

Clinton Area Transit System Transit Development Plan



April 2024



KFH Group, Inc.
Bethesda, MD | Austin, TX

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Chapter 1: Introduction

A Transit Development Plan (TDP) is a planning process that should be undertaken on a periodic basis by every transit system. Clinton Transit undertook this process that provided the opportunity to:

- Build upon and help to formulate and document goals and objectives for transit in Clinton County,
- Review and assess current transit services,
- Identify unmet transit needs, and,
- Develop an appropriate course of action to address the objectives in the short-range future.

This TDP will serve as a guide for Clinton Transit, providing a roadmap for implementing service changes, improvements, and/or potential expansion over a five-year timeframe. It can also serve as a basis for preparing grant applications for transit funding.

Overview of the Plan

The Clinton Transit TDP is presented through the following chapters:

- Chapter 2 provides an assessment of existing conditions, with a particular focus on the transportation services operated by Clinton Transit.
- Chapter 3 provides an assessment of transit needs in Clinton County based on extensive outreach efforts that included input from current customers (riders), key stakeholders, and the broader community.
- Chapter 4 reviews the land use and demographic characteristics that affect transit needs and services in Clinton County.
- Chapter 5 presents potential service alternatives to improve current services.
- Chapter 6 provides final recommendations, including budgeting and implementation over the next five years.

COVID-19 Impacts and Response

While the planning process will look forward to potential future service improvements and expansions, the review of existing services includes the previous four years. This time period covers a time that Clinton Transit, like all public transportation providers across the country, was dealing with the ramifications of the COVID-19 pandemic. Appendix A provides Clinton Transit's response to the pandemic that outlined safety measures and mitigation strategies to reduce the spread of the virus while still meeting community needs.

Fortunately, Clinton Transit ridership has returned and now exceeds pre-pandemic levels, as shown in the data provided later in this plan. Looking ahead, the potential improvements to the Clinton Transit system also provided in this TDP were designed for a post-COVID-19 environment.

Chapter 2: Existing Conditions

Introduction

This chapter provides a review of current Clinton Transit services, funding sources, and operating expenses, and then discusses recent ridership and overall performance in relation to typical transit industry standards. The chapter also documents the current Clinton Transit vehicle fleet, facilities, and technology. Along with the needs assessment and demographic analysis discussed in subsequent chapters, this information serves as the basis for the development of possible service and organizational alternatives.

Background

Clinton Transit reports that the system began in 2001 with volunteer drivers transporting older adults and people with disabilities from the community. The system has evolved into a general public curb-to-curb system, with a mission to keep people connected by providing safe and accessible transportation for all residents in Clinton County. Branded as the “Blue Bus,” the services are provided through a demand response system based on specific trip requests. Currently, Clinton Transit does not operate regular routes or have established bus stops.

Governance

Clinton Transit is organized as a non-profit corporation on September 25, 2001, under the State of Michigan Public Transportation Authority Act (Act 196 of 1986), which authorizes the formation of public transportation authorities with certain general powers and duties.

The system is directed and governed by a Board of Directors that consists of seven members, each appointed by the Chairperson of the Clinton County Board of Commissioners and subject to the approval by the Clinton County Board of Commissioners. The Chairperson of the Clinton County Board of Commissioners, subject to the approval of the Clinton County Board of Commissioners, also appoints one member of the Board of Commissioners to serve as a non-voting ex-officio member. Board members serve three-year terms that begin on January 1 of the first year and end on December 31 of the third year.

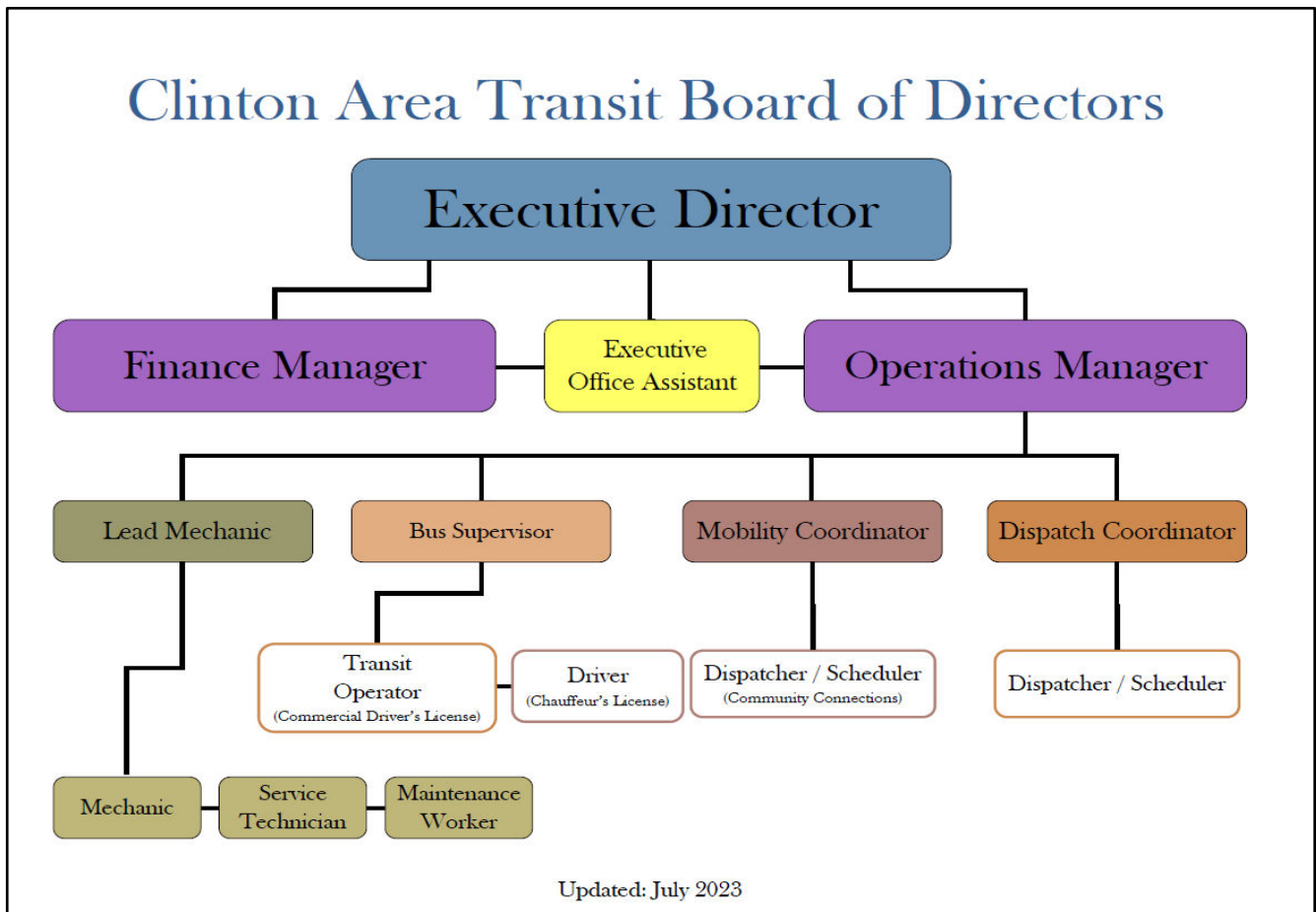
Clinton Transit Board members represent local municipalities in the county, with the following current makeup:

- Chairperson: Olive Township
- Vice Chairperson: Bath Charter Township
- Secretary/Treasurer: City of DeWitt
- Board Members:
 - Essex Township
 - Lebanon Township
 - Bath Charter Township
 - Ovid Township

Organizational Structure

Clinton Transit is led by an Executive Director and two managers who oversee finance and operations. An organizational chart is provided in Figure 2-1.

Figure 2-1: Clinton Transit Organizational Chart



SOURCE: CLINTON TRANSIT

Clinton Transit Services

Dial-A-Ride Service

As noted earlier Clinton Transit is a scheduled curb-to-curb system. Operating hours are Monday – Friday from 6:00 a.m. to 9:00 p.m., and Saturday from 8:00 a.m. to 6:00 p.m. Dispatch office hours are Monday – Friday from 7:00 a.m. to 6:00 p.m., and Saturday from 8:30 a.m. to 12:30 p.m.

Customers can schedule rides for the Dial-A-Ride service through multiple methods:

- Calling Clinton Transit during dispatch hours
- Using the Clinton Transit mobile app
- Visiting the MyBlueBus.com website

A copy of the Clinton Transit Dial-A-Ride brochure is provided in Appendix B.

Community Connections

Community Connections is a specialized service for older adults, people with disabilities, and veterans in Clinton County who may need additional assistance to meet their transportation needs. Funded in part with New Freedom Program funds (discussed in a later Funding section), this program provides door-to-door transportation that goes beyond the Dial-A-Ride service. This may include trips that go beyond the dial-a-ride service hours, and to locations outside Clinton County. Out of county trips are coordinated through interlocal agreements with the respective public transit agencies in these areas. The program also offers individual trip planning and travel training to make sure special mobility needs are met.

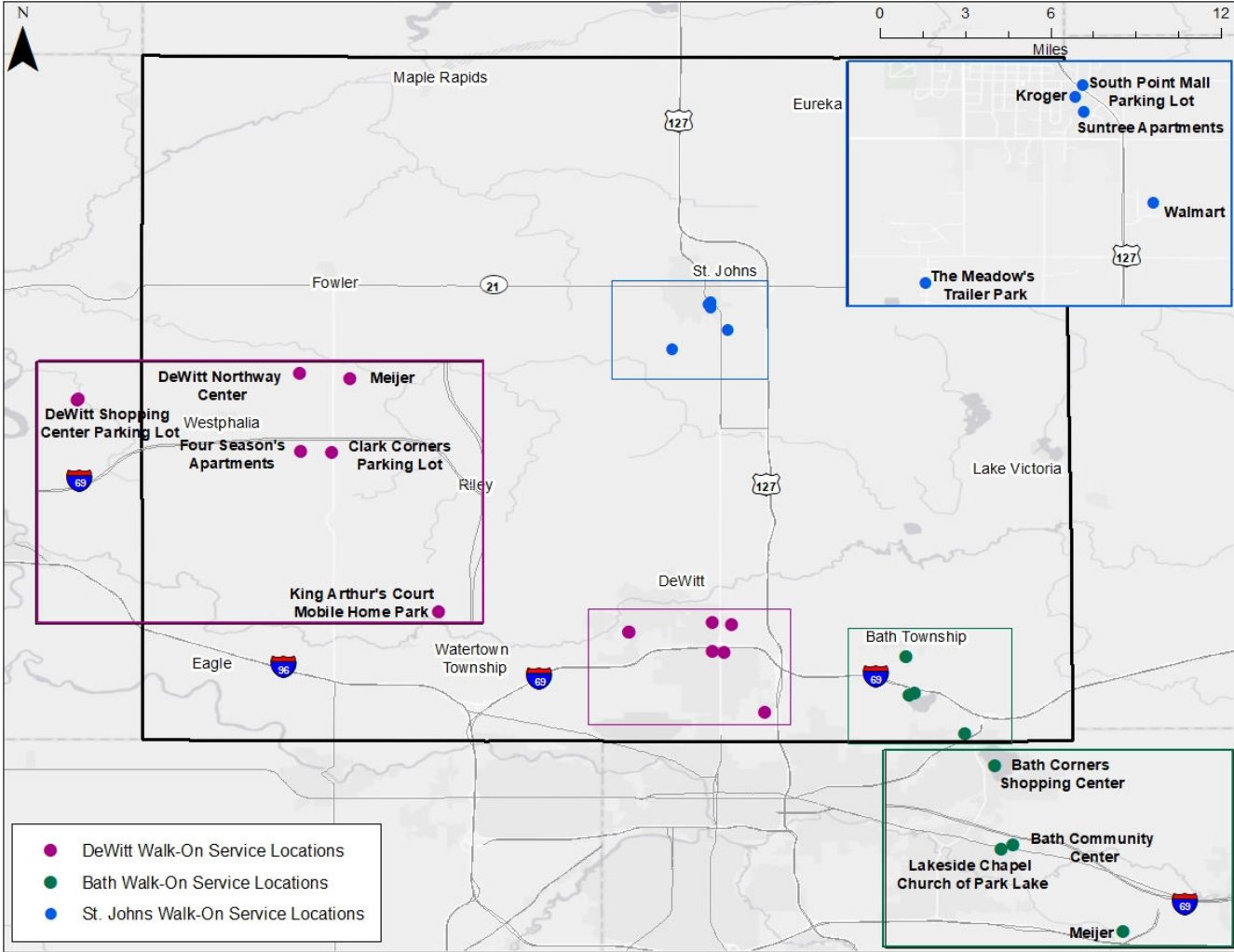
A copy of the Community Connections brochure is provided in Appendix C.

Walk-on Service Locations

Clinton Transit offers walk-on service at key locations in the county between 10:00 a.m. and 2:00 p.m., Monday through Friday. These locations are an effort by Clinton Transit to provide more service during times of the day when demand is lower, and vary daily and are dependent upon service availability. Therefore, customers are encouraged to contact the Clinton Transit Dispatch Department or go to <http://www.mybluebus.com/> for more information and to confirm locations.

The walk-on service locations are shown in Figure 2-2. These locations, along with input through the needs assessment, were used to evaluate possible service designs and options that are discussed in Chapter 5 of this TDP.

Figure 2-2: Clinton Transit Walk-on Service Locations



Fare Structure

The Clinton Transit fare structures for the Dial-A-Ride and Community Connections services are shown in Tables 2-1 and 2-2, while the Clinton Transit website provides up-to-date fare structure information.

