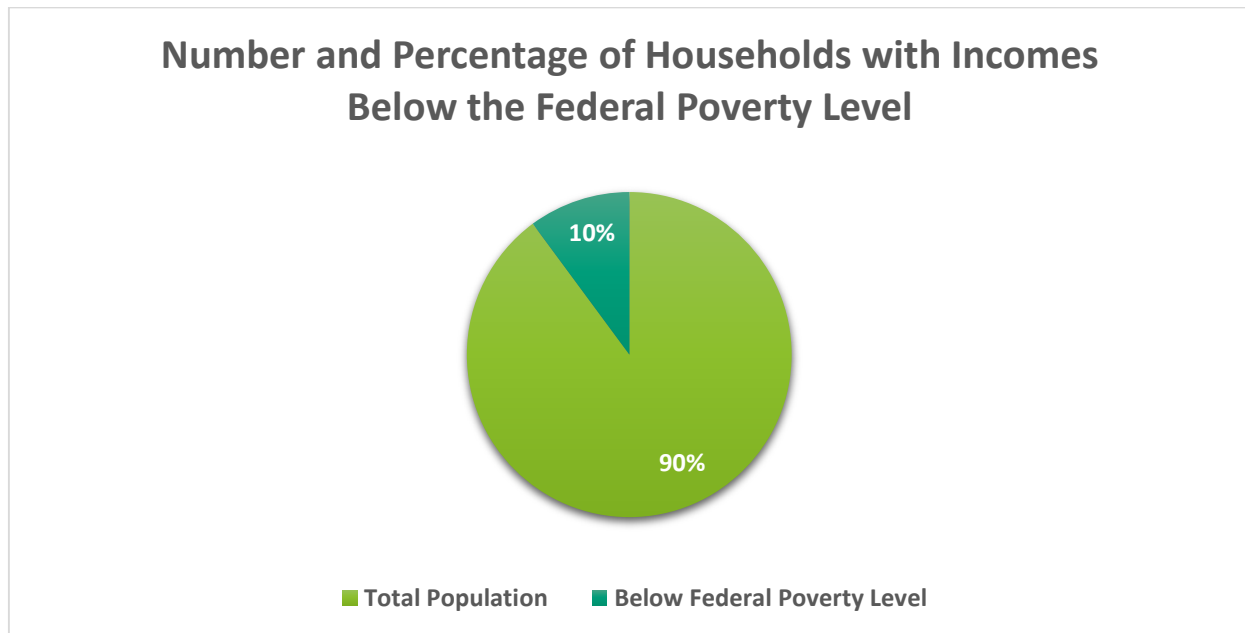
The number of people identifying as having a disability in Seneca County is 8,058 or 13% of the overall population, which is on par with the national average of 13%.

Chart 4: Number and Percentage of People with Disabilities



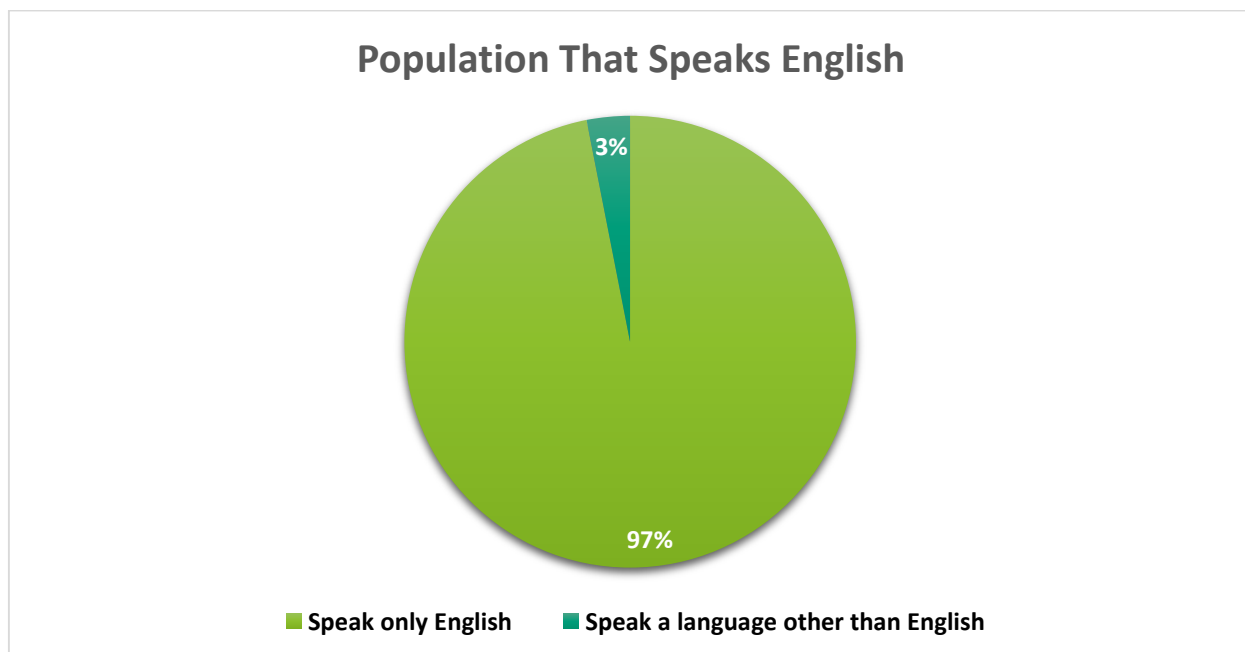
The number and percentage of people or households that have incomes below the Federal poverty level in Seneca County is 6,194 people or 10%, which is on par with the national rate of 11.1%.

Chart 5: Number and Percentage of Households with Incomes Below the Federal Poverty Level



In Seneca County, the percent of population that speak English as their primary language is 98% or a total of 50,290. A total of 1,607 people, or 3%, speak a language other than English.

Chart 6: Population That Speaks English



The following chart shows the various ways that individuals use to get to work, utilizing their own vehicle as the primary way. Working from home has increased over the last few years.

Chart 7: Means of Transportation to Work

Means of Transportation	Percentage
Car, truck, or van	89.0%
Public transportation (excluding taxicab)	0.2%
Walked	4.2%
Bicycle	0.1%
Taxicab, motorcycle, or other means	1.4%
Worked from home	5.0%

The majority of households in Seneca County have at least one vehicle, the following chart shows the percentages of homes with no vehicles or one or more vehicles.

Chart 8: Vehicles Available per Household

VEHICLES AVAILABLE	
No vehicle available	1.8%
1 vehicle available	15.7%
2 vehicles available	42.0%
3 or more vehicles available	40.5%

III. Assessment of Available Services

Conducting an evaluation of service provider capabilities and analyzing the existing gaps and duplications of services for transportation resources in each community, provides transportation planners with the information needed to implement changes that will improve the network of transportation resources and services in Seneca County and across county lines.

Great Lakes Community Action Partnership identified stakeholders to participate in the assessment of available services. These stakeholders included those who were represented in the current or past planning committees, as well as others who the planning committee identified as being appropriate stakeholders.

Interviews were conducted with each of the identified stakeholders.

The purpose of the interview was to offer the stakeholders an opportunity to discuss the specific transportation services, gaps, needs, and priorities for their respective service areas or communities.

When applicable, information reported in the previous coordinated plan was used to supplement information gathered during this planning effort.

Inventory of Transportation Providers

Included in this section is a list of all participating transportation providers. Descriptions of transportation providers include organizations that subsidize transportation at the local level, administer transportation or mobility programs, directly operate vehicles, and/or arrange transportation on behalf of an individual.

The participating organizations provide a wide range of transportation including demand response, on-demand, ambulette, and human service agency contracted transportation. 12 of the participating organizations provide services on weekdays. 4 operate transportation on Saturdays and 4 on Sundays. Evening services after 6pm are operated by 2 organizations.

Transportation-related expenses and revenues also differ by organization. ODOT 5311 and 5310 funds, federal, state, and local grants, are common revenue sources for transportation operators in Seneca County, Ohio, with local match requirements being met by local social service agencies and other contracts.

Existing Transportation Services

The following information is based on tabulations from the survey and interview results. A total of 12 organizations provided information about their services.

List of Transportation Service Providers

Agency Name: Flat Rock Homes Inc.

Transportation Service Type: Door-to-door, demand response to individuals with disabilities enrolled in services

Other Services Provided: Flat Rock Homes, Flat Rock Care Center and Flat Rock Community Services provide services to youth and adults with disabilities, with a special focus on adults with intellectual and developmental disabilities. Programs include a 36-bed intermediate care facility (Seneca County); supportive living homes (Seneca, Erie, Huron and Lorain Counties); homemaker and personal care services (Seneca, Erie, Huron, and Lorain Counties); non-medical transportation (Seneca, Sandusky, Erie, and Huron Counties); Adult Day Support Program (Seneca, Sandusky, Erie, and Huron Counties).

Contact Information: 419-483-7330

Hours: Monday-Friday 8am-4:30pm

Service Area: Any destination required by individuals enrolled for medical, school, employment, social events, and activities. Past trips have included many out-of-county destinations as far as Cleveland, Toledo, and/or Mansfield

Eligibility Requirements: Individuals with disabilities who enroll in the non-medical transportation program in the primary service area of Seneca, Sandusky, Erie, Huron, and Lorain Counties

Website: flatrockhomes.org

Agency Name: Great Lakes Community Action Partnership

Transportation Service Type: Indirectly provides transportation through the Mobility Management program by offering transportation information, referrals, and travel training

Other Services Provided: In addition to mobility management, GLCAP provides a wide range of services including early childhood education (Head Start), housing and energy assistance, senior support services, workforce development, and community health programs to assist individuals and families in achieving greater self-sufficiency.

Contact Information: 1-800-775-9767

Hours: Monday–Thursday, 8:00 a.m.–4:30 p.m.

Service Area: Seneca County and surrounding Northwest Ohio region

Eligibility Requirements: Open to the general public

Website: glcap.org/mobilitymanagement

Agency Name: Hart's Ambulette

Transportation Service Type: On-demand (appt. only on weekends); wheelchair van transport

Other Services Provided: Facility agreements

Contact Information: 419-332-3911

Hours: M-F 5am-6pm; Weekends by appointment only

Service Area: Sandusky County, Seneca, Erie, Huron, and Wood Counties

Eligibility Requirements: By source of payment (Medicaid, facility resident, public)

Website: hartsambulette.com

Agency Name: Lynx EMS

Transportation Service Type: Directly operates ambulance and ambulette emergency services and non-emergency transport services.