Table 2-1: Dial-A-Ride Service

Fare Type	One-Way Regular Fare	One-Way Discounted Fare (1)
City Fare Pick-up / Drop-off within City of DeWitt and City of St. Johns	\$2.00	\$1.00
Non-City Fare Pick-up / Drop-off outside City limits - remainder of Clinton County	\$3.00	\$1.50
Out of County Fare Pick-up / Drop-off outside Clinton County - Ingham and Eaton Counties	\$4.00	\$2.00

(1) PERSON WITH A DISABILITY, VETERAN, SENIOR (60+), AND YOUTH (UNDER 18)

In March 2023 Clinton Transit implemented a fare promotion to encourage ridership during times of day when demand is lower. Through this promotion weekday rides within the cities of St. Johns and DeWitt that begin and end between 10:30 a.m. and 1:30 p.m. have a discounted one-way fare of \$.25. Clinton Transit plans to continue this discounted fare program into the foreseeable future. Normal fares apply on Saturdays and for non-city and out-of-county fares.

Table 2-2: Community Connections Service

Fare Type	One-Way Fare
City Fare: DeWitt and St. Johns Pick-up / Drop-off within same City zone	\$3.00
Non-City Fare: Clinton County Pick-up / Drop-off outside of City zone	\$5.00
Out of County Fares (1): Zone 1A: Ingham and Eaton Counties	\$10.00
Zone 1B: Gratiot, Ionia, and Shiawassee Counties	\$12.00
Zone 2: Barry, Calhoun, Genessee, Isabella, Jackson, Kent, Livingston, Mecosta, Midland, Montcalm, and Saginaw Counties	\$25.00
Zone 3: Macomb, Oakland, Washtenaw and Wayne Counties	\$40.00

(1) CLINTON TRANSIT HAS ESTABLISHED INTERLOCAL AGREEMENTS AND CONDUCTED COORDINATION EFFORTS WITH PUBLIC TRANSIT AGENCIES IN THESE AREAS.

In June 2022 Clinton Transit began Free Rides for Veterans. This program is for all Clinton County veterans for all trip purposes, and is the result of a partnership with the Clinton County Board of Commissioners to match New Freedom grant funds (discussed in the next section) for this program.

Funding Sources

Federal / State Programs

Clinton Transit receives federal and state funding that is administered by the Michigan Department of Transportation (MDOT) Office of Passenger of Transportation through a variety of programs and an annual application process. For federal funding Clinton Transit serves as a subrecipient, as MDOT serves as the direct recipient for transit funding for rural areas of the state. Projected funding through these programs is a component of the financial plan for the future that is presented later in this TDP.

In 2023 Clinton Transit received funding through the following MDOT programs. Future state funding may be impacted, as the Michigan Legislature approved and sent to Governor Whitmer the 2024 budget that includes a one-time increased operations funding for transit systems across the state.

Regular Services Program

Operating Assistance Programs

- State Operating Assistance Program – State funding based on an annual budgeted Operating Assistance Report (OAR) submitted by Clinton Transit. According to the MDOT FY2025 Application Instructions for Public Transit Programs, the State formula for this program is 40.2993 of eligible expenses for transit systems in rural areas with a population less than 100,000. Funding through this program is authorized under Public Act 51.
- Federal Rural Area Formula Program (Section 5311) - According to the MDOT FY2025 Application Instructions for Public Transit Programs rural transit systems like Clinton Transit can use 18% of their budgeted OAR eligible expenses as an estimate. While listed in the application under operating assistance programs the application notes these allocated funds can be used for operations and/or capital expenses, however this must be determined during the application process.

Capital Assistance Programs

- Federal Capital Assistance Programs (Section 5339) – Through the MDOT application process transit agencies can apply for capital assistance. A variety of federal programs are potentially eligible for capital assistance, including the Section 5311 Program.
- State Capital Assistance Programs – Funding through these programs are primarily used to provide the local match, up to 20%, for Federal Capital Assistance Programs. Eligible authorities and eligible governmental agencies as defined in Act 51 may receive capital grants, though state participation is contingent upon funding availability.

Job Access and Reverse Commute (JARC) Program

MDOT notes that JARC activities are intended to address innovative and flexible transportation to meet employment needs of individuals with limited incomes, as well as provide transportation to employment opportunities from urban and rural areas to suburban areas for individuals of all income levels. JARC activities are eligible under the federal Section 5311 Program. Clinton Transit submits a cost allocation plan to MDOT that details the methodology for segmenting these trips from Regular Services Program funding.

New Freedom (NF) Program

MDOT notes that NF activities are funded through the federal Section 5310 Program, and are intended to reduce barriers to transportation services and expand the transportation mobility options available to individuals with disabilities beyond the requirements of the Americans with Disabilities (ADA). Similar to the JARC Program, Clinton Transit submits a cost allocation plan to MDOT that details the methodology for segmenting NF trips from Regular Services Program funding.

Local Funding

Local funding for Clinton Transit is provided through a millage that was originally passed in August 2005 at .20 mil. On the August 2020 ballot a millage increase of .50 per mill was introduced. This increase was approved, with election results showing that over 67% of voters supported this increase. The next renewal is scheduled for August 2024, and current plans are to continue to increase services and provide innovative solutions in meeting the mobility needs of Clinton County residents.

The use of a millage as the local source of funding by Clinton Transit is similar to many county transit systems in Michigan that are supported locally through this process. The millage rate is the rate at which property taxes are levied, and a mill is 1/1000 of a dollar, or \$1.00 per \$1,000 of taxable value.

Farebox Recovery

In addition to federal, state, and local sources, as noted earlier Clinton Transit has a fare structure and is supported through fares collected from customers. In FY2023 \$138,387 was recovered through fares, about 2.57% of overall revenues.

Funding Summary

Table 2-3 provides a summary of operating funding through the various sources for the 2019-2023 period. Several notes related to this funding overview:

- Local funding is greater in FY2022-2023 due to passage of the increased millage as previously mentioned.
- Farebox recovery was lower in FY2021 when fares were eliminated in response to the COVID-19 pandemic.
- The federal funding percentage went from 18% to 36% between 2020 and 2023, however it is going back down to 18% in 2024 and it is anticipated will remain at that level for the foreseeable future.
- There was an additional federal funding increase as a result of COVID-19 programs -- Coronavirus Aid, Relief, and Economic Security Act (CARES Act); Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA) Act; and the American Rescue Plan Act of 2021 (ARP), which will no longer be available beginning in FY2024.

Table 2-3: Historical Funding

Year	2019	2020	2021	2022	2023
Federal	\$276,546	\$544,019	\$743,379	\$1,060,751	\$1,453,186
State	\$573,211	\$631,256	\$774,934	\$947,720	\$1,333,975
Local	\$534,728	\$565,907	\$578,377	\$2,094,753	\$2,251,983
Farebox Recovery	\$86,141	\$51,034	\$7,290	\$108,477	\$138,387

SOURCES:

2019-2021 - MDOT REVENUE/EXPENSE REPORTS

2022-2023 - MDOT RECONCILED OPERATING ASSISTANCE REPORTS FOR REGULAR SERVICE, NEW FREEDOM, AND JARC

Existing Clinton Transit Facilities, Fleet, and Technology

Clinton Transit is located at 215 North Scott Road in St. Johns. This location houses the administrative offices, dispatch, and vehicle maintenance facilities. Clinton Transit reports that expansion/renovation of the administration building began in March 2022 and was completed a year later. The expansion increased existing square footage of 2,500 by an additional 3,300 square feet, providing the system with the infrastructure necessary to continue to expand services to meet the mobility needs of Clinton County. Through the expansion the dispatch department was increased from four workstations to ten, and the administration offices now include two expansion offices when the need arises for additional staff. Clinton Transit reports that the project budget was \$3.1M, and was funded with federal and state capital assistance grants and local millage funds.

Clinton Transit has received a \$2.5 million federal grant through MDOT for the renovation / expansion of their current maintenance facility. This project is needed as Clinton Transit expands their fleet, and in need of additional space for maintaining vehicles. It will also provide the opportunity to add the infrastructure needed to transition the Clinton Transit fleet to electric vehicles. The work to renovate and expand the maintenance facility is scheduled to kick off in August 2024.



For dispatching and scheduling Clinton Transit currently uses software provided by Ecolane. Potential modifications to current technology related to possible service improvements are discussed in Chapter 5 of this TDP.

Table 2-4 provides information on the 35 vehicles that make up the current Clinton Transit fleet. This inventory will serve as the basis for a capital plan. Clinton Transit reports that twelve vehicles in the current fleet are being leased.

Capital requests submitted by Clinton Transit to MDOT are summarized in Table 2-5. The system notes that they have had seven replacement vehicles on order since September 2021.



Table 2-4: Current Clinton Transit Vehicle Inventory

Local ID	Year	Type	Make	Model	Fuel	Seating Capacity	Lift Quantity	Mileage	Replacement Request	Replacement Funded	Funding Source
Bus 32	2012	LghtDty- Cutaway	Ford	F-450	GAS	16	2	335148	2018	2021	SEC 5309
Bus 51	2014	LghtDty- Cutaway	Ford	F-450	PROPANE	16	0	209054	2022	2021	SEC 5339
Bus 52	2017	LghtDty- Cutaway	Ford	F-450	PROPANE	16	3	150764	2024	-	SEC 5339
Bus 53	2017	LghtDty- Cutaway	Ford	F-450	PROPANE	16	2	215767	2024	-	SEC 5339
Van 58	2017	SmLghtDty- Vans	Ford	Transit	GAS	10	2	191042	2021	2021	SEC 5339
MV 39	2017	SmLghtDty- Vans	Dodge	Caravan	GAS	4	2	45761	2023	-	SEC 5310
BUS 97	2018	LghtDty- Cutaway	Ford	F-450	PROPANE	16	3	136481	-	-	CMAQ
BUS 98	2018	LghtDty- Cutaway	Ford	F-450	PROPANE	16	3	130986	-	-	CMAQ
BUS 99	2018	LghtDty- Cutaway	Ford	F-450	PROPANE	16	3	183658	-	-	CMAQ
BUS 96	2018	LghtDty- Cutaway	Ford	F-450	PROPANE	16	3	158839	-	-	CMAQ
Bus 43	2019	LghtDty- Cutaway	Ford	F-450	PROPANE	16	3	110961	-	-	SEC 5339
Bus 44	2019	LghtDty- Cutaway	Ford	F-450	PROPANE	16	3	152344	-	-	SEC 5339
Bus 40	2019	LghtDty- Cutaway	Ford	F-450	PROPANE	16	3	115741	-	-	SEC 5339
Bus 83	2019	LghtDty- Cutaway	Ford	F-450	PROPANE	16	3	145519	-	-	SEC 5339
Bus 41	2019	LghtDty- Cutaway	Ford	F-450	PROPANE	16	3	140379	-	-	SEC 5339
Bus 39	2019	LghtDty- Cutaway	Ford	F-450	PROPANE	16	3	139622	-	-	SEC 5339
Bus 42	2019	LghtDty- Cutaway	Ford	F-450	PROPANE	16	3	152420	-	-	SEC 5339
MV 81	2019	Minivan	Dodge	Caravan	GAS	6	2	33753	2023	-	SEC 5310
Van 59	2020	SmLghtDty- Van	Ford	Transit	GAS	8	2	84389	-	-	LOCAL
Van 30	2020	SmLghtDty- Van	Ford	Transit	GAS	7	2	61930	-	-	LOCAL
Van 19	2020	SmLghtDty- Van	Ford	Transit	GAS	8	2	75162	-	-	LOCAL
Van 78	2021	SmLghtDty- Van	Ford	Transit	GAS	14	3	66321	-	-	5311 CAPITAL
Van 79	2021	SmLghtDty- Van	Ford	Transit	GAS	14	3	56612	-	-	5311 CAPITAL
Bus 169	2022	LghtDty- Cutaway	Ford	E-350 Starcraft	GAS	14	2	53751	-	-	LOCAL
Bus 160	2022	LghtDty- Cutaway	Ford	E-350 Starcraft	GAS	14	2	71486	-	-	LOCAL
Bus 170	2022	LghtDty- Cutaway	Ford	E-350 Starcraft	GAS	14	2	64303	-	-	LOCAL
Bus 159	2022	LghtDty- Cutaway	Ford	E-350 Starcraft	GAS	14	2	58946	-	-	LOCAL
Bus 162	2022	LghtDty- Cutaway	Ford	E-350 Starcraft	GAS	14	2	69908	-	-	LOCAL
Bus 163	2022	LghtDty- Cutaway	Ford	E-350 Starcraft	GAS	14	2	67127	-	-	LOCAL
Van 305	2022	SmLghtDty- Van	Ford	Transit T-350	GAS	7	2	5741	-	-	5311 CAPITAL
Van 118	2023	SmLghtDty- Van	Ford	Transit	GAS	8	2	50	-	-	LOCAL
Van 707	2023	SmLghtDty- Van	Ford	Transit	GAS	8	2	50	-	-	LOCAL
Van 647	2023	SmLghtDty- Van	Ford	Transit	GAS	8	2	50	-	-	LOCAL
Van 161	2023	SmLghtDty- Van	Ford	Transit	GAS	8	2	50	-	-	LOCAL
Van 171	2023	SmLghtDty- Van	Ford	Transit	GAS	8	2	50	-	-	LOCAL

Table 2-5: Clinton Transit Capital Requests to MDOT

Requested Year	Capital Item	Federal Amount	State Amount	Local Amount	Total Amount	MDOT Funding Program
2024	Mobility Management	\$32,000	\$8,000	-	\$40,000	Section 5310/NF
2024	Vehicles	\$280,000	\$70,000	-	\$350,000	Section 5339 - Bus and Bus Facilities
2024	Equipment	\$84,000	\$16,000	-	\$100,000	Section 5339 - Bus and Bus Facilities
2024	Vehicles	\$128,000	\$32,000	-	\$160,000	Section 5339 - Bus and Bus Facilities
2024	Equipment	\$48,000	\$12,000	-	\$60,000	Section 5339 - Bus and Bus Facilities
2025	Vehicles	\$140,000	\$35,000	-	\$175,000	STBG (STP)
2025	Mobility Management	\$32,000	\$8,000	-	\$40,000	Section 5310/NF
2025	Vehicles	\$560,000	\$140,000	-	\$700,000	Section 5339 - Bus and Bus Facilities
2025	Vehicles	\$192,000	\$48,000	-	\$240,000	Section 5339 - Bus and Bus Facilities
2026	Vehicles	\$385,000	\$96,250	-	\$481,250	STBG (STP)
2026	Mobility Management	\$32,000	\$8,000	-	\$40,000	Section 5310/NF
2026	Vehicles	\$128,000	\$32,000	-	\$160,000	Section 5339 - Bus and Bus Facilities
2026	Vehicles	\$980,000	\$245,000	-	\$1,225,000	Section 5339 - Bus and Bus Facilities
2027	Mobility Management	\$32,000	\$8,000	-	\$40,000	Section 5310/NF