Other Services Provided: Provides emergency and non-emergency services to and from private residences, emergency rooms, and long-term care, skilled nursing, or assisted living facilities, as well as behavioral health transports.

Contact Information: 1-877-574-6777

Hours: 24/7/365

Service Area: Surrounding areas of Cleveland, Columbus, Greater Cincinnati, Dayton, Lorain, Mansfield, Sandusky, Toledo

Eligibility Requirements: Lynx EMS is a private transportation company specializing in behavioral health transport.

Website: lynx911.com

Agency Name: NCAT (North Central Area Transit) – Formerly SCAT (Seneca Crawford Area Transit)

Transportation Service Type: Directly operates a deviated fixed route, demand-response door-to-door public transportation services for the general public, including seniors and individuals with disabilities.

Other Services Provided: NCAT is a demand response service that provides ADA accessible vehicles with curb-to-curb service. Door-to-door service is available when requested.

Contact Information: 419-448-7344 or 419-937-2428

Hours: M-F 5a-6p

Service Area: Seneca County with connections to Huron and Crawford counties. Limited out-of-county trips are available with 3 days' advance notice.

Eligibility Requirements: Open to the general public; services are accessible to seniors and individuals with disabilities. Individuals 60 years of age and older, those with disabilities, and veterans may qualify for discounted rates.

Website: senecascats.org

Agency Name: North Central EMS

Transportation Service Type: Provides emergency, mental health emergency, and non-emergency medical service, ambulette service, and dispatch services.

Other Services Provided: Provides wheelchair and stretcher door-to-door service.

Contact Information: 419-499-2515

Hours: 24/7/365

Service Area: Surrounding areas of Erie, Huron, Lorain, Ottawa, Sandusky, and Seneca counties.

Eligibility Requirements: North Central EMS is a non-profit health service corporation that provides emergency, mental health emergency, and non-emergency medical service, ambulette service, and dispatch services.

Website: fishertitus.org/north-central-ems/

Agency Name: Seneca County Commission on Aging

Transportation Service Type: Curb-to-curb demand response transportation for seniors.

Other Services Provided: Chore service, nutrition (home delivered and congregate), socialization.

Contact Information: 419-937-2961

Hours: M-F 8am-5pm

Service Area: Seneca County

Eligibility Requirements: Seniors over the age of 60

Website: seneca-coa.org

Agency Name: Seneca County Department of Job and Family Services (DJFS)

Transportation Service Type: Limited direct transportation of clients; indirect transportation with coordination of other providers

Other Services Provided: Medicaid, food assistance, job training, employment services, child support, childcare assistance, children's services, and adult protective services

Contact Information: 419-447-5011

Hours: Monday-Friday 8am-4:30pm

Service Area: Seneca County

Eligibility Requirements: Income eligibility criteria apply for many DJFS programs

Website: senecadjfs.com

Agency Name: Seneca County Opportunity Center

Transportation Service Type: Provides transportation for Medicaid-eligible individuals to and from Medicaid services and covers trips within and outside of Seneca County.

Other Services Provided: Provide educational, residential, and community resources to individuals with disabilities.

Contact Information: 419-447-7521

Hours: M-F 8:30am-3pm

Service Area: Seneca County and surrounding areas

Eligibility Requirements: Medicaid-eligible individuals with disabilities

Website: senecadd.org

Agency Name: Seneca County Veterans Administration

Transportation Service Type: Direct transportation for veterans to medical appointments at VA facilities.

Other Services Provided: Financial assistance program, other advocacy services for veterans.

Contact Information: 419-447-2885

Hours: M-F 9am-4pm

Service Area: Seneca County

Eligibility Requirements: Must be a United States military veteran.

Website: senecacountyveterans.org

Agency Name: St. Francis Senior Ministries- (CSJI-Tiffin, Inc.)

Transportation Service Type: Demand response service to residents by St. Francis staff or through contracts with NCAT

Other Services Provided: St. Francis is the largest communal population of seniors in Seneca County

Contact Information: 419-447-2723

Hours: Open and operating daily

Service Area: Most destinations required by residents

Eligibility Requirements: Residents of St. Francis Senior Ministries facilities/programs

Website: csjinitiatives.org/tiffin

Agency Name: United Way of North Central Ohio

Transportation Service Type: Does not directly operate transportation services but provides transportation referrals and may be able to provide funding to assist with transportation costs.

Other Services Provided: United Way supports various programs aimed at improving education, financial stability, and health in the community, including funding and coordinating services with partner agencies.

Contact Information: 419-468-4291

Hours: Monday–Friday, 9:00 a.m.–5:00 p.m.

Service Area: Seneca County and surrounding counties

Eligibility Requirements: Varies by program; contact directly for specific information

Website: unitedwaynco.org

Assessment of Community Support for Transit

Community support for transit in Seneca County is strong, particularly among older adults, individuals with disabilities, shift workers, and rural residents who rely on accessible and affordable transportation options. Public feedback gathered through surveys, focus groups, and Transportation Advisory Committee meetings consistently highlights a desire for more flexible service models, extended hours, and greater connectivity between Tiffin, Fostoria, and rural areas. Human service providers, educational institutions, and employers have also voiced support for innovative solutions like micro-transit and on-demand services to better meet community needs and support economic mobility.

Safety

Safety is a core priority in all transportation planning efforts in Seneca County. Stakeholders expressed concerns about sidewalk gaps, unsafe crossings, and the need for age-friendly infrastructure. These issues are especially critical for older adults aging in place and for pedestrians in high-traffic or underserved areas. This plan responds with specific strategies, such as conducting walkability and bikeability audits, launching a Safe Routes to Age in Place study, and promoting Complete Streets policies. Additionally, NCAT and Mobility Management remain committed to maintaining high vehicle safety standards and providing regular training to drivers and staff to ensure a safe and reliable transportation environment for all users.

Vehicles

Survey/Interview participants listed a combined total of 81 vehicles. Approximately 70% of the vehicles are wheelchair accessible. Wheelchair accessible vehicles are used by older adults and individuals with disabilities to access medical appointments, employment, grocery store, and other essential destinations throughout the county.

Most of the transportation providers provide at least 1 wheelchair accessible vehicle, while some organization's fleet are primarily wheelchair accessible vehicles. The vehicles in Seneca County are spread among a few providers, primarily NCAT, the Seneca County Board of Developmental Disabilities, CSJI-Tiffin, Inc (doing business as St. Francis Senior Ministries), Seneca County Commission on Aging, and Flat Rock Homes Inc. Around 44% are at least 10 years of age or older. As vehicles age, they require additional maintenance, may break down more often, and become costlier to operate. Vehicle replacement, based on age and condition, is vital to the overall cost effectiveness of the transportation services provided.

Summary of Existing Resources

Seneca County's transportation network is supported by a diverse mix of public, private, and nonprofit providers that collectively serve the mobility needs of older adults, individuals with disabilities, low-income residents, veterans, and the general public. The primary public transportation provider is North Central Area Transit (NCAT), which offers ADA-accessible, general public demand-response and deviated fixed-route transportation within the county, with limited out-of-county service. NCAT's curb-to-curb and door-to-door (upon request) model provides essential access to work, healthcare, shopping, and community services, particularly for individuals without personal vehicles.

The Seneca County Commission on Aging offers curb-to-curb transportation for seniors aged 60 and older, ensuring that older adults can attend medical appointments, shop for groceries, and participate in

community life. The Seneca County Veterans Services Office supports direct medical transportation to VA facilities for eligible veterans.

Several human service organizations also play a critical role in transportation access. Flat Rock Homes, Inc., Seneca County Opportunity Center, and St. Francis Senior Ministries (CSJI-Tiffin, Inc.) offer specialized transportation for individuals with disabilities and seniors, often as part of broader support programs. Many of these services include non-medical transportation to day programs, employment sites, and medical appointments—both within and beyond the county.

Emergency and non-emergency medical transportation is provided by agencies such as Hart's Ambulette, Lynx EMS, and North Central EMS, which offer door-to-door and accessible wheelchair transport across the region, typically on a scheduled or on-demand basis.

Seneca County Department of Job and Family Services (DJFS) also provides transportation through contracting with transportation providers such as NCAT, and D&D to provide transportation for medical appointments.

Great Lakes Community Action Partnership (GLCAP) leads the region's mobility management efforts by offering travel training, driver training, transportation referrals, technical assistance, and coordination support.

Finally, organizations like United Way of North Central Ohio offer transportation referrals and may assist with funding transportation-related expenses through partnerships and grants.

Together, these agencies form the backbone of a coordinated and evolving transportation network in Seneca County. Ongoing collaboration, guided by mobility management efforts and community engagement, continues to support more accessible, equitable, and efficient transportation options for all residents.

IV. Assessment of Transportation Needs and Gaps

In an effort to better understand Seneca County's needs, the TAC examined research and data, as well as solicited input from the community in an effort to gather information about needs and gaps in transportation services.

The demographic and socio-economic conditions of the study area are discussed in the Demographics Chapter of this plan. The following overview is an evaluation of the gaps in service based upon geographic data as well as from the perspective of the targeted populations, transportation providers, and the general public.

Great Lakes Community Action Partnership partnered with a variety of stakeholders in the area in an attempt to solicit input and request participation from any organization that could potentially be impacted by the coordinated transportation planning process. More information on how the lead agency engaged stakeholders and the general public is available upon request.