SOURCE: CLINTON TRANSIT FY2024 ANNUAL APPLICATION CAPITAL REQUESTS TO MDOT

The capital requests correspond to the following vehicle replacement schedule:

- FY2024 – Replacement of Bus 52, Bus 53, MV 39, and MV81; Replacement of Service truck and Administration vehicle, which have already exceeded their useful life.
- FY2025 – Replacement of Bus 96, Bus 97, Bus 98, Bus 99, Van 19, Van 30, and Van 59
- FY2026 – Replacement of Bus 39, Bus 40, Bus 41, Bus 42, Bus 43, Bus 44, Bus 83, Van 78, and Van 79

Another consideration related to capital funding noted by Clinton Transit is the funding shared with the road commission and local municipalities that is flexed from the Federal Highway Administration to the Federal Transit Administration (FTA). These funds are distributed by MDOT, in conjunction with the Michigan Rural Task Force Program, through the Michigan Local Rural Transportation Program and funded by the Surface Transportation Block Grant Program (STL), and also with Surface Transportation Urban Local (STUL) funding. Clinton Transit reports that for STL they receive an allocation of \$25,000 each year to be used each year or as one project during the four-year TIP cycle. The STUL is on a rotation basis, with the Clinton County Road Commission and the City of St. Johns, so Clinton Transit receives the full annual amount every third year. The scope of work for these capital funds is subject to change should a greater capital need arise.

Another capital consideration is the MDOT Transit Asset Management Plan (TAM). The TAM Plan contains an inventory of the equipment operated by Michigan's rural transit agencies including Clinton Transit, to meet FTA requirements. Recipients of federal funding, like Clinton Transit, are required to provide an inventory of their assets, condition assessments of those assets, and their performance targets. The plan defines what "state of good repair" (SGR) means for transit agencies, and discusses established requirements for recipients of FTA grants that include requirements to establish annual performance targets based on FTA performance measures. The MDOT TAM Plan is available at -- <https://www.michigan.gov/mdot/-/media/Project/Websites/MDOT/Travel/Mobility/Public-Transportation/Publications/Transit-Asset-Management-Plan.pdf>.

Operating Expenses

Table 2-6 provides line-item amounts for Clinton Transit operating expenses for FY2023 (October 1, 2022 – September 30, 2023). As indicated in the table, the majority of expenses are for operator wages and fuels and lubricants that tie directly with service operations.

Table 2-6: FY2023 Operating Expenses

Line Item	Regular Service	New Freedom	Job Access	Total Services
Operators Wages	\$935,642	\$18,734	\$10,197	\$964,573
Other Salaries and Wages	\$476,002	\$8,890	\$4,839	\$489,731
Dispatchers' Salaries and Wages	\$164,575	\$3,295	\$1,794	\$169,664
Fringe Benefits	\$509,837	\$10,048	\$5,469	\$525,354
DC Pensions	\$53,977	\$1,081	\$588	\$55,646
Advertising Fees	\$158,392	\$3,171	\$1,726	\$163,289
Audit Costs	\$11,950	\$0	\$0	\$11,950
Other Services	\$323,042	\$6,468	\$3,521	\$333,031
Fuels and Lubricants	\$268,886	\$5,384	\$2,931	\$277,201
Tires and Tubes	\$24,257	\$486	\$264	\$25,007
Major Purchases	\$224,875	\$4,503	\$2,451	\$231,829
Other Materials and Supplies	\$154,956	\$3,103	\$1,689	\$159,748
Utilities	\$40,697	\$815	\$444	\$41,956
Liability Insurance	\$81,635	\$1,635	\$890	\$84,160
Other Insurance	\$0	\$0	\$0	\$0
Taxes and Fees	\$74	\$1	\$1	\$76
Travel, Meetings, and Training	\$28,595	\$573	\$312	\$29,480
Association Dues/Subscriptions	\$6,789	\$136	\$74	\$6,999
Other Misc. Expenses	\$1,024	\$20	\$11	\$1,055
Pass-Through Expense	\$29,093	\$0	\$0	\$29,093
Operating Leases and Rentals	\$12,446	\$248	\$136	\$12,830
Depreciation	\$442,844	\$2,572	\$1,400	\$446,816
Ineligible Expenses	\$70,625	\$0	\$0	\$70,625
Ineligible Depreciation	\$314,359	\$0	\$0	\$314,359
Ineligible Percent of Association Dues	\$440	\$0	\$0	\$440
Other Ineligible Federal/State/Local	\$99	\$0	\$0	\$99
Ineligible Pass-Through	\$29,093	\$0	\$0	\$29,093
Ineligible RTAP	\$10,000	\$0	\$0	\$10,000
Other Ineligible Operating Expenses	\$40,000	\$0	\$0	\$40,000
Total Expenses	\$4,278,960	\$76,266	\$41,514	\$4,396,740
Total Ineligible Expenses	\$505,006	\$12,854	\$0	\$517,860
Total Eligible Expenses	\$3,773,954	\$63,412	\$41,514	\$3,878,880

SOURCE: FY2023 MDOT RECONCILED OPERATING ASSISTANCE REPORTS (OAR) - REVENUE SCHEDULE REPORT

Ridership Data

An overview of system ridership for the last five years is provided in Table 2-7. A review of the ridership indicates the decline in 2020 and 2021 ridership as a result of implications from the COVID-19 pandemic. However, 2022 and 2023 ridership rebounded significantly and exceeded pre-pandemic levels.

This trend goes beyond national ones, as the American Public Transportation Association (APTA) reports that U.S. transit agencies are now at about 77% of pre-pandemic ridership levels. The recent ridership trend also outpaces population increases in Clinton County (of 2.14% between 2016 and 2021 as discussed in Chapter 4).

Table 2-7: Clinton Transit Ridership Data

Year	Total Passengers	Change from Previous Year	Change from Pre-Pandemic Ridership (2019)
2019	52,956	-	-
2020	41,188	-22.2%	-22.2%
2021	45,451	9.4%	-14.2%
2022	60,041	32.1%	13.4%
2023	72,901	21.4%	37.7%

SOURCES: MDOT PUBLIC TRANSIT FACTS – PERFORMANCE INDICATORS FOR 2019-2022; RECONCILED OPERATING ASSISTANCE REPORTS FOR 2023

While many Clinton Transit riders have been long-term users of the system (discussed in Chapter 3), the system is attracting new passengers. Clinton Transit reports that there was an 80% increase in new riders between 2019 and 2022, and a 41% increase in new riders for 2023 based on their ridership reports.

Looking ahead, based on current trends it is anticipated that ridership on the Clinton Transit system will continue to grow. In addition, Chapter 5 provides projected ridership for proposed new services discussed later in this plan.

Operating and Performance Data

Transit services are typically evaluated for both efficiency (doing things right) and effectiveness (doing the right things):

- Efficiency is usually analyzed by operating cost per hour, mile, and passenger trip.
- Effectiveness, emphasized by passenger productivity, is usually analyzed by passenger trips per mile and hour. The most useful single measure is the passenger trips per hour, as it reflects usage concerning the amount of service provided. Generally speaking, the majority of transit operating costs are hourly (wages and benefits), so higher values of trips per hour reflect better use of resources.

Table 2-8 provides an overview of the operating and performance data for Clinton Transit for the 2019-2023 period. As shown in this table vehicle miles and hours have increased the past two years as implications from the pandemic subsided and services were reinstated. Costs per hour and mile have continued to rise through the period, not surprising based again on the significant inflationary impacts from COVID-19 and other factors. Passenger trips per mile and per hour have remained fairly consistent through the four-year period, most likely due to the rural transit demand-response service model that has been in place throughout this timeframe.

Table 2-8: Clinton Transit Operating and Performance Data

Performance Characteristic	2019	2020	2021	2022	2023
Total Passenger Trips	52,956	41,188	45,451	60,041	72,901
Total Miles	545,256	473,118	585,769	752,268	957,150
Total Vehicle Hours	29,113	21,671	26,881	34,286	41,377
Total Eligible Expenses*	\$1,505,808	\$1,505,346	\$2,043,429	\$2,768,219	\$3,878,880
Cost/Hour	\$51.72	\$69.46	\$76.02	\$80.74	\$93.74
Cost/Mile	\$2.76	\$3.18	\$3.49	\$3.68	\$4.05
Cost/Passenger Trip	\$28.44	\$36.55	\$44.96	\$46.11	\$53.21
Passenger Trips/Mile	0.10	0.09	0.08	0.08	0.08
Passenger Trips/Hour	1.82	1.90	1.69	1.75	1.76

SOURCE: MDOT PUBLIC TRANSIT FACTS - PERFORMANCE INDICATORS FOR 2019-2022; RECONCILED REPORTS FOR 2023

While MDOT does not have prescribed performance measures for rural transit services in Michigan, there are industry guidelines that can serve as a tool to assess and monitor the effectiveness and efficiency of these services. However, these guidelines were established pre-COVID-19 and do not fully consider the fiscal impacts of the pandemic on salaries, maintenance, and other factors related to operating demand-response transit services in a rural area. It is estimated that transit systems in Michigan and across the country have experienced a 30% increase from 2019 in costs due to the pandemic. Therefore, these guidelines have been updated accordingly and when compared to typical rural transit and demand-response services indicate the following:

- **Cost Per Hour:** Typically, this cost should be between \$52 to \$104 per hour, so Clinton Transit is meeting the criteria.
- **Cost Per Mile:** The typical acceptable range for this performance measurement is between \$2.60 and \$5.20. So at a cost per mile of \$4.05 in FY2023 Clinton Transit is meeting this standard.
- **Cost Per Passenger Trip:** Typically, the cost per passenger trip should be less than \$52.00 per hour, so Clinton Transit is near this industry norm.
- **Passenger Trips Per Mile:** The results of this performance indicator should be within the .10 and .30 range, so at .08 passenger trips per mile Clinton Transit is not quite meeting this measure.
- **Passenger Trips Per Hour:** Typically, a rural transit system or demand-response system should provide between 1.5 and 5 passenger trips per hour, so Clinton Transit is within this range.

It should be noted that rural dial-a-ride services like those operated by Clinton Transit – with the need for customers for call for nearly every trip and with the numerous daily variables – is the most difficult type of transit to operate. The cost per trip is also higher than any other transit mode. Demand-response service productivity is inherently low and is impacted by a variety of uncontrollable factors. Therefore, the development of alternatives included examining potential opportunities to improve productivity.

Marketing and Outreach



Clinton Transit conducted research in early 2021 to determine a brand for the system, and now has an extensive branding campaign and employs a marketing firm to assist with customer and community outreach efforts. A Clinton Transit Brand Definition Guide resulted from the brand research, and includes guidelines for consistent messaging, a logo, and the Blue Bus icon shown to the right. This guide is provided in Appendix D.



Strategic Planning / Paradigm Shift

In November 2021 the Clinton Transit Board of Directors and Executive Director held their first Strategic Planning Session, and this annual event now provides the opportunity to set the direction for the organization. The objectives for these sessions are to review accomplishments from the current year, to discuss lessons learned from the year, and to establish strategic goals for the coming year. The 2022 session reviewed accomplishments from the previous year and discussed projected actions for 2023 (that included conducting the TDP) and noted focus areas for 2024 that included creating plans for ongoing engagement with our customers and employees. It also featured the core ideology for Clinton Transit:

Purpose: Keeping People Connected

Mission: Providing the Service of Mobility

Core Values:

Communication: We value open, honest, and frequent communications with our staff and our community partners. Our internal and external communications will continue to be open, constructive, and empowering.

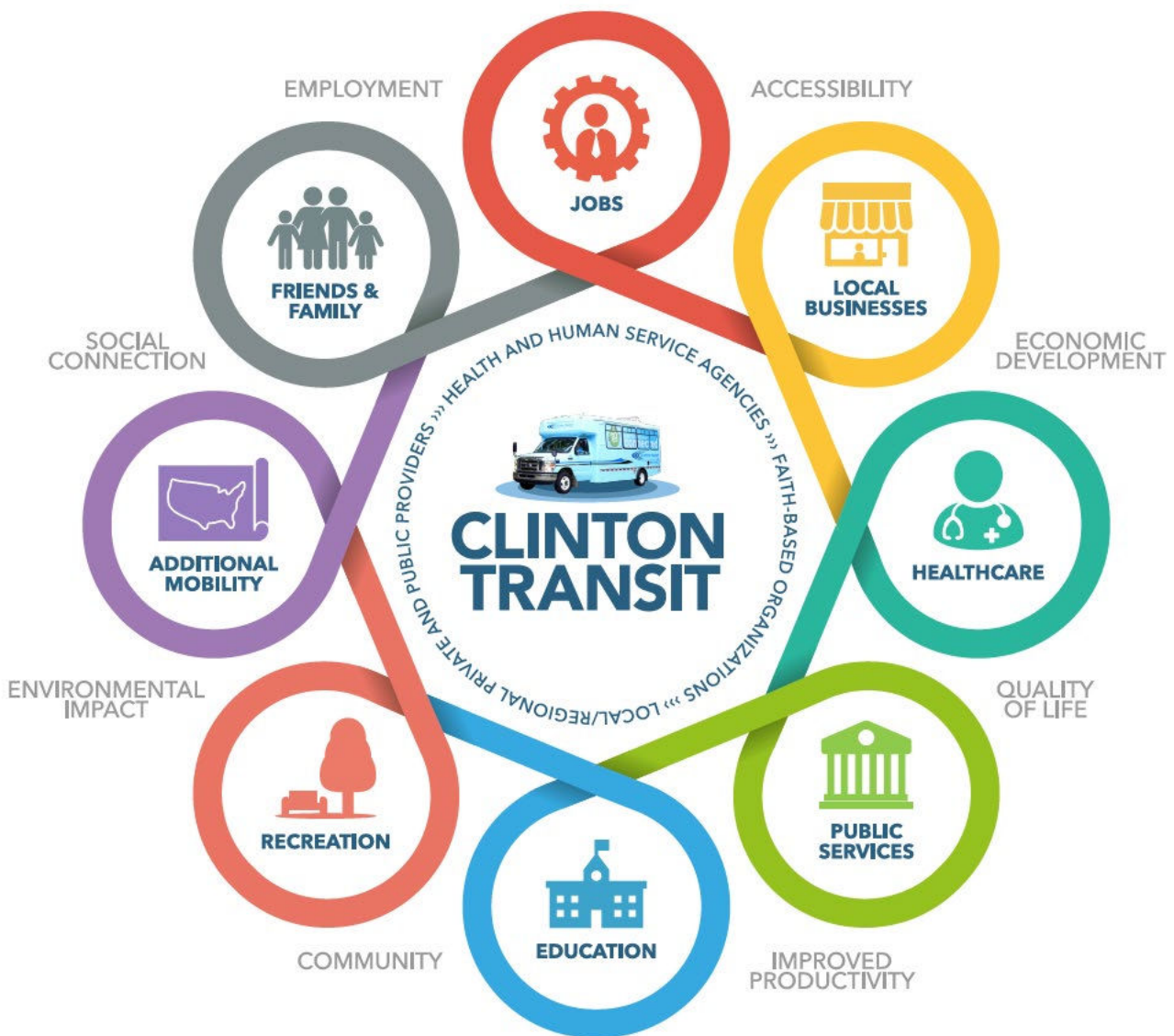
Service Orientation: We value, above all, compassion for others; going the distance for our staff and the community we serve.

Adaptability: We are committed to the mindset of remaining willing when able and able when unwilling.

Accountability: We are committed to delivering results that make a difference in Clinton County and being accountable for those results.

Clinton Transit has also adopted a business model – referred to by the organization as their paradigm shift – where the focus has transitioned from one of moving buses to one of moving people. Depicted by Clinton Transit in Figure 2-3, their paradigm shift capitalizes on creating an agency culture rooted in mobility management principles. Mobility management is an approach to designing and delivering transportation services that starts and ends with the customer; encourages innovation and flexibility to reach the "right fit" solution for customers; and continually incorporates customer feedback as services are evaluated and adjusted.

Figure 2-3: Clinton Transit Business Model/Paradigm Shift



Other Transportation Services

While the focus of the TDP process is on Clinton Transit services, the following section provides an overview of other transportation services available in the county and broader region.

Human Service Transportation Providers

This section provides an overview of non-profit and human service transportation providers identified in Clinton County and throughout the region. Transportation services are specialized in nature, and typically provided only to agency clients for a specific trip purpose, generally either medical or to access agency locations. These services may be modified due to funding or other changes.

Chapter 3 of this TDP also discusses relevant coordinated public transit-human services transportation planning efforts.

- Mid-Michigan District Health Department-Clinton County operates transportation to medical appointments for families with children of special needs.
- Tri-County Office on Aging is a regional planning, advocacy, and administrative agency that plans and provides needed services for older adults.
- American Cancer Society assists ambulatory cancer patients with ground transportation to and from cancer treatment.

Private Transportation Providers

Intercity Bus Services

There are a variety of intercity private transportation routes serving the region. Routes consist of interstate and intrastate connections from the following providers:

- Indian Trails
 - Stations in Lansing and Owosso
- Michigan Flyer
- Greyhound
 - Pick-ups in Grand Ledge and Lansing

Taxicab and Transportation Network Companies

Through online research, below are the different transportation network companies available within Clinton County:

- Capital Transport
- Greater Lansing Taxi Authority
- Uber

Chapter 3: Transit Needs Assessment

Introduction

This chapter provides an assessment of transit needs in Clinton County based on input received through a variety of outreach efforts, with a particular focus on feedback from current customers, key stakeholders, and the broader community. Along with the review of demographics that is presented in the next chapter, this assessment provides the foundation for the alternatives and recommendations that were developed for the TDP.

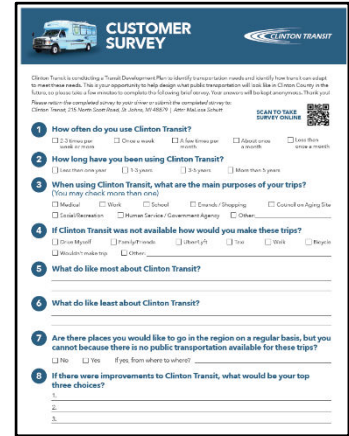
Overall, this chapter is divided into the following sections:

- **Customer (Rider) Survey Results** – Summary of a customer survey that provided information on trip characteristics, typical travel patterns, desired service improvements, and satisfaction levels.
- **Community Survey Results** – Summary of a broader community survey that provided the opportunity to gather opinions from the general public on transit services in Clinton County.
- **Employer Surveys** – Summary of a survey that provided the opportunity for current employers to assess the current transit needs of their employees.
- **Stakeholder Interviews** – Review of the feedback received from local stakeholders regarding existing transit services and priorities for the future through individual discussions.
- **Driver and Operations Staff Questionnaire** – Review of the feedback received from Clinton Transit drivers and operations staff regarding current services and to identify opportunities to improve transportation in the future.
- **Community Workshop / Meetings on a Bus** – Discussion of outreach efforts that were conducted later in the planning process to obtain input on preferred service improvements (discussed in Chapter 5).
- **Previous Plans and Studies** – Review of recent plans relevant to the needs assessment and the transit planning process.

Customer (Rider) Survey Results

An important task for the TDP was the administration of a rider survey to receive feedback on public transit services from customers and develop a rider profile. With input from Clinton Transit staff and King Media, an on-board survey was prepared for these purposes, and distributed by Clinton Transit drivers. A copy of the on-board survey is provided in Appendix E.

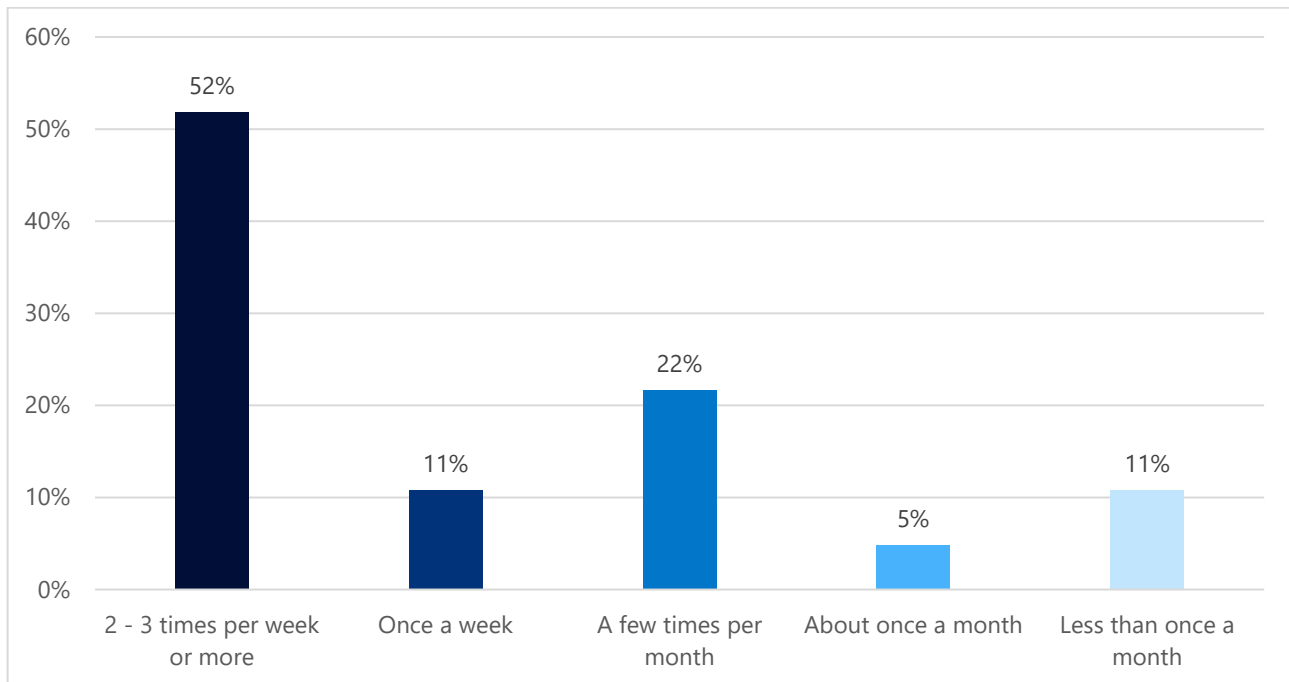
Overall, 85 surveys were collected and the results are discussed in the following section.



Use of Public Transportation and Trip Purpose

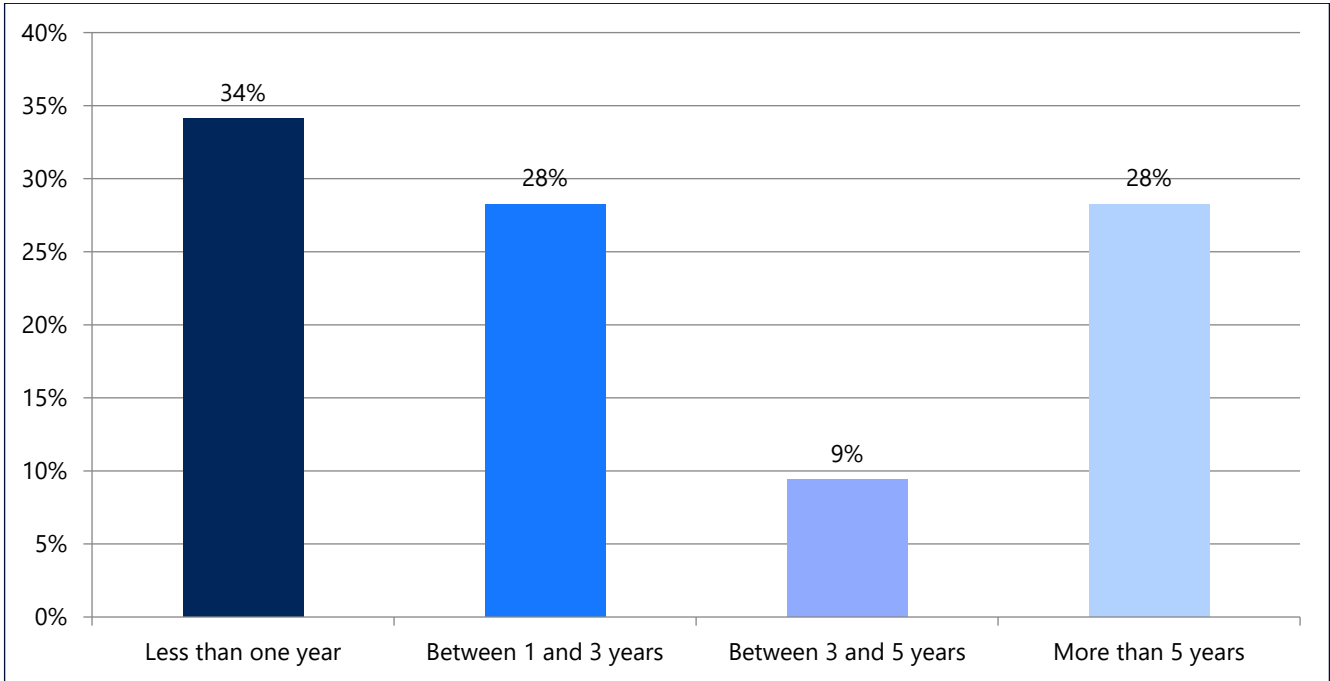
Figure 3-1 shows how often customers use the Blue Bus. As shown a majority of the customers who responded to the survey are frequent riders, utilizing the Blue Bus services 2 – 3 times per week or more. This information emphasizes the importance of the service to these individuals.