The following methods were used to assess transportation needs and gaps

- Assessment of data and demographics (required)
- Assessment of data and demographics (required)
- A SWOT analysis/stakeholder focus group
- Surveys performed with senior centers and the general public
- A focus group involving and engaging individuals with developmental disabilities

Local Demographic and Socio-Economic Data

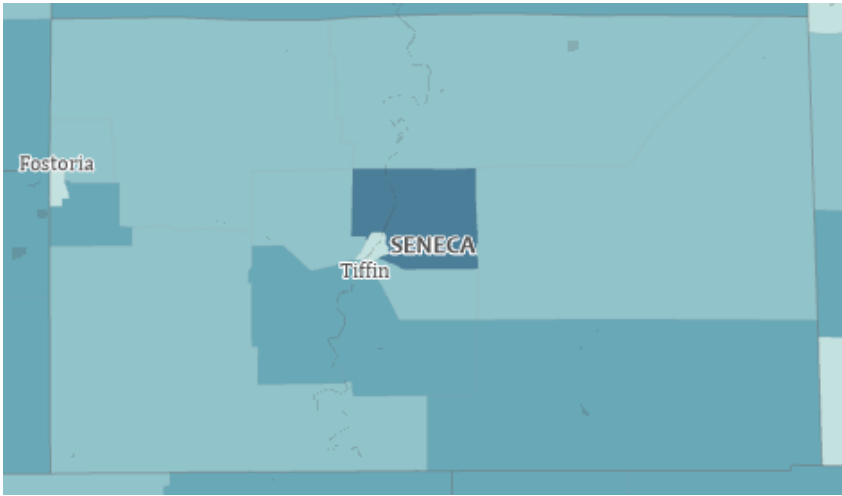
Data for each target population group was aggregated by Census Block Group for transportation analysis. The demographic and socio-economic data is valuable because it allows for a comparison of where the highest and lowest densities individuals who are most likely to need transportation live. This information can then be compared to the locations of (1) major trip generators, and (2) available transportation services.

The following table 2 and exhibit 1 illustrates the areas where the number of older adults (age 65 and older) is at or above Ohio's average.

Table 2: Number of Older Adults (Age 65 and Older)

65-74 years	11.4%
75-84 years	5.3%
85 years and over	2.0%

Exhibit 1: Map of Population Density of Individuals Age 65 and Older

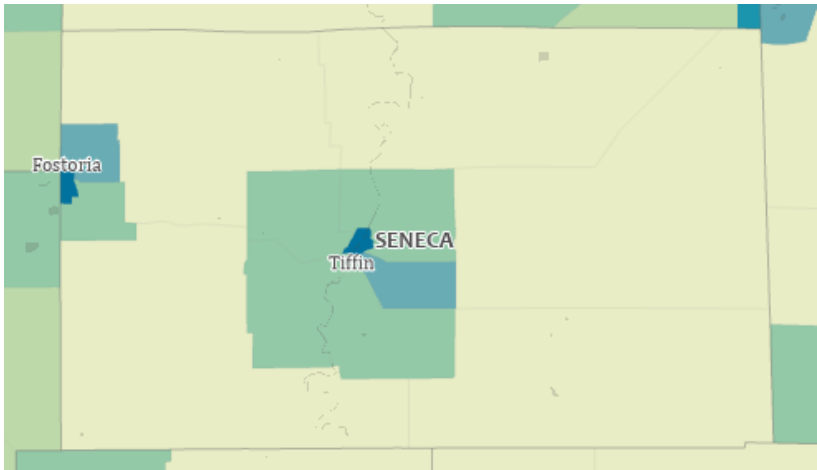


The following table 3 and exhibit 2 below indicates the areas where the number of zero vehicle households is above Ohio’s average. The absence of a vehicle in the household is often an indication of the need for transportation services.

Table 3: Percentage of Zero Vehicle Households

No vehicle available	1.8%
1 vehicle available	15.7%
2 vehicles available	42.0%
3 or more vehicles available	40.5%

Exhibit 2: Map of Density of Zero Vehicle Households



Analysis of Demographic Data

Seneca County, Ohio, has a population of approximately 55,069 residents as of 2025, with notable demographic characteristics that influence transportation planning. A significant portion of the population, 25% or around 11,000 individuals, is aged 65 or older, indicating a growing need for transportation services that accommodate aging adults. Many of these residents require accessible and reliable transit options to maintain independence, access medical care, and engage in community activities.

The county also faces socioeconomic challenges. Median household income levels are below the state average, and certain communities experience higher rates of poverty and unemployment. This economic landscape reinforces the importance of affordable transportation solutions for low-income individuals and families who may not have access to a personal vehicle.

Additionally, the rural makeup of Seneca County means that many residents live in areas with limited access to public transportation, highlighting the need for flexible, on-demand services. Individuals with disabilities represent another important demographic, requiring transportation that supports mobility aids and specialized assistance.

These demographic trends underscore the necessity of coordinated and inclusive transportation planning that prioritizes equity, accessibility, and regional connectivity to support all segments of the population

General Public and Stakeholder Meetings/Focus Groups

Great Lakes Community Action Partnership hosted and facilitated 3 local meetings and 1 focus group to discuss the unmet transportation needs and gaps in mobility and transportation. 38 people participated in the meetings. Of those, 5 self-identified as older adults and 13 self-identified as being a person with a disability. More information about what meetings were held and attendance at those meetings is available upon request.

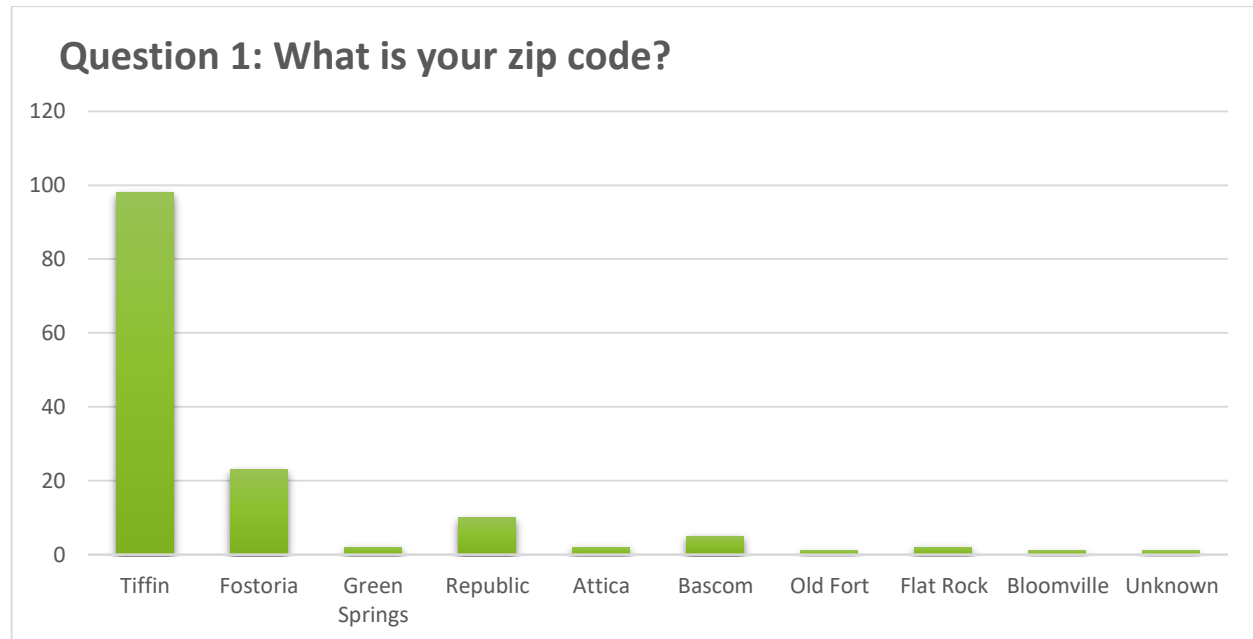
During the meeting, Great Lakes Community Action Partnership presented highlights of historical coordinated transportation in Seneca County and discussed the activities since the last Coordinated Public Transit Human Services Transportation Plan that have helped to address some of the unmet transportation needs and gaps in services for the area.

Following the initial presentation, the stakeholders were asked to review the gaps in transportation services and needs from the previous plan/or update and identify any gaps that were no longer valid and any new needs/gaps, which the facilitator deleted/added to/from a list. The focus of the discussion was transportation for older adults, individuals with disabilities, and people with low incomes. However, several topics discussed also impact mobility options for the general public.

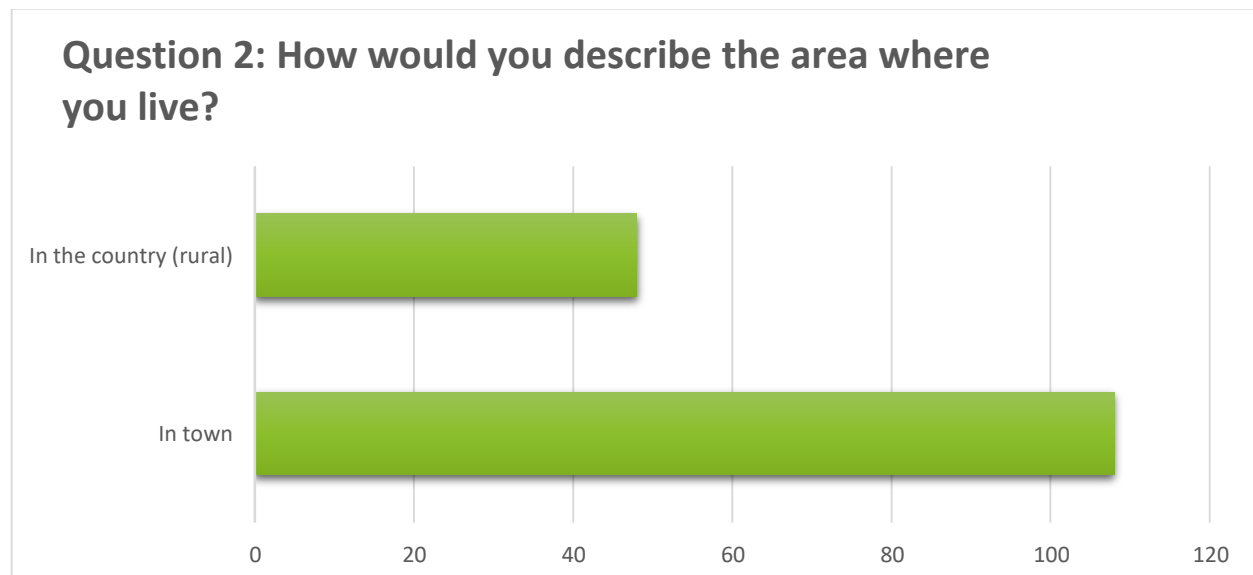
Participants discussed more than 5 mobility issues to achieve, preserve, avoid, or eliminate through coordination during the meeting[s]. Coordinated transportation stakeholders will consider the unmet transportation needs when developing transportation goals and strategies, and grant applications. The exhibit at the end of this section provides a summary of the unmet mobility needs discussed during the meetings as well as the needs identified by the survey results.