Figure 3-1: How Often Do You Use The Blue Bus



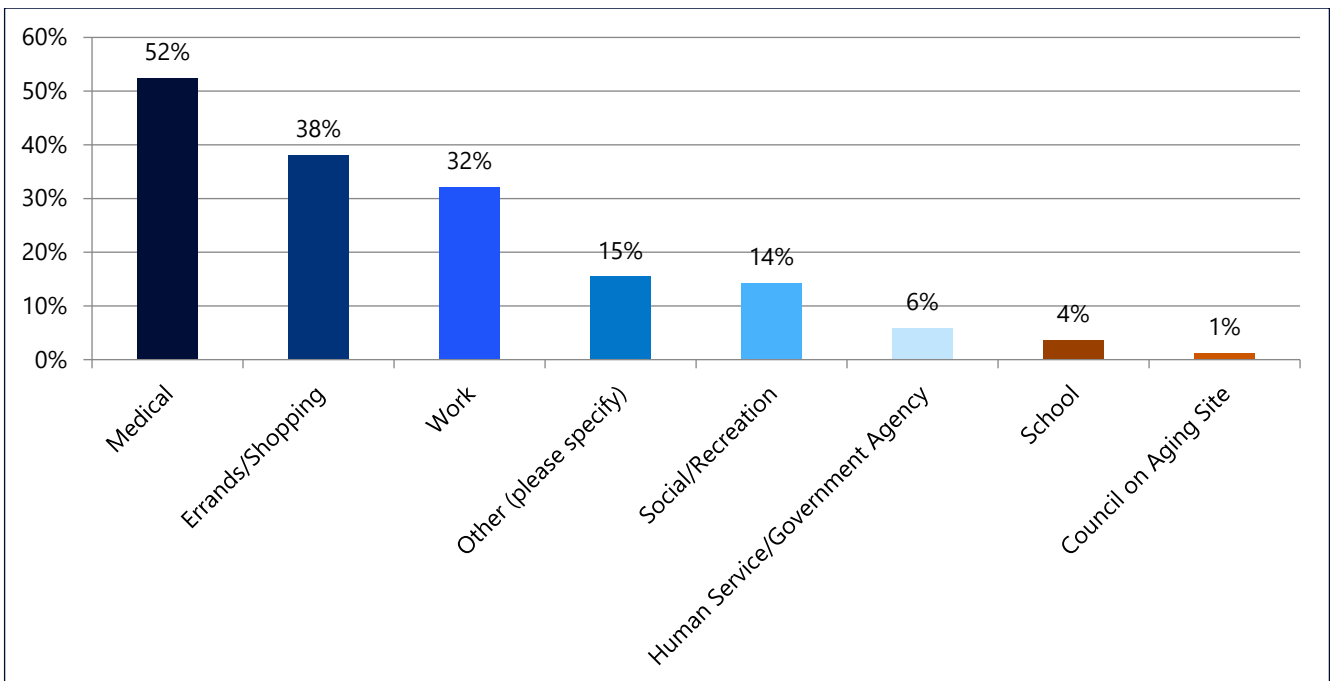
Respondents were asked how long they have been utilizing the Blue Bus services, and most of the customers have used the services for less than a year (34%). A significant number of customers are also long-term riders and reported using the service for over five years. Overall results to this question and the length of utilization for other customers are provided in Figure 3-2.

Figure 3-2: Length of Utilization for the Blue Bus



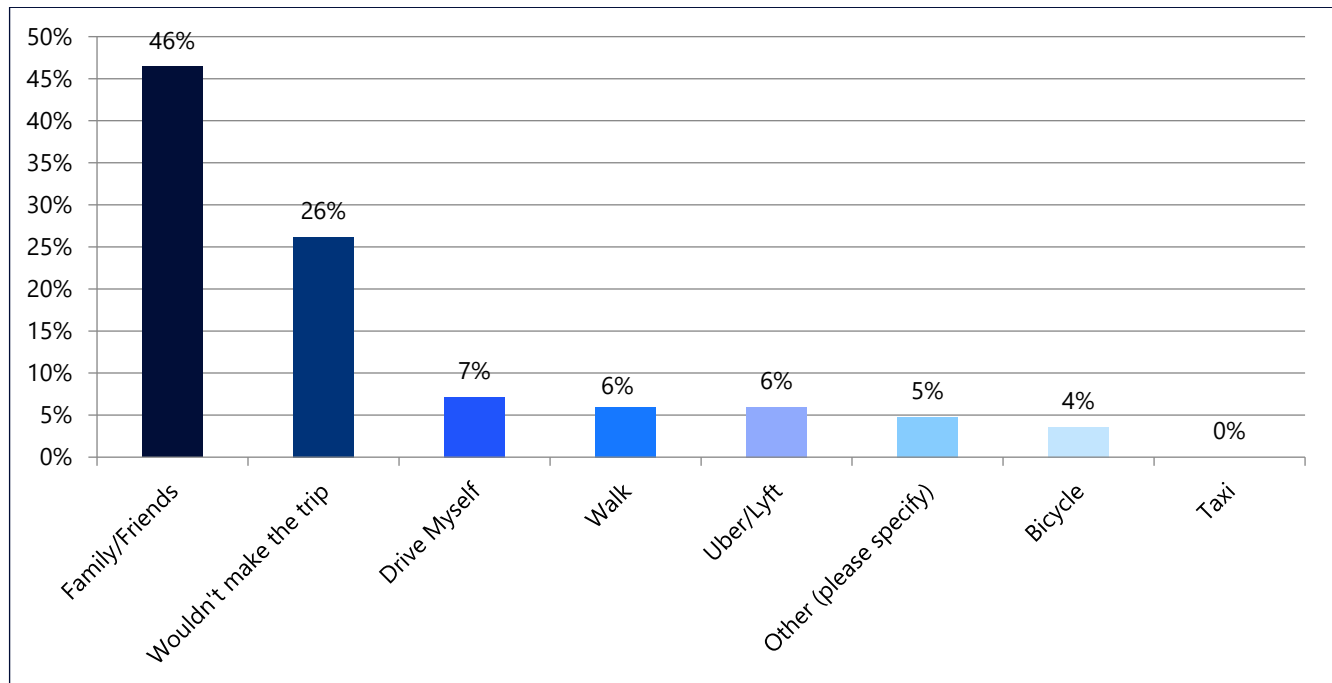
Next, customers were asked about their main purpose for their trip, and the top three reasons were medical, errands/shopping, and work (52%, 38%, and 32% respectively), as shown in Figure 3-3.

Figure 3-3: Main Purpose for Current Trip



When asked how they would make these trips if public transportation was not available, the top responses indicated that they would rely on friends or family or wouldn't make the trip at all, as seen in Figure 3-4.

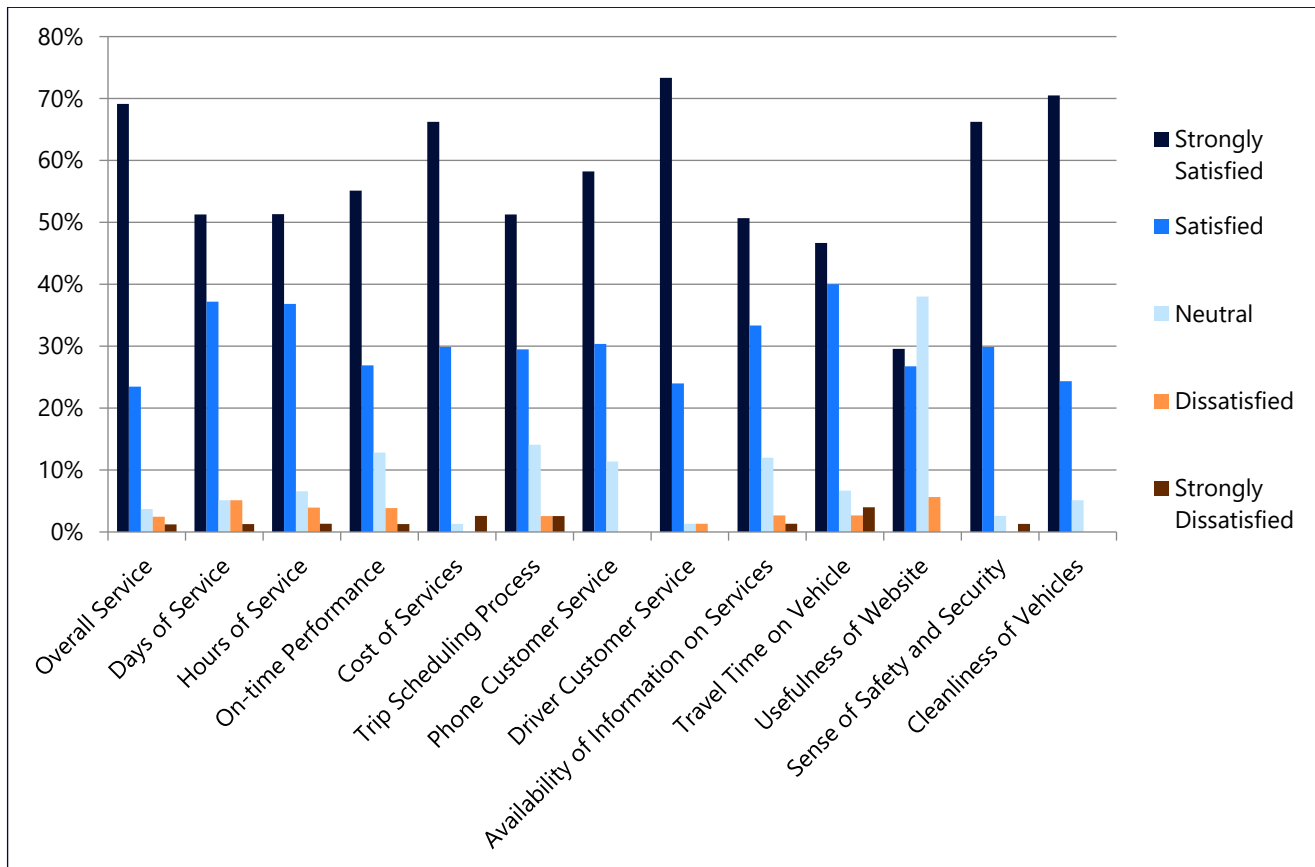
Figure 3-4: If Public Transportation Wasn't An Option, How Would You Make The Trip



Customer Satisfaction

Riders who completed the customer survey were asked to rate their satisfaction with public transportation in a variety of areas, which is shown in Figure 3-5.

- A majority of respondents reported that they were highly satisfied with the overall service. They also noted that they were most satisfied with:
 - Driver Customer Service (73%)
 - Cleanliness of vehicles (71%)
 - Cost of services (66%)
 - Sense of Safety and Security (66%)
 - Phone Customer Service (58%)
- Only a few respondents noted that they were dissatisfied with any aspect of current public transportation services, primarily the usefulness of the website.

Figure 3-5: Overall Satisfaction with the Blue Bus

Open Ended Comments

The respondents were also asked what they liked most about public transportation in Clinton County and the comments included:

- Friendly and helpful drivers and staff
- Clean buses
- Cost of Services
- Accommodating and convenient

When asked what they liked least about the public transportation system, the comments included:

- Lack of Sunday Service
- Long wait times for pick-up and drop-off
- Service area limitations
- Scheduling
- Limited availability, and a need for more buses

Some of the areas that respondents mentioned when asked about destinations that cannot be reached by current public transportation services included:

- MSU Planetarium
- Owosso
- Southside of Lansing
- Lansing
- Mount Pleasant

Current customers were asked to name their top three improvements for public transportation services in Clinton County, and answers included:

- Expanded service to include weekends and longer hours
- Shorter time waiting for bus
- Scheduled service
- Immediate response service instead of having to make appointment

Customer (Rider) Profile

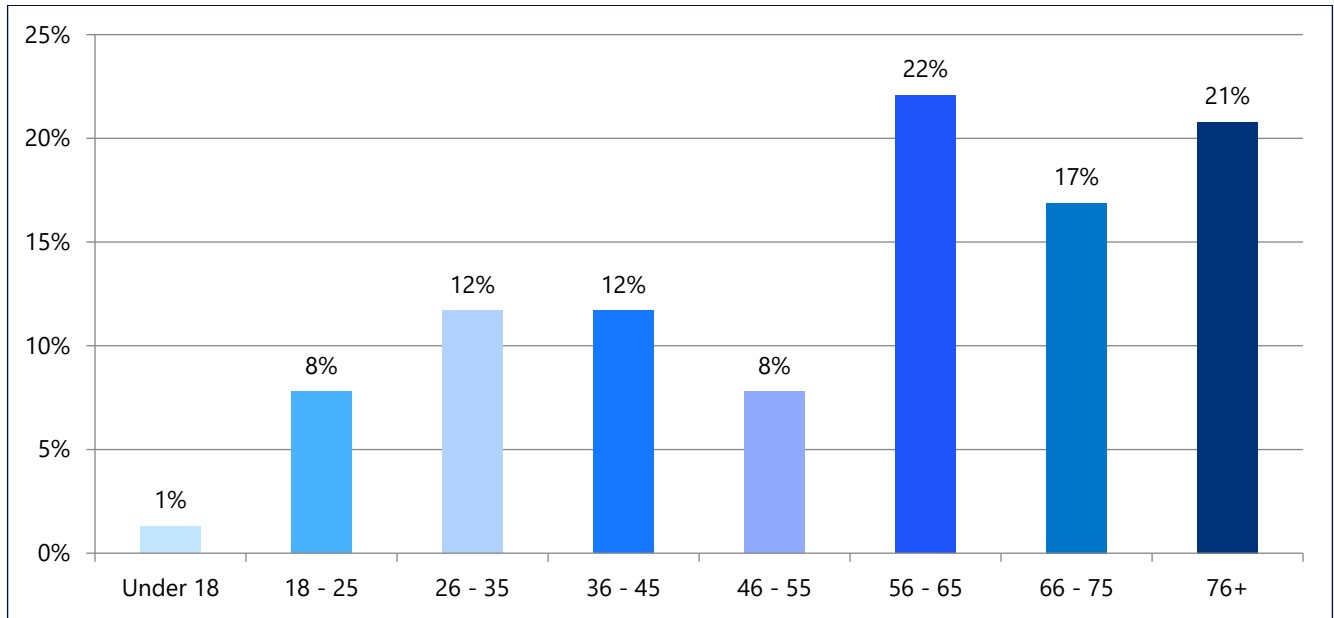
Customers were asked in what communities they live, and 92% of respondents reported that were Clinton County residents. As shown in Table 3-1, a majority of customers that completed the survey live in St. Johns and DeWitt.