Surveys

The following survey summary includes the information gained from the following surveys that were performed. 157 surveys from the general public: 63.36% of individuals with disabilities completed the survey; 45.33% of older adults completed the survey.

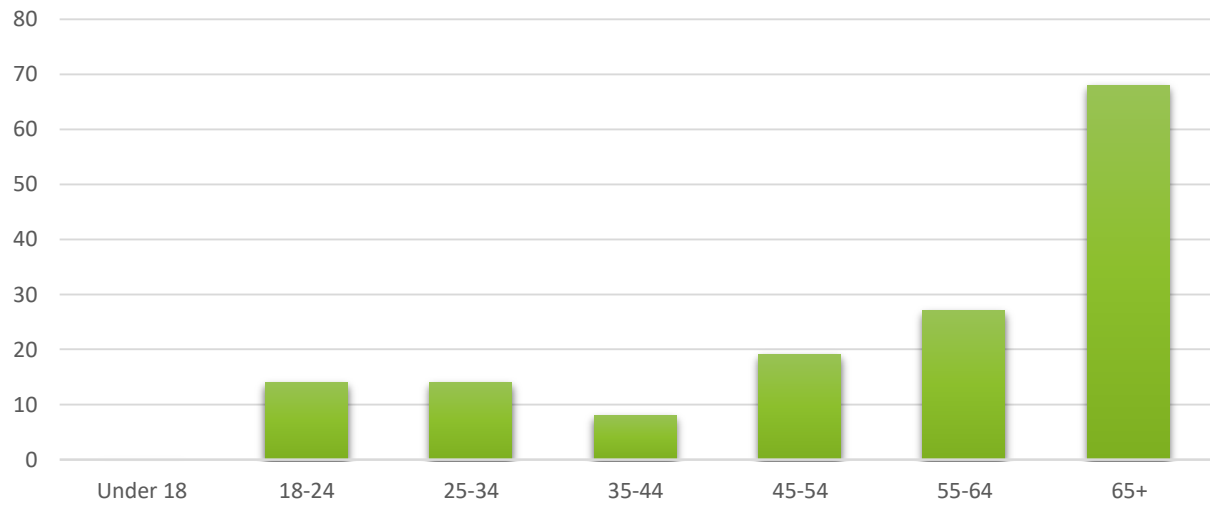


Summary: A majority of respondents from Seneca County live in either Tiffin (68%) or Fostoria (16%), with a small portion 7% residing in Republic and Bascom (3%). Only 2 respondents live in Green Springs, Attica, and Flat Rock and 1 respondent lives in Old Fort, Bloomville, and in an unknown area.



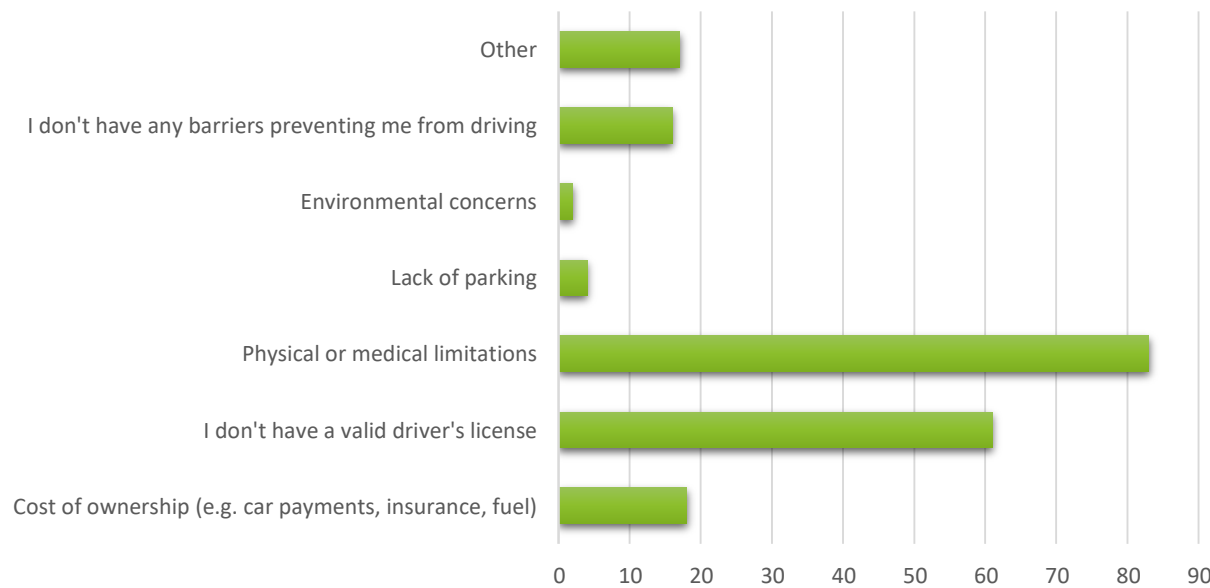
Summary: Most respondents, 69% live in town while the remaining 31% live in the country (rural).

Question 3: What is your age group?



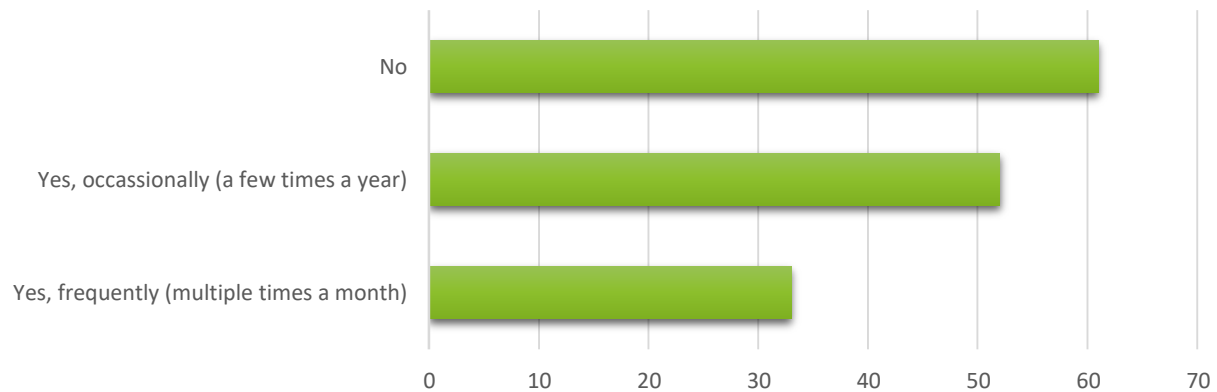
Summary: A majority (43.31%) of those that responded were over the age of 65, 17.19% were between the ages of 55-64, 12.10% aged 45-54, 8.91% 35-44, 8.91% aged 25-34, and 0% under the age of 24

Question 4: Are there any barriers that prevent you from driving or owning a vehicle? (Check all that apply)



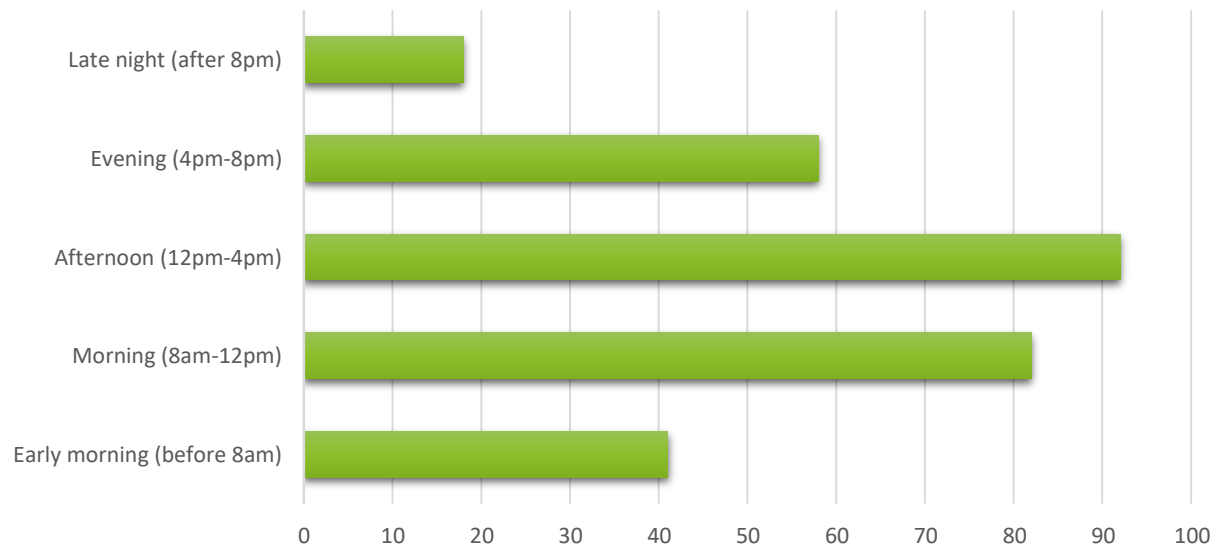
Summary: 52.86% of respondents have a physical or medical limitation that prevents them from being able to drive themselves, over 38% does not have a valid driver's license, and 11% stated the cost of car ownership, while 10.19% did not have any barrier preventing them from driving.

Question 5: Are you ever unable to go somewhere because of lack of transportation?