Table 3-1: Communities of Customers

Zip Codes	Area	Number of Customer Respondents
48879	St. Johns	38
48820	DeWitt	12
48835	Fowler	5
48866	Ovid	5
48808	Bath	4
48906	Lansing	3
48823	East Lansing	2
48822	Eagle	1
48831	Carland	1
48833	Eureka	1
48848	Laingsburg	1
48853	Maple Rapids	1
48864	Okemos	1
48874	Pompeii	1
48894	Westphalia	1
48912	Lansing	1
48966	Lansing	1

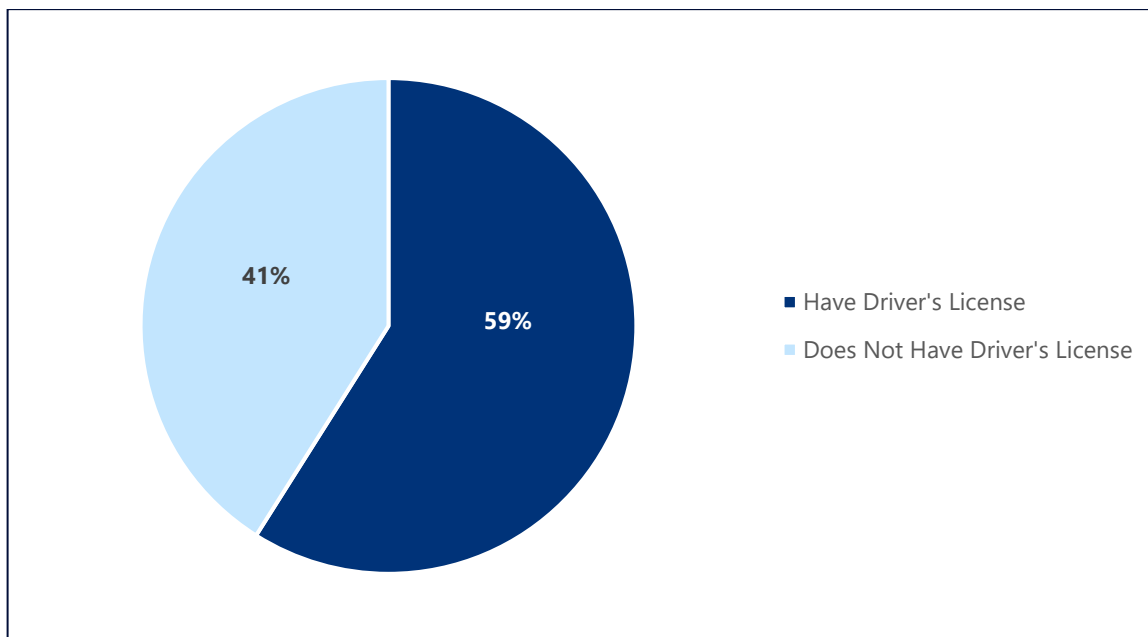
Customers were asked to provide their age range. Most survey participants were within the 56-66 age group and 76+ age group, as seen in Figure 3-6. Overall, about 60% of respondents were 56 years of age or older.

Figure 3-6: Age Group of Respondents



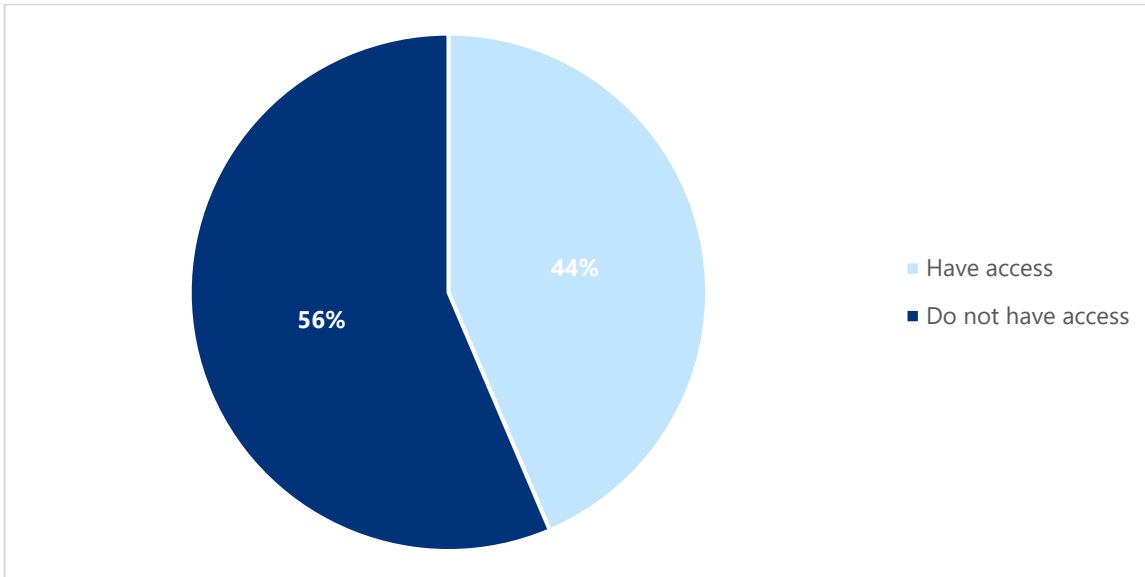
Participants were asked whether they have a valid driver’s license and 59% of respondents stated that they do, as seen in Figure 3-7.

Figure 3-7: Access to Valid Driver’s License



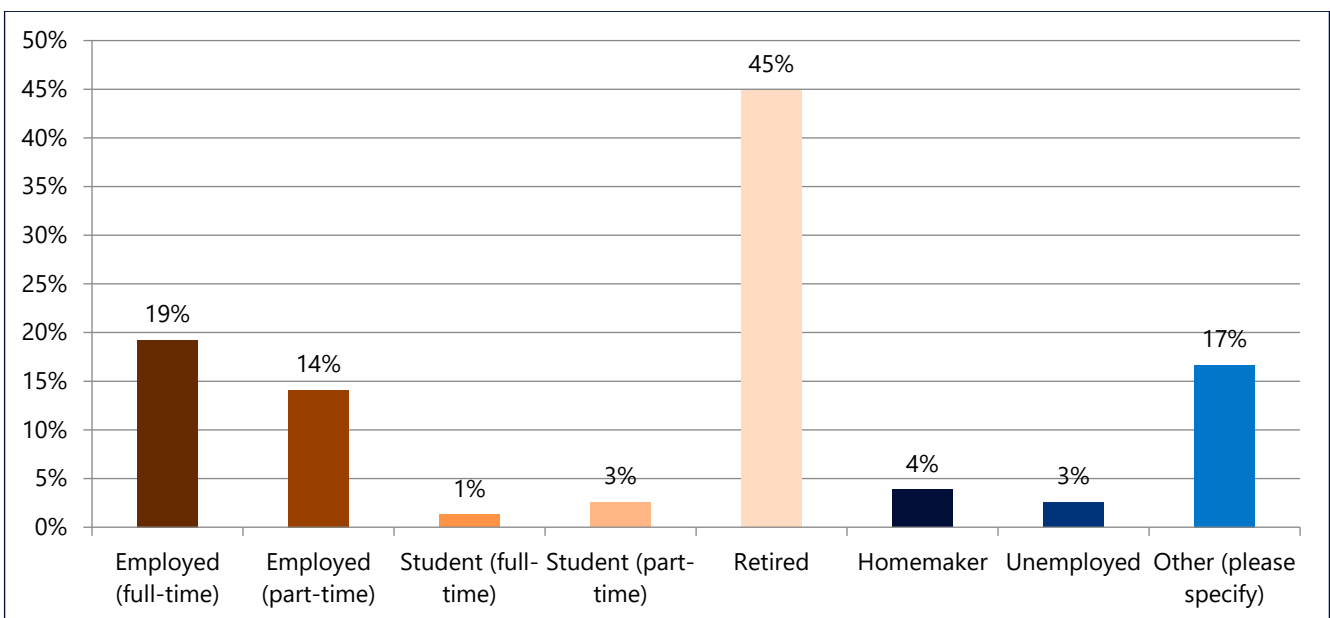
Riders were also asked if they have access to a working vehicle, to which 56% stated that they do not have access, as shown in Figure 3-8.

Figure 3-8: Access to a Working Vehicle



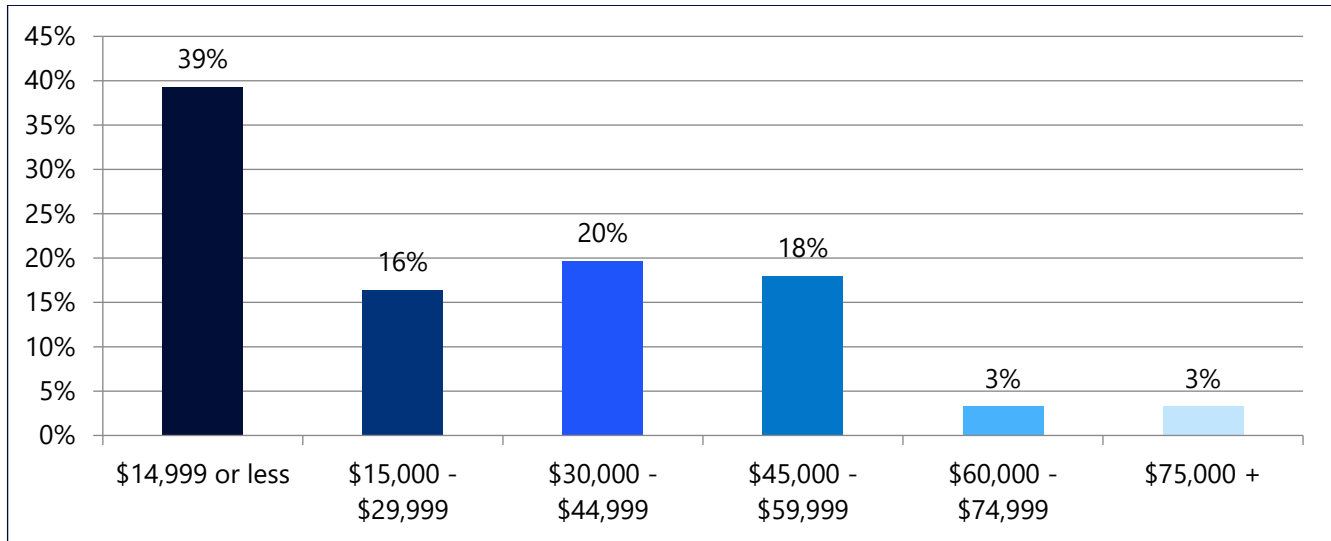
Participants were asked about their current employment status and most of the respondents indicated that they were retired (45%). Figure 3-9 shows the overall employment status reported by riders. Of the 16% of riders that stated other for their employment status they noted that were a disabled or were a volunteer.

Figure 3-9: Current Employment Status



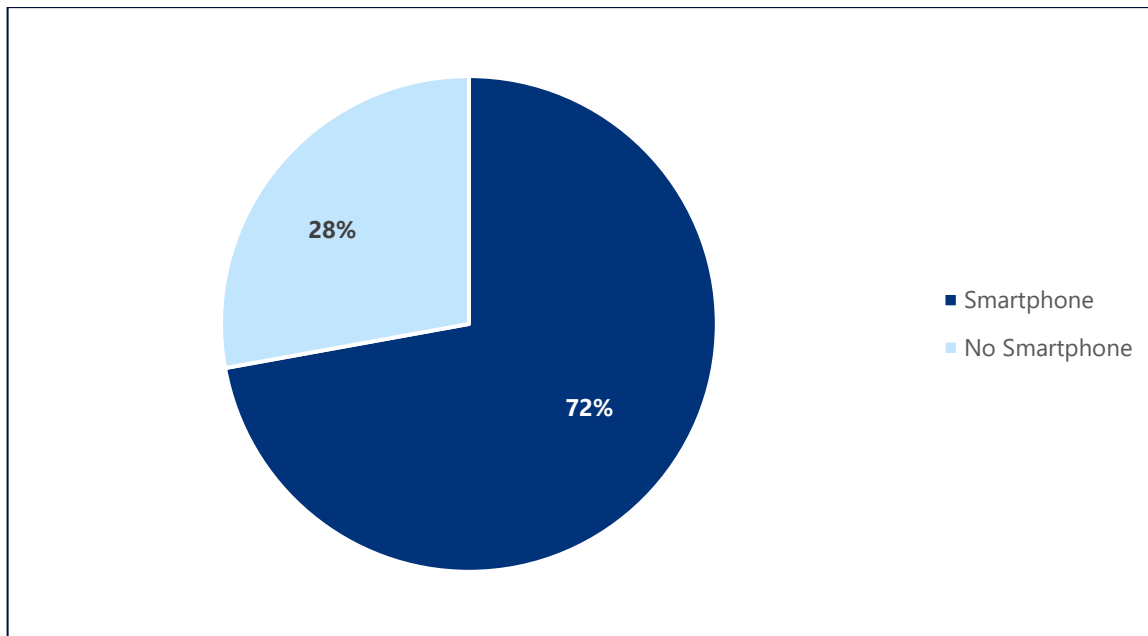
When asked about annual household income, most customers reported that their income was \$14,999 or less, as seen in Figure 3-10. Similar to other survey questions, this response indicates the importance of the Blue Bus service in Clinton County.

Figure 3-10: Annual Household Income



Participants were also asked about whether they have an internet enabled “smart” phone. 72% of the riders stated that they do have an internet enabled “smart” phone, as seen in Figure 3-11.