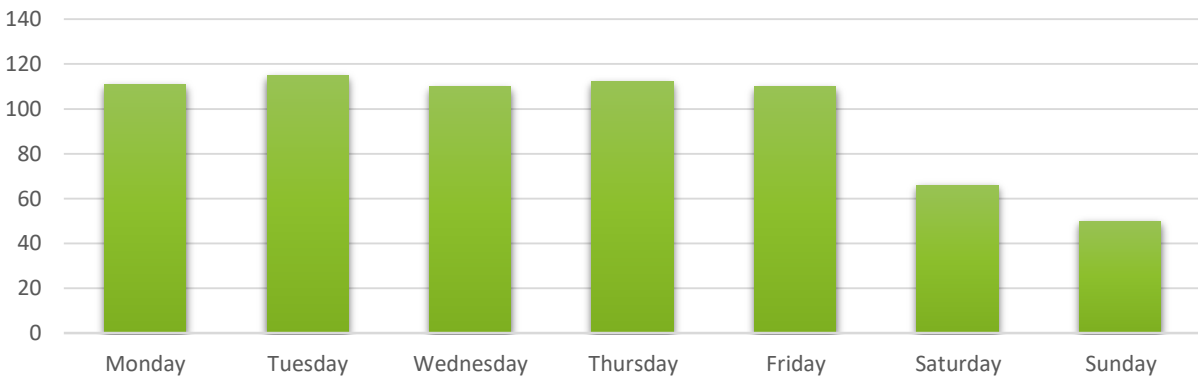
Summary: 54.14% of respondents are unable to go somewhere because of lack of transportation (33.12% is unable to go somewhere a few times a year, and 21.01% is unable to go somewhere multiple times a month); while the other 38.85% is not unable to go somewhere due to lack of transportation.

Question 6: What time of day do you typically need transportation? (Check all that apply)



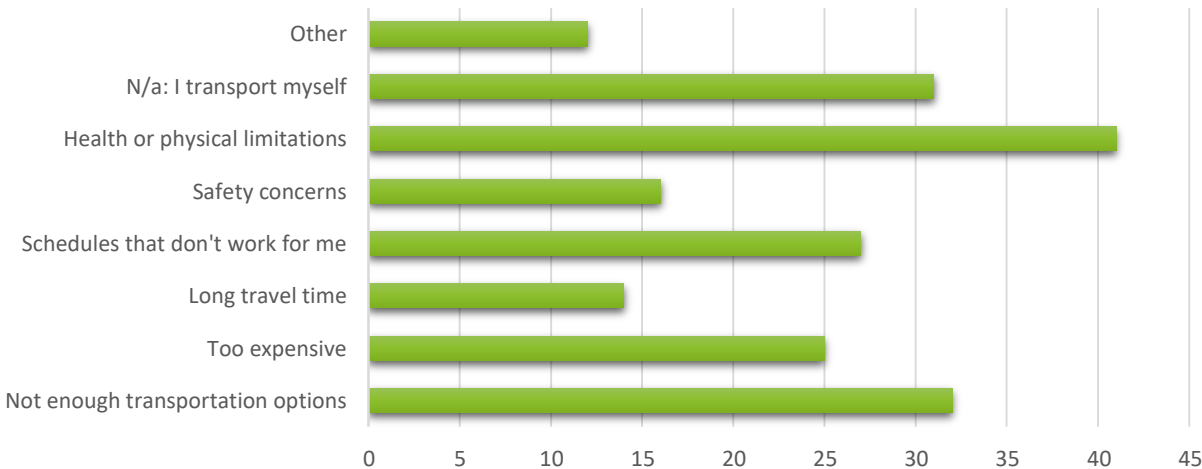
Summary: Most respondents need transportation in the afternoon between 12pm-4pm (58.59%) and morning between 8am-12pm (52.22%). 26.11% of survey participants need transportation before 8am and 36.94% need transportation in the evening between 4pm-8pm. 11.46% expressed needing transportation in the late night after 8pm.

Question #7: What days of the week are you most likely to travel? (Check all that apply)



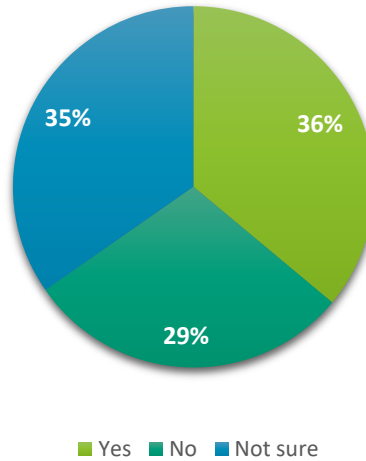
Summary: A majority of the survey respondents expressed they are most likely to travel between the days of Monday-Friday with Monday being at 70.70%, Tuesday: 73.24%, Wednesday: 70.06%, Thursday: 71.33% and Friday: 70.06%. 42.03% expressed being likely to travel on Saturdays and 31.84% on Sundays.

Question #8: What challenges do you face with your current transportation options? (Check all that apply)



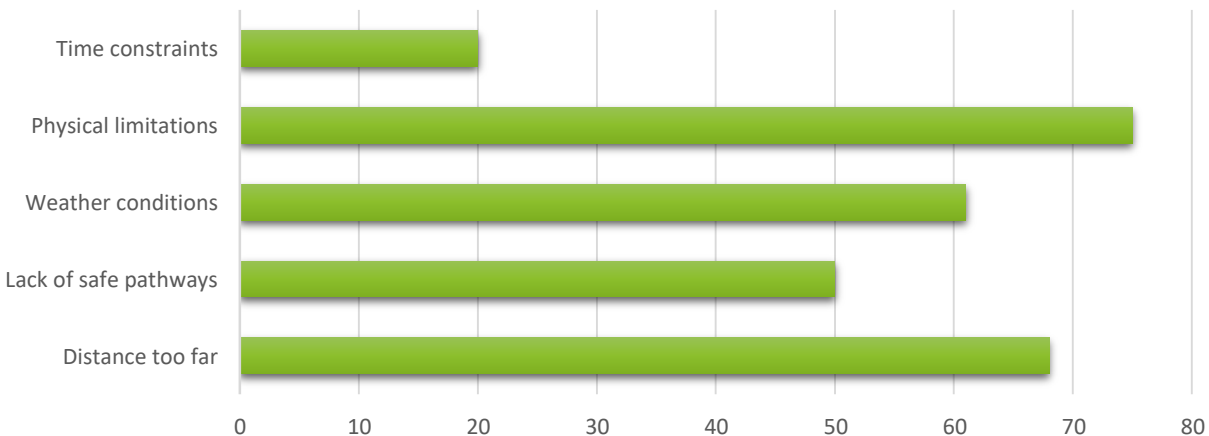
Summary: 19.74% of respondents stated that they didn't face challenges due to transporting themselves. The remaining cited the following challenges they face with current transportation options: health or physical limitations: 26.11%, not enough transportation options: 20.38%, schedules that don't work for them: 17.19%, too expensive: 15.92%, safety concerns: 10.19%, long travel times: 8.91%. 7.64% cited "other" reasons with most specifying that if they do not feel well, they won't drive that day; they only feel comfortable driving locally or in town; or that their children/spouse drive them.

Question #9: Do you feel there are enough transportation options in your area?



Summary: A majority of respondents, 33.75% stated that they do feel there are enough transportation options in the area, followed by 32.48% stating that they are not sure, and 27.38% stating that no, they do not feel there are enough transportation options in the area.

Question #10: What are the primary challenges to using active transportation (walking, biking, etc.)? (check all that apply)



Summary: Most respondents (47.77%) cited physical limitations as the primary challenge they face when using active transportation, 43.31% distance too far, 38.85% by weather conditions, 31.84% lack of safe pathways, and time constraints at 12.73%.

Question #11: How would having access to reliable transportation impact your daily life?

1	"I'm happy at home. I would visit friends in assisted living if I had transportation to and from."
2	"Would be easier to get to appointments. I cannot do afternoon appointments because of no access to transportation."
3	"Help out a whole lot. I never learned to drive."
4	"Don't think it would"
5	"I would like to have them when I need them."
6	"We are very satisfied now. Thank you one and all."
7	"Don't need it now but later on when I or if I cannot drive then it would be crucial to have transportation."
8	"As of now don't need it but would be great to have it when needed. No family to help transport for doctor appt. – groceries-etc."
9	"I think that is very useful to have access on reliable transportation, because is going to be more helpful and comfortable for all of us, who depend of these needs, especially people with disabilities, and elderly also, with medical conditions."
10	"No difference."
11	"I feel I have very good transportation using the one I use – I recommend it to everyone. Seneca City Senior Enrichment bus."
12	"Appointments out of town"
13	"I have one that I use but they aren't available during lunchtime or after 3:00."
14	"able to do more, visit family would not have to work around scat hours"
15	"Get out more"
16	"can't get out of the house myself"
17	"my life would be less stressful"
18	"was able to have reliable transportation – working on license"
19	"go out more"
20	"go out shopping more"
21	"more trips"
22	"greatly"
23	"I have transportation"
24	"have reliable transportation"
25	"have reliable transportation"
26	"have reliable transportation"
27	"would use more often"
28	"reliable transportation"
29	"go see mom more"
30	"if proper transportation was available he'd be going out more with his mom"
31	"being able to go to the store more often"
32	"bigger bus"
33	"I would use public transportation if it was available to me."
34	"could go where I wanted when I wanted"
35	"go places more often"

36	"would be able to go where I want"
37	"helpful"
38	"more options would help me"
39	"go more places"
40	"I could go where I want and be more active"
41	"trips out of state"
42	"help to access more"
43	"it would help be more involved"
44	"it would help me be more involved and get to sports practices"
45	"date nights"
46	"would be able to have date nights"
47	"be able to meet with friends and coworkers"
48	"get me to church and appointments"
49	"Mom takes me wherever I need to go"
50	"Mom takes me wherever I need to go"
51	"better social time. get out of the house"
52	"yes, immensely"
53	"go more places"
54	"my husband does not drive"
55	"make easier to go to the dr appt & outings such as grocery"
56	"If I could not drive-public transportation would be very much needed."
57	"it would ease my mind that I have access to reliable transport system"
58	"If and when I need it, it would be nice to have something to depend on. It would be nice for others also."
59	"nice to know that it is available"
60	"able to go out more"
61	"wouldn't have to depend on family or neighbors"
62	"able to be out more"
63	"wouldn't have to depend on family members or neighbors"
64	"I would be able to go more places"
65	"Be able to get where I need to be."
66	"I could go when I wanted to and not have to depend on if the ride is available"
67	"I would have more access to things possibly later hours"
68	"I would be able to go to my doctors and not have to worry about getting the right time."
69	"Much less worrying how I am to get there and back"
70	"Having this service would make life a lot easier. I would go to grocery store, Walmart and other stores in town."
71	"More opportunities to go different places"
72	"Would need to drive myself less. Someday I may not be able to drive myself and I possibly not be housebound."
73	"would be better it'll help"
74	"same"
75	"More places to go"
76	"I already have reliable transportation"

77	"Have reliable transportation can call mom to take anywhere"
78	"Gets me to and from where I have to go"
79	"Get me where I need"
80	"Already have reliable transportation"
81	"I would use public transportation if it was available to me."
82	"Definitely improve"
83	"It would open up my ability to travel"
84	"Need to be safe and get my wellness needs met."
85	"I work as a career coach for GLCAP. I am responding to this survey to share my clients needs for transportation limitations when working 1 st or 3 rd shift in manufacturing."
86	"It allows me to get to work and appointments"
87	"It would allow me to have a better quality of life, stay active, and contribute to my community."
88	"improve health if was able to bicycle"
89	"If my car ever broke down, it would be nice if there was assistance readily available to those who do not know the current options"

Summary: This was an open-ended question which received 89 responses with most responses stating that it would be easier to go to appointments, run errands, have social visits, and gain independence, while others mentioned that they currently have reliable transportation which is provided through family/friends, or current services provided.