Figure 3-11: Access to an Internet Enabled “Smart” Phone



Community Survey Results

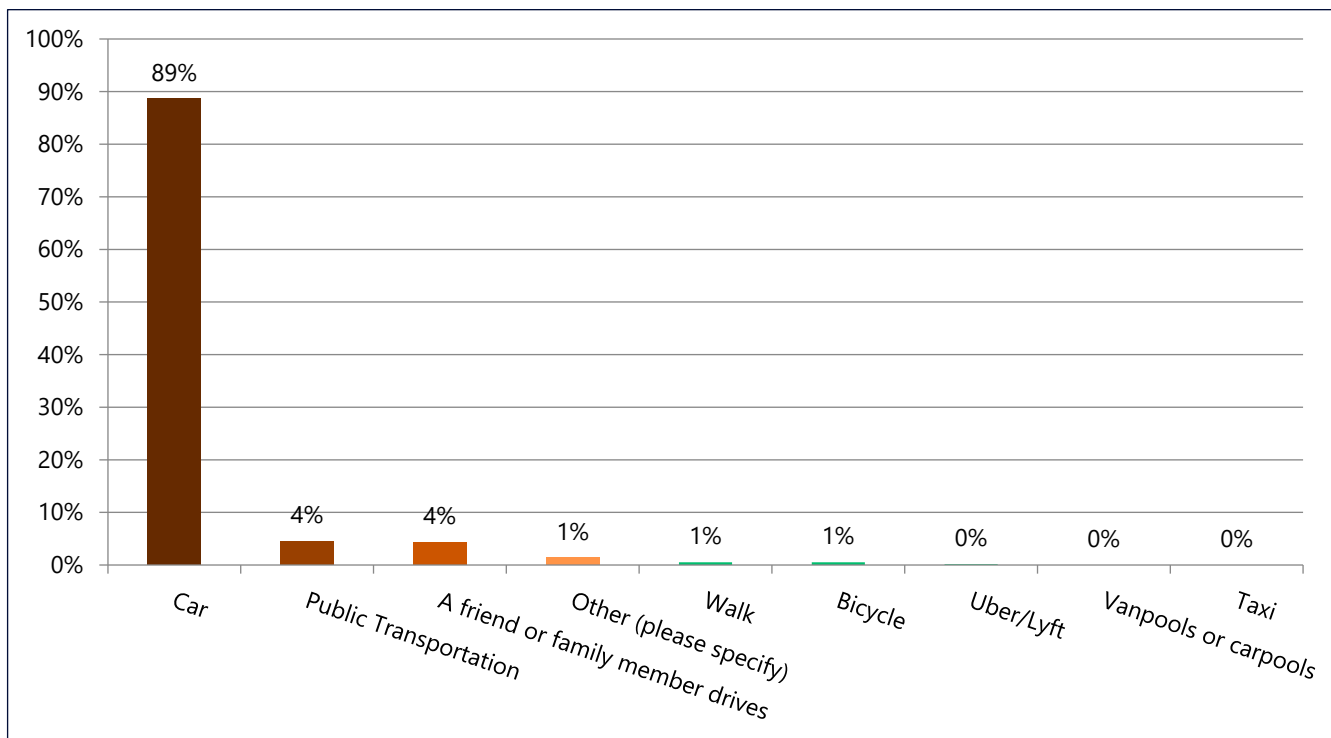
In addition to the rider survey, a broader community survey was developed and can be found in Appendix F. This survey provided the opportunity to gather opinions from the general public on the Blue Bus services and public transportation as a whole. The survey was promoted through various outreach efforts, and available through the Clinton Transit website.

Overall, 583 completed surveys were received, and key results are summarized in the following section.

Primary Mode of Transportation

Community survey respondents were asked about their primary mode of transportation. About 89% of respondents checked that they use their car as their primary mode, while only 4% stated they use public transportation, as shown in Figure 3-12.

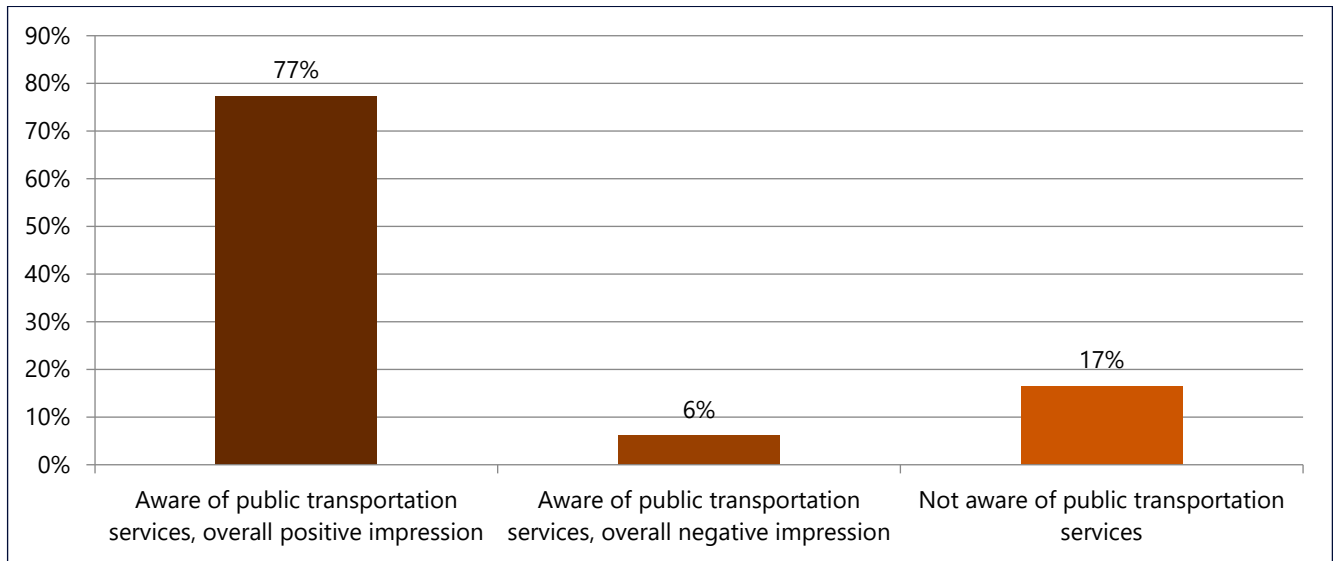
Figure 3-12: Primary Mode of Transportation



Awareness and Use of Public Transportation Services

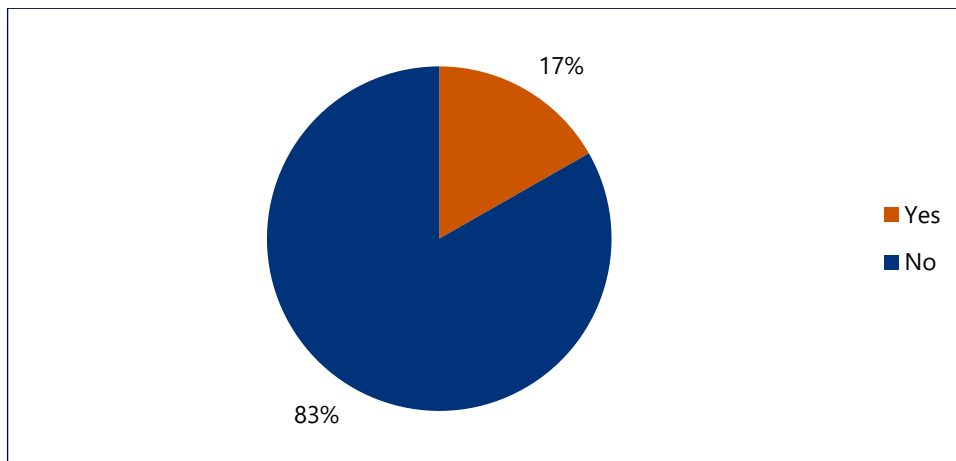
The community survey asked respondents to indicate their awareness and impression of public transportation services in Clinton County, shown in Figure 3-13. About 77% of the respondents checked that they were aware of the public transportation services, and that their overall impression was positive. On the other hand, only about 6% of the respondents knew about the services, but had a negative impression.

Figure 3-13: Awareness of Public Transportation Services



Community members were also asked about whether they utilize the public transportation services that are provided by the Blue Bus, as seen in Figure 3-14. Only 17% of respondents answered that they do use the Blue Bus.

Figure 3-14: Utilization of the Blue Bus



Respondents were also asked about their reason for not using public transportation. The top answer was that they prefer to drive, though the next top answers were that public transportation hours were too limited, and they were not aware that service was available. Overall results to this question are shown in Table 3-2. It should be noted that some survey respondents mentioned that they do not use the Blue Bus because they live in a separate county and are not aware of the available services.

Table 3-2: Reasons for Not Using Public Transportation

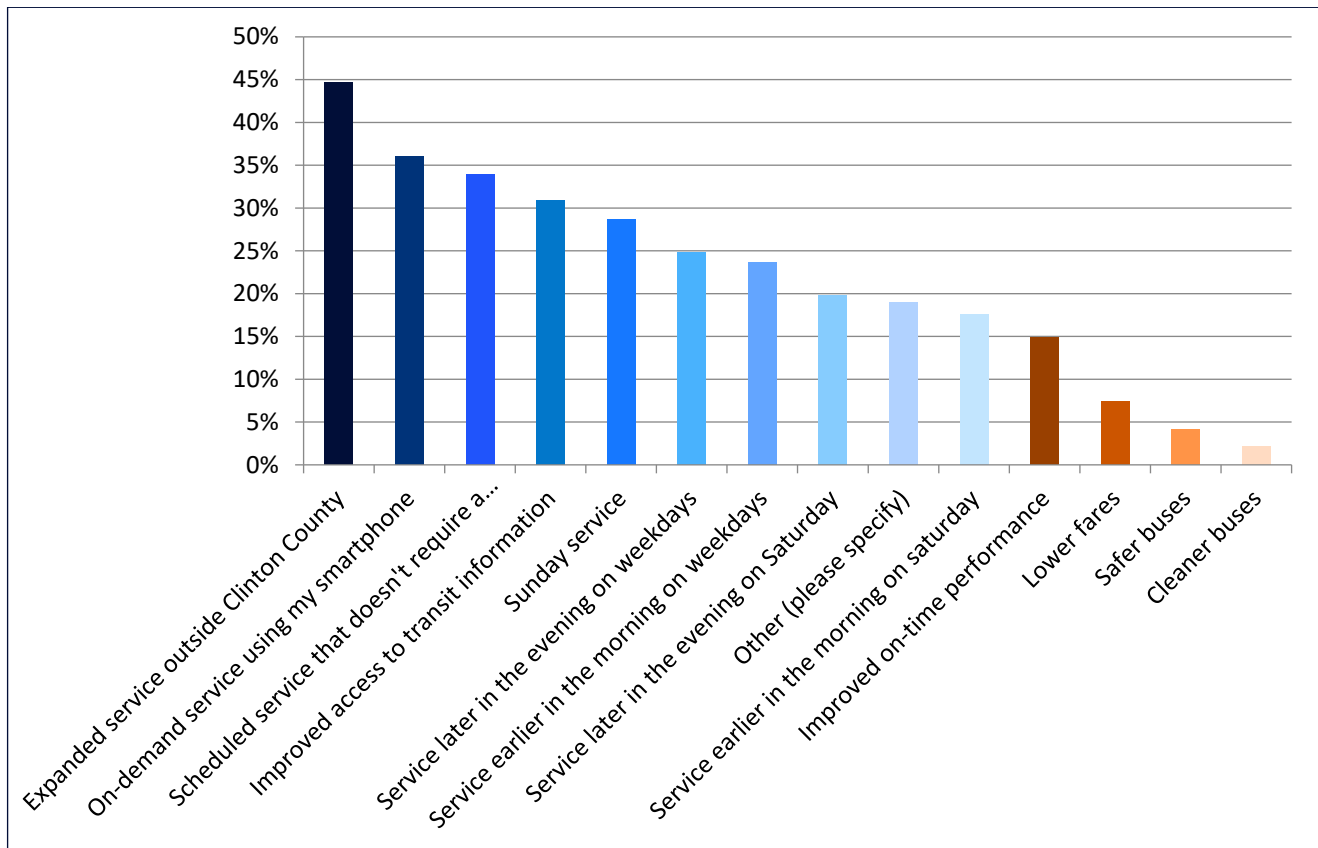
Preference	Responses
I prefer to drive	68%
Other (please specify)	16%
Don't know if service is available	16%
Need my car before/after work/school	15%
Need my car for emergencies/working overtime	12%
I have to call to reserve a trip	8%
The hours of operation are too limited	7%
No service is available near my home/work/school	5%
Trip is too long/takes too much time	3%
I have to wait too long for the bus	3%
I have limited mobility and it is hard for me to use the bus	3%
Buses are unreliable/late	2%
It might not be safe/I don't feel safe	2%
The bus is uncomfortable	1%
The fare is too expensive	1%

Possible Public Transit Improvements

When the survey participants were asked whether they would use public transportation services if they met their travel needs, about 79% stated that they would. They were also asked what services were most needed, and top responses were:

- Expanded service outside of Clinton County
- On-demand service using my smartphone
- Scheduled service that doesn't require reservations

The three improvements that received the fewest responses included lower fares, safer buses, and cleaner buses. Overall responses to possible service improvements are provided in Figure 3-15.

Figure 3-15: Possible Public Transit Service Improvements

Specific locations mentioned by respondents that need to be served by public transportation, and possible service design noted, included:

- Outside of St. Johns for medical appointments
- Medical facilities in Jackson
- Portland Public Schools for those who reside in Clinton County
- Shiawassee, Ingham, and Eaton Counties
- MSU
- East Lansing and Lansing Shopping areas
- Lansing Airport
- Sparrow and McLaren Hospitals and Medical Centers
- Church services on Sundays

Need for Additional or Improved Public Transportation / Support for Additional Funding

Community survey respondents were asked if they thought there was a need for additional or improved public transportation in Clinton County, and if they would support additional funding to expand public transportation in the future. Although as indicated earlier the vast majority of survey respondents reported that car is their primary mode of transportation, the responses to these survey questions showed extensive support for the need for improved services and for additional funding:

- Over 77% responded that there is a need for additional or improved public transportation in Clinton County.
- Just over 89% responded that they would support additional funding to expand public transportation in Clinton County in the future.

Demographics of Community Survey Respondents

The community survey included several demographic and socioeconomic status questions to develop a profile of the survey respondents, and this information is provided in the following section. As indicated in Table 3-3, the majority of respondents live in St. Johns and DeWitt, with many others living in Bath.