Question #12: Do you have specific suggestions for improving transportation in your area?	
1	"Less notice time!?!"
2	"I don't have an answer for this."
3	"Need more reliable transportation."
4	"no"
5	"No"
6	"To be there when I need them."
7	"We can't think of any."
8	"Have a schedule with me and in the home with phone – schedule – hours. Also at point of pick up and drop off have a schedule and shelter and seating and map of route. Need phone numbers of transportation choices easily available to find (packet list to use) print out. Home pick up at extra cost if within ½ mile of main pick up and drop off area shelter or/and reservation needed 24 hours ahead."
9	"Schedule – drop off – pick up area's Home pick up if available – (cost \$ and within ½ mile of a drop off or pick up destination) maybe 2 days a week have home pick-ups with reservation needed"
10	"They should do something about it if there all citation of all our needs."
11	"No"
12	"past trouble with local transportation"
13	"We need transportation out of town, reasonably priced."
14	"do not transport school kids when schools have busses"

15	"Seniors need more transportation to out of town appointments."
16	"more affordable options"
17	"we need more safe bike paths between towns."
18	"more time options"
19	"fine the way it is"
20	"cover more area"
21	"more options"
22	"it helps to go out and stuff"
23	"better travel at less cost"
24	"bus stop"
25	"more accessible at a shorter time frame"
26	"Would welcome fast and safe pickups and drop offs"
27	"more parking spaces"
28	"Need more transportation options to airports at a low cost. Detroit, Cleveland, Columbus"
29	"none"
30	"Need more transportation options to airports at a low cost"
31	"Service with better open availability or times"
32	"Better options for daytime when getting school kids. Mornings too are often a no because of transports already set daily. Makes it difficult to schedule doctor appointments."
33	"later hours – more ways to get out of town"
34	"more availability during the day and late afternoon-early evening for church meetings / shopping"
35	"more options/more times"
36	"Tiffin needs regular transportation that does not take all day for one stop. Must be reliable and clean with friendly drivers. Should not charge for each stop or for places just outside city limits."
37	"get more workers!"
38	"get more workers"
39	"None"
40	"No"
41	"No"
42	"More transportation options"
43	"Get more workers"
44	"No"
45	"No"
46	"Is durable medical equipment considered a medical need trip? Sometimes I do not have a way to get my supplies picked up. Thank you."
47	"1 st and 3 rd shift employees struggle to find reliable transportation that can take them to work as well as pick them up after their shifts. Also having to call an hour before needing the ride when they start at 6 or 7am"
48	"Increased availability in the evening hours."
49	"More options"
50	"Advocate for more funding for transportation, community buy in and increase partnerships with other funding sources."
51	"fixed route"

52	"More after hours transportation available"
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Summary: This was an open-ended question which received 52 responses ranging from on-demand taxi wants, to after 5pm transportation, ease of scheduling, and pedestrian infrastructure. There were also responses stating that they had no specific suggestions or nothing to improve upon.

Challenges to Coordinated Transportation

In addition to identifying needs, the planning committee gathered information from stakeholders and used their own professional experience to identify challenges to providing coordinated transportation services. These challenges include the following:

- **Limited Transportation Coverage:** Seneca County is largely rural, with many residents living in areas that are not easily accessible. This results in gaps in service coverage, especially in outlying areas where demand may be lower but still significant for key groups like seniors and low-income residents.
- **Inadequate Service Hours:** Current transportation services, including those provided by NCAT and Seneca County Commission on Aging, have limited operating hours, making it difficult for residents who need transportation during evenings, weekends, and non-traditional hours to access services. This affects people working night shifts, those needing to attend medical appointments, and individuals who require transportation for other time-sensitive needs.
- **Shortage of Transportation Drivers and Providers:** There is a significant shortage of qualified transportation drivers in Seneca County, which limits the capacity to expand services or extend operating hours. Additionally, the county lacks sufficient transportation providers, with very few taxi services and ridesharing options available. This shortage makes it challenging to meet the growing demand for flexible, on-demand transportation, particularly for residents who do not have access to private vehicles.
- **Lack of Coordination Among Providers:** Although multiple transportation providers are available in the county, there is insufficient coordination between them. This lack of collaboration can result in duplicated services in some areas and unmet needs in others. A more integrated system could ensure that resources are used more efficiently and that service gaps are identified and addressed.
- **Limited Funding and Resources:** Securing funding for transportation services remains a challenge, with many programs reliant on grants and local match. While federal and state funding, such as the Section 5310 program, is available, the funding may not always be sufficient to cover growing transportation needs. Additionally, there is a need for investment in fleet upgrades and the maintenance of accessible vehicles.
- **Infrastructure Limitations:** Seneca County's aging infrastructure, including narrow streets and outdated utilities, limits the development of more extensive transportation routes. Many areas lack adequate pedestrian infrastructure such as sidewalks and crosswalks, creating challenges for people with mobility issues and increasing the potential for accidents.
- **Public Awareness and Engagement:** While there is a demonstrated need for transportation services, some residents are unaware of existing resources or are unsure of how to access them. Effective marketing and public outreach are needed to increase awareness of available services and to better educate the public on how to utilize them.

These challenges highlight the need for comprehensive planning, expanded funding, and better coordination to create a transportation system that meets the needs of all residents in Seneca County.

Summary of Unmet Mobility Needs

The following table describes the identified unmet transportation needs that were identified and the method used to identify and prioritize each need. Needs are listed in order of their rank in highest to lowest priority.

Exhibit 3: Prioritized Unmet Mobility Needs

Rank	Unmet Need Description	Method Used to Identify and Rank Need
1	Limited staffing and driver shortages reducing service availability	TAC meetings, SWOT, surveys & focus groups
2	Few transportation options for early morning, evening, or shift workers	TAC meetings, SWOT, surveys & focus groups
3	Lack of same-day or short-notice ride options	TAC meetings, SWOT, surveys & focus groups
4	Inadequate services for seniors, people with disabilities, or non-drivers	TAC meetings, SWOT, surveys & focus groups
5	Insufficient out-of-town options, especially medical or airport travel	TAC meetings, SWOT, surveys & focus groups
6	Delays and reliability concerns in current transportation services	TAC meetings, SWOT, surveys & focus groups
7	Need for sustainable and consistent funding to maintain services and vehicles	TAC meetings, SWOT, surveys & focus groups
8	Poor coverage in rural areas and outskirts of Tiffin	TAC meetings, SWOT, surveys & focus groups
9	Midday transportation conflicts with school-related service use	TAC meetings, SWOT, surveys & focus groups
10	Limited or no weekend service, especially on Sundays	TAC meetings, SWOT, surveys & focus groups
11	Unaffordable or cost-prohibitive transportation for some residents	TAC meetings, SWOT, surveys & focus groups
12	Lack of clear, accessible, and visible information on transportation options	TAC meetings, SWOT, surveys & focus groups
13	Lack of accessible vehicles to accommodate medical or mobility needs	TAC meetings, SWOT, surveys & focus groups
14	Heavy reliance on family, friends, or informal networks for rides	TAC meetings, SWOT, surveys & focus groups
15	Unsafe or inadequate walking and biking infrastructure	TAC meetings, SWOT, surveys & focus groups
16	Physical, medical, or health-related mobility limitations	TAC meetings, SWOT, surveys & focus groups
17	Distance and weather barriers' impact on walking and biking access	TAC meetings, SWOT, surveys & focus groups
18	Need for coordination among transportation providers and services	TAC meetings, SWOT, surveys & focus groups

V. Goals and Strategies

Developing Strategies to Address Gaps and Needs

Strategies for improving transportation for Seneca County should address the service gaps and user needs identified in this plan, if they are to be effective. As described, the gaps and unmet needs were based on information obtained from geographic analysis, the attendees participating in the meetings, and responses to the public survey.

Based on information gathered throughout the planning process, the Seneca County TAC developed the following strategies to address the gaps and unmet transportation needs. Priority levels are assigned by considering the primary funding sources that could be available to support plan implementation compared to the importance of meeting this unmet need expressed by the public and stakeholders. Not all strategies are activities specifically eligible for funding under the existing programs, nor is it guaranteed that sufficient funding will be available to achieve every strategy identified. In addition, the local stakeholders will need to provide support and commit to pursuing the strategies if they are to be accomplished. Nonetheless, these strategies have been tailored to 18 of the identified primary gaps and needs.

Below is an outline describing the prioritized strategies to address each of the identified unmet transportation needs and gaps in service.

Goal #1: Explore Transportation Service Models to Provide Flexible Transportation Options

Description: Identify and pilot flexible transportation models such as micro-transit, on-demand service, and deviated-fixed routes to improve access for shift workers, rural residents, and those needing short-notice or off-peak rides to help fill service gaps and support economic mobility across Seneca County.