Table 3-3: Communities of Respondents

Zip Code	Area	Number of Community Respondents
48879	St. Johns	193
48820	DeWitt	131
48906	Lansing	36
48808	Bath	36
48822	Eagle	20
48866	Ovid	19
48835	Fowler	18
48894	Westphalia	13
48823	East Lansing	7
48848	Laingsburg	3
48845	Hubbardston	3
48806	Ashley	2
48873	Pewamo	1
48869	Lansing	1
48853	Maple Rapids	1
48837	Grand Ledge	1

The most common age group of respondents was 65-75 years old, as shown in Figure 3-16. When asked about income status, a majority of respondents indicated that they made \$75,000 or higher, shown in Figure 3-17. Over 94% of respondents have a valid driver's license and a majority of respondents have either one or two cars in their household.

Figure 3-16: Community Survey Respondent - Age Group

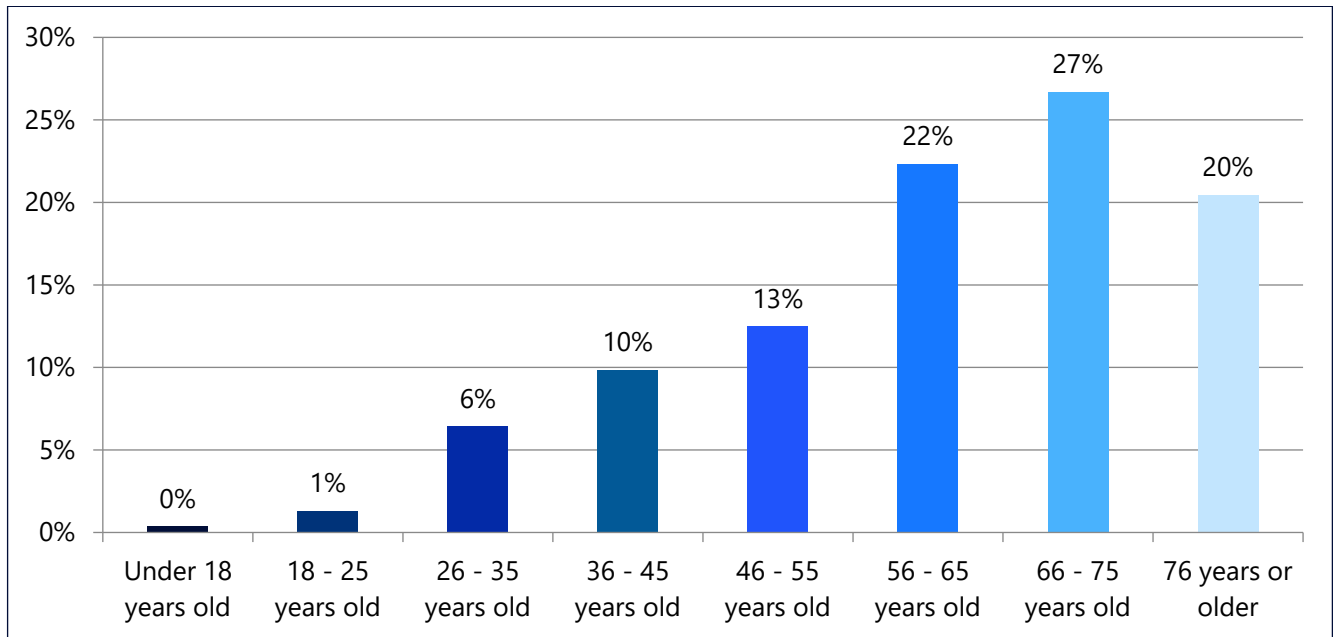
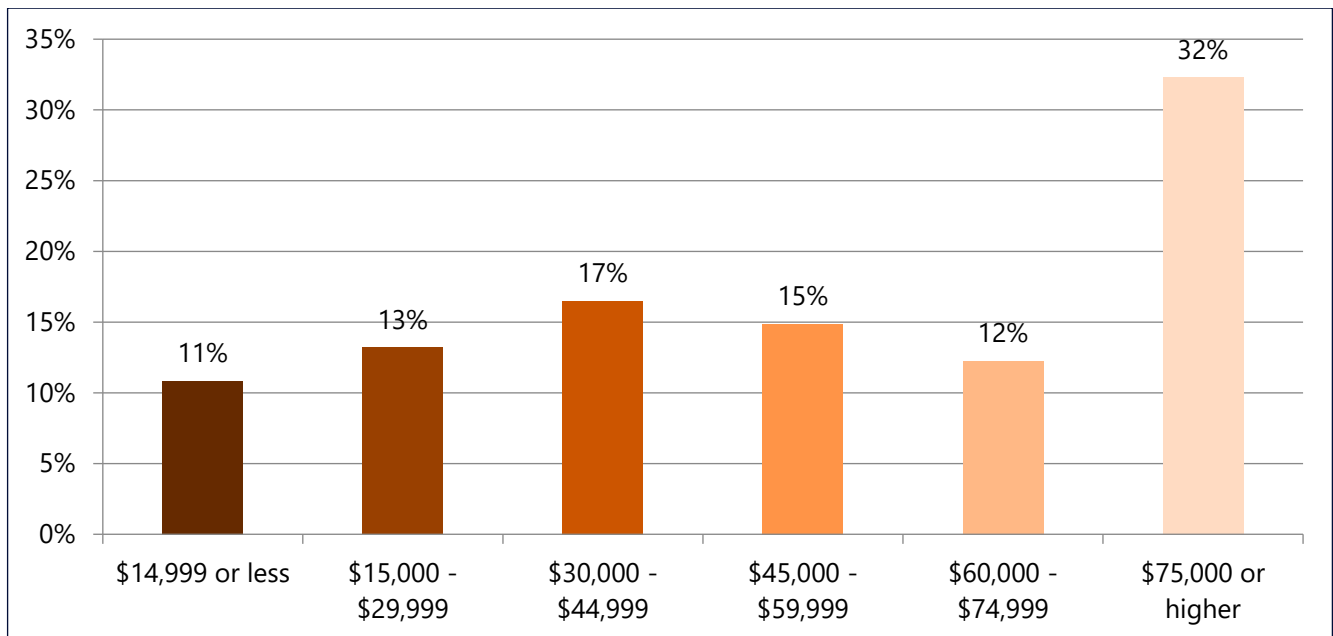
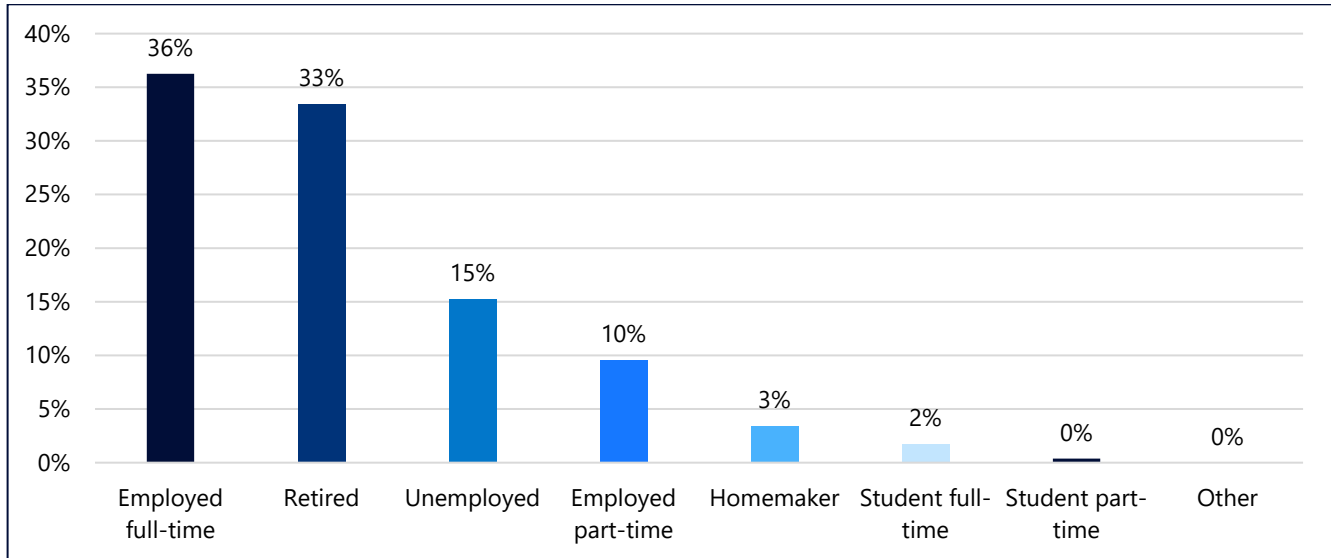


Figure 3-17: Community Survey Respondent - Annual Household Income Level



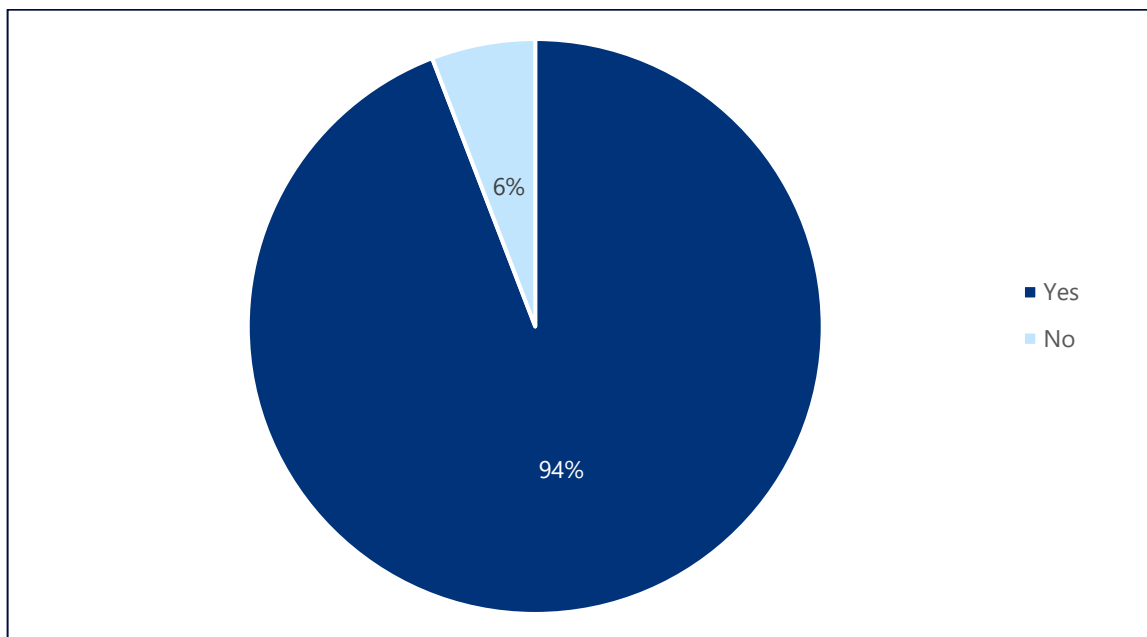
Community members were also asked about their employment status, which can be seen in Figure 3-18. A majority of respondents were either employed full-time or retired.

Figure 3-18: Community Survey Respondent – Current Employment Status



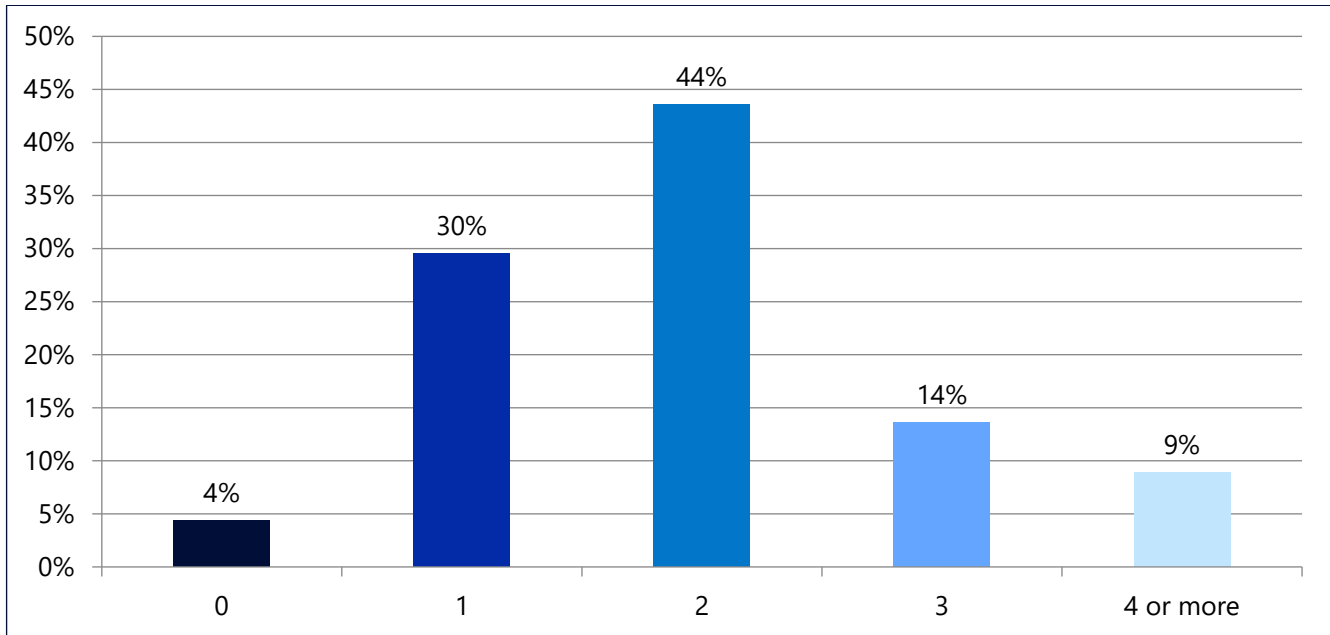
Participants were asked if they have a valid driver’s license and 94% stated that they do have a valid driver’s license, as seen in Figure 3-19.

Figure 3-19: Valid Driver’s License



Finally, participants were asked how many cars/trucks/SUVs/motorcycles were in their household. Figure 3-20 shows the number per household, and 44% of respondents stated that they have 2 vehicles in their household.

Figure 3-20: Access to Working Vehicle



Community Survey Summary

While overall