Need(s) Being Addressed:

- Limited staffing and driver shortages reducing service availability
- Few transportation options for early morning, evening, or shift workers
- Lack of same-day or short-notice ride options
- Midday transportation conflicts with school-related service use
- Heavy reliance on family, friends, or informal networks for rides
- Delays and reliability concerns in current transportation services

Strategy 1.1: Conduct a countywide needs assessment and feasibility study for flexible service models, including micro-transit, on-demand, and deviated-fixed routes

Strategy 1.2: Pilot a micro-transit or on-demand service model in Tiffin near college campuses

Strategy 1.3: Engage employers, shift workers, and rural residents to guide service design

Strategy 1.4: Explore and implement a deviated-fixed route between Tiffin and Fostoria to support employment access

Strategy 1.5: Identify and secure funding from grants, local governments, or private partners to support flexible service implementation

Timeline for Implementation: 3 years

Action Steps:

- Hire a consultant or use internal resources to complete a feasibility study
- Analyze travel patterns and demand zones based on surveys and trip data
- Design and implement a pilot service with continuing monitoring
- Build partnerships with employers and community agencies for outreach and support
- Apply for startup and operations funding through ODOT and local sources
- Develop communications and marketing tools to raise awareness and attract riders
- Evaluate pilot performance using rider feedback, cost data, and service metrics

Parties Responsible for Leading Implementation: NCAT, Mobility Management

Parties Responsible for Supporting Implementation: ODOT, Tiffin University, Heidelberg, local employers, economic development

Resources Needed: Staff time, transportation planning, scheduling/dispatch technology, operational funding, pilot vehicles, outreach materials

Potential Cost Range: \$200,000-\$500,000

Potential Funding Sources: ODOT Section 5311 Rural Transit, Ohio Workforce Mobility Partnership Program, local foundation grants, employer contributions

Performance Measures/Targets:

1. Measure: Feasibility and pilot implementation
 - a. Target: Complete flexible service feasibility study within 18 months
 - b. Target: Launch a micro-transit or on-demand pilot within 24 months
2. Measure: Service availability and ridership impact
 - a. Target: Achieve 15% increase in rides provided during non-standard hours
 - b. Target: Reach 80% rider satisfaction during pilot phase
3. Measure: Engage of key stakeholders
 - a. Target: Conduct 1 focus group or survey with employers, shift workers, and rural residents
 - b. Target: Secure participation or support from at least 3 employers or community partners

Goal #2: Complete a Safe Routes to Age in Place Study

Description: Conduct a comprehensive Safe Routes to Age in Place (SRTAP) study in Seneca County to identify barriers and opportunities for older adults to safely and confidently access essential destinations by walking, biking, or using public transportation. The study will guide infrastructure improvements, policy changes, and supportive services that promote independence and aging in place.

Need(s) Being Addressed:

- Inadequate services for seniors, people with disabilities, or non-drivers
- Unsafe or inadequate walking and biking infrastructure
- Physical, medical, or health-related mobility limitations
- Distance and weather barriers' impact on walking and biking access

Strategy 2.1: Conduct walk and bike audits in high-need areas to assess pedestrian and cyclist safety and accessibility

Strategy 2.2: Facilitate focus groups with older adults and caregivers to identify transportation barriers and improvement priorities

Strategy 2.3: Distribute travel diaries to seniors to document daily transportation needs, challenges, and successes

Strategy 2.4: Partner with the Allen Eiry Senior Center and Seneca County Commission on Aging to engage older adults

Strategy 2.5: Develop a Safe Routes to Age in Place action plan with recommendations for infrastructure, service, and programmatic improvements

Timeline for Implementation: 1-2 years

Action Steps:

- Identify 1-5 priority communities or neighborhoods for audits and focus groups
- Train volunteers or partner staff to conduct walkability and bikeability assessments
- Design and distribute a senior travel diary tool through senior centers, housing sites, and home-delivered meal programs
- Host at least 1 in-person focus group with older adults, caregivers,, and service providers
- Analyze feedback to map gaps in sidewalks, crossings, lighting, seating, signage, and public transportation access
- Draft and publish a final Safe Routes to Age in Place Plan, including maps, priorities, and funding recommendations
- Present findings to local governments, ODOT, and other stakeholders to encourage implementation

Parties Responsible for Leading Implementation: Mobility Management

Parties Responsible for Supporting Implementation: Allen Eiry Senior Center, Seneca County Commission on Aging, local planning/zoning departments, public health partners

Resources Needed: Staff time, printing/outreach materials, walk/bike audit tools, GIS mapping support

Potential Cost Range: \$20,000-\$100,000

Potential Funding Sources: Columbus foundation, ODOT Active Transportation Program, AARP Livable Communities, local funds

Performance Measures/Targets:

1. Measure: Community engagement of older adults
 - a. Target: At least 20 older adults participate through focus groups and travel diaries
 - b. Target: Host a minimum of 1 focus group with 10 participants with the Allen Eiry Senior Center and/or Seneca County Commission on Aging
2. Measure: Completion and utilization of data collection tools
 - a. Target: Distribute and collect at least 10 travel diaries from older adults throughout the county
 - b. Target: Conduct walk and bike audits in at least 4 high-priority locations identified by older adults and service providers
3. Measure: Development and implementation of final plan
 - a. Target: Complete and publish the Safe Routes to Age in Place Plan within 1 year of project initiation
 - b. Target: Present the plan and recommendations to at least 3 stakeholder groups (e.g., local governments, ODOT, senior services) to encourage implementation and funding

Goal #3: Recruit, Train, and Retain Diverse Qualified Drivers

Description: Address driver shortages by improving recruitment, training, and retention strategies training to ensure a reliable, inclusive, professional transportation workforce that meets the needs of Seneca County residents

Need(s) Being Addressed:

- Limited staffing and driver shortages reducing service availability
- Delays and reliability concerns in current transportation services
- Need for sustainable and consistent funding to maintain services and vehicles
- Lack of accessible vehicles to accommodate medical or mobility needs

Strategy 3.1: Develop targeted outreach campaigns and hiring incentives to attract CDL and non-CDL drivers

Strategy 3.2: Provide onboarding, ongoing training, and advancement pathways to improve driver confidence and skill

Strategy 3.3: Improve driver retention through competitive compensation, job supports, and positive work environments

Timeline for Implementation: 6 months – 2 years

Action Steps:

- Host driver recruitment events

- Attend job fairs
- Host an annual awards dinner to recognize employees for their hard work and dedication
- Partner with community colleges and workforce partners to provide CDL and non-CDL driver training
- Implement a driver mentorship and onboarding program
- Conduct customer service training
- Establish a driver referral bonus program
- Advocate for increased wages and benefits
- Conduct annual driver satisfaction surveys to monitor needs and morale

Parties Responsible for Leading Implementation: NCAT

Parties Responsible for Supporting Implementation: Mobility Management, Seneca County Job and Family Services, Economic Development, local colleges

Resources Needed: staff, NCAT Board support, recruitment and marketing materials, driver incentives, training and recognition funding

Potential Cost Range: \$75,000-\$100,000

Potential Funding Sources: ODOT, partnership funding

Performance Measures/Targets:

1. Measure: Recruitment and hiring outcomes
 - a. Target: Hire at least 3 new qualified drivers within 1 year
 - b. Target: Host or participate in 2 driver recruitment events per year as necessary, in partnership with other agencies
2. Measure: Driver retention and recognition
 - a. Target: Improve driver retention by 15% over two years
 - b. Target: Maintain hosting an annual employee appreciation event recognizing exemplary drivers and support staff
3. Measure: Job satisfaction and compensation
 - a. Target: Achieve at least 80% satisfaction in annual driver surveys
 - b. Target: Implement a competitive wage review process and support a cost-of-living or merit-based pay increase at least once every two years

Goal #4: Strengthen and Sustain Coordinated Transportation Services

Description: Support a coordinated and sustainable transportation network in Seneca County by expanding public awareness, leveraging funding for accessible vehicles and services, and enhancing inter-agency collaboration

Need(s) Being Addressed:

- Need for sustainable and consistent funding to maintain services and vehicles
- Unaffordable or cost-prohibitive transportation for some residents

- Lack of clear, accessible, and visible information on transportation options
- Lack of accessible vehicles to accommodate medical or mobility needs
- Need for coordination among transportation providers and services

Strategy 4.1: Support the ongoing use and expansion of 5310 funding to acquire accessible vehicles, transportation operations, and programming

Strategy 4.2: Strengthen collaboration between agencies to improve service coordination and reduce duplication

Strategy 4.3: Develop and implement a marketing and public awareness campaign to promote all transportation services and resources

Strategy 4.4: Advocate for sustainable transportation funding at local, state, and federal levels

Strategy 4.5: Preserve mobility management services to support planning, coordination, and public education across the transportation network

Timeline for Implementation: ongoing

Action Steps:

- Conduct an annual assessment of 5310 applications and needs
- Identify shared coordination opportunities among local transportation providers and agencies
- Host quarterly Transportation Advisory Committee meetings and work groups to advance Seneca County's Coordinated Public and Human Services Transportation Plan
- Develop and distribute marketing materials (e.g., Getting Around Seneca County Guides, social media content, and flyers)
- Participate annually in Ohio Loves Transit Week and other awareness events to promote and advocate for rural transportation
- Meet with local and state officials to advocate for transportation investment and policy support
- Maintain and secure Section 5310 funding to support vehicle replacement, service continuity, and mobility management programming

Parties Responsible for Leading Implementation: Mobility Management

Parties Responsible for Supporting Implementation: Human service agencies, NCAT, Municipal governments and local elected officials, ODOT, Ohio Public Transit Association, community and business partners

Resources Needed: operational funding, vehicles, staff time, coordination/collaboration, communications/outreach materials, meeting space

Potential Cost Range: 250,000

Potential Funding Sources: ODOT (5310), community foundations, local government match and in-kind contributions

Performance Measures/Targets:

1. Measure: Increase awareness and utilization of transportation services
 - a. Target: Develop an annual Getting Around Guide that lists the transportation providers in Seneca County
 - b. Target: Distribute 250 Getting Around Guides throughout the county annually
2. Measure: Support accessible transportation through effective use of 5310 resources
 - a. Target: Maintain 100% operational readiness of 5310-funded vehicles
 - b. Target: Submit at least 1 5310 grant application bi-annually
3. Measure: Maintain mobility management services
 - a. Target: Sustain a full-time Mobility Manager position annually
 - b. Target: Convene 4 Transportation Advisory Committee meetings annually
4. Measure: Advocate for ongoing transportation funding and awareness
 - a. Target: Participate in Ohio Loves Transit each year
 - b. Target: Meet with local and state policymakers about transit priorities at least once per year
 - c. Target: Publish or present one advocacy-related update or success story annually

Goal #5: Advance Sustainable Transportation Through Alternative Fuels and Infrastructure

Description: Support long-term sustainability and modernization of Seneca County's transportation system by advancing the use of alternative fuels, investing in supportive infrastructure, and engaging the community in forward-looking energy and transportation planning

Need(s) Being Addressed:

- Need for sustainable and consistent funding to maintain services and vehicles
- Lack of accessible vehicles to accommodate medical or mobility needs
- Unsafe or inadequate walking and biking infrastructure

Strategy 5.1: Support NCAT's electric vehicle transition efforts funded by state and federal grants

Strategy 5.2: Explore additional alternative fuel sources (e.g., propane, CNG) for long-term fleet diversification

Strategy 5.3: Increase community and stakeholder awareness of sustainable transportation technologies and infrastructure

Timeline for Implementation: plan duration

Action Steps:

- Engage with NCAT on progress of electric vehicle implementation and performance

- Collaborate with utility companies, Clean Fuels Ohio, ODOT, and local governments
- Identify high-priority locations for public or agency-accessible EV charging stations
- Apply for state, federal, and private-sector funding to support infrastructure and vehicle replacement
- Create education materials to increase understanding of alternative fuel benefits

Parties Responsible for Leading Implementation: NCAT

Parties Responsible for Supporting Implementation: Mobility Management, ODOT, Clean Fuels Ohio

Resources Needed: EV infrastructure planning and installation support, education/outreach materials, capital funding

Potential Cost Range: N/a

Potential Funding Sources: Low-No Emission Grant, ODOT

Performance Measures/Targets:

1. Measure: Support NCAT's electric vehicle transition
 - a. Target: Deploy at least 2 electric vehicles within 4 years
 - b. Target: Achieve 100% EV training completion for NCAT operations staff
 - c. Target: Track and report comparative fuel and maintenance costs annually
2. Measure: Expand infrastructure readiness
 - a. Target: Identify at least 3 priority charging or fueling locations
 - b. Target: Complete an infrastructure upgrade by year 3
3. Measure: Increase public stakeholder awareness
 - a. Target: Publish infrastructure updates in at least 1 TAC per year
 - b. Target: Produce at least 1 press release on NCAT's electric vehicle progress with educational information

VI. Plan Adoption

The Infrastructure Investment and Jobs Act (IIJ) requires that the plan development process must include older adults, individuals with disabilities, members of the general public, and representatives from public, private and non-profit transportation, and human services providers but does not mandate the body or organization that must adopt the plan. However, the Section 5310 program specifies that individuals who adopt the plan must include individuals who were involved in the planning process. Therefore, ODOT has taken the step of requiring that the local Transportation Advisory Committee that was developed at the onset of the planning process will have the responsibility of plan adoption and approving future amendments of the plan.

In accordance with the requirements set forth by the IIJ Act and ODOT, the Seneca County Coordinated Public and Human Services Transportation Plan included a designated public comment period to allow for stakeholder and community input prior to plan adoption. A draft of the Coordinated Plan was made available upon request for review by stakeholders and the general public prior to a community meeting held on May 8, 2025, at NCAT, with the option to attend virtually to ensure accessibility. Specific outreach efforts were made to engage older adults, individuals with disabilities, and representatives from public, private, and non-profit transportation and human services providers.

Outreach and notification efforts included the following:

- A public notice posted on April 9, 2025, announcing the opportunity to request, review, and comment on the draft plan throughout the month of May.
- Social media promotion on April 10, 2025, to broaden awareness and reach additional community members.
- Calendar invitations sent on April 9, 2025, to private, non-profit, and human services providers involved in the planning process.
- An email reminder sent on May 8, 2025, to ensure that key stakeholders had the opportunity to attend and provide final feedback at the public meeting.

All outreach and engagement efforts were documented and will be maintained by GLCAP.

Comments were received from April 10th-May 31st, 2025. Stakeholders requested improved clarity and inclusivity within the plan. Ann Keefe, with 123 Grant Writer LLC (representing CSJI-Tiffin, Inc. (doing business as St. Francis Senior Ministries), provided various feedback on edits and language.

Following the public comment period, GLCAP reviewed all feedback and incorporated relevant revisions into the final Coordinated Plan.

The draft plan was distributed electronically via email to all Planning Committee members, with hard copies available upon request to ensure efficient and equitable access.

The Coordinated Plan was formally presented to the Planning Committee during a public meeting held on May 8, 2025, at NCAT, with a virtual participation option also available. The meeting was open to the public and promoted through previously established outreach channels used throughout the planning process. A total of 13 members attended, including 8 in person and 5 virtually.

A motion to adopt the plan, allowing for any formatting or insignificant changes to be made afterward, was introduced by Robin Reaves and seconded by Bryce Riggs. The Planning Committee voted unanimously in favor of adoption.

Following the incorporation of feedback from the public comment period, the lead agency prepared the final draft of the Seneca County Coordinated Public and Human Services Transportation Plan. The updated version of the plan, along with documentation of all comments received and the corresponding responses or revisions, was shared with the Planning Committee on June 30, 2025. No significant edits or objections were received from the Planning Committee following the distribution of the final draft. As a result, the plan advanced to the final adoption stage without requiring an additional stakeholder review.

To meet state requirements for rural and small urban counties, GLCAP presented the Coordinated Plan to the Seneca County Board of Commissioners on May 29, 2025, to ensure appropriate local authority was informed and involved in the final adoption process. The Seneca County Board of Commissioners passed a resolution to accept Seneca County's Coordinated Public and Human Services Transportation Plan on May 29, 2025.

The Final Coordinated Plan was then submitted to the Special Project Manager within the Office of Transit at ODOT for a final review. Once the review was complete with any corrections, a Plan Adoption Page was distributed to each Planning Committee member for signature, confirming both their involvement in the planning process and their approval of the final plan. The signed adoption page, along with the Board of Commissioner's resolution will be submitted to ODOT alongside the final plan and made available to all stakeholders, including via publication on the Great Lakes Community Action Partnership's website.

Appendix A: List of Planning Committee Participants

The planning committee consists of representation from local agencies as well as participation of individuals with disabilities, older adults, and members of the general public. More information about the planning committee is available upon request by contacting

Agency Representation

Name	Agency
Nicole Sanchez	Allen Eiry Center
Ann Keefe	123 Grant Writer, LLC
Jill Kinser, Karen Kilgo, Lucy Spencer, Margaret (Meg) Larking-Downing	Flat Rock Homes, Inc.
Natalie Eberly	Firelands Counseling & Recovery Services of Seneca County
Courtney Curtis, Jim Oliver, Mindy Birkholz	Great Lakes Community Action Partnership
Beth Hutson	Kiwanis Manor
Rose Robbins, Robin Reaves	Mental Health and Recovery Services Board of Seneca, Ottawa, Sandusky, and Wyandot Counties
Kelsie Schleter, Mary Habig	NCAT
Bob Weinhardt	Renhouse
David Gase, Lew Hurst, Natasha Hiser-Purkey	Seneca County Board of DD
Sandra Hallett	Seneca County Family and Children First Council
Julie Richards	Seneca County General Health District
Kathy Oliver, Terri Frankhart	Seneca County Job and Family Services
Tara Balliet	Seneca County Veterans Services
Gabriel Stoll	St. Francis Senior Ministries (CSJI)
Bryce Riggs	Tiffin-Seneca Economic Partnership
Evelyn Marker	United Way of Fostoria
Nikki Distel	United Way of North Central Ohio

In addition to participants listed above, the planning committee also included representation of older adults, people with disabilities, and members of the general public. In addition to hosting a planning committee, Great Lakes Community Action Partnership and other planning committee members also conducted a wide variety of activities designed to increase involvement of community stakeholders in identifying community resources, addressing community needs, and setting goals and priorities. More information about the efforts that occurred is available upon request. To request additional information please contact:

Jim Oliver
Mobility Management Coordinator
Great Lakes Community Action Partnership
419-333-5087
jaoliver@glcap.org

Appendix B: List of Annual Reviews and Plan Amendments

It is required that this plan be reviewed by the planning committee annually. For more information on when the next annual review will occur, how to be involved in the annual review process or to request information on how to make changes or corrections to this plan between annual reviews, please contact:

Jim Oliver
Mobility Management Coordinator
Great Lakes Community Action Partnership
419-333-5087
jaoliver@glcap.org

Appendix C: Definitions

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

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

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

Infrastructure Investment and Jobs Act (IIJA) – The Infrastructure Investment and Jobs Act, signed into law on November 15, 2021, authorizes significant funding to improve the nation’s transportation infrastructure, including public transit. The IIJA provides \$550 billion in new investments over five years, with a focus on modernizing infrastructure, enhancing safety, and expanding access to reliable and affordable transportation options. Specifically, it includes funding for the Federal Transit Administration (FTA) to improve transit systems, support the transition to electric buses, enhance transit safety, and promote equitable access to transportation services across rural and urban communities.

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

Planning Committee – (indicate if the planning committee has another formal name) The Planning Committee is composed of key community stakeholders. The Planning Committee members agree to actively participate in the planning process and act as the plan advisory and adopting entity.

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

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

Section 5311 Program – The Formula Grants for Rural Areas program provides capital, planning, and operating assistance to states to support public transportation in rural areas with populations of less than 50,000 where many residents often rely on public transit to reach their destinations. The program also provides funding for state and national training and technical assistance through the Rural Transportation Assistance Program. Subrecipients may include state or local government authorities, nonprofit organizations, and operators of public transportation or intercity bus service.

Section 5307 Program – The Urbanized Area Formula Grants program (49 U.S.C. 5307) makes federal resources available to urbanized areas and to governors for transit capital and operating assistance in urbanized areas and for transportation-related planning. An urbanized area is an incorporated area with a population of 50,000 or more.

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

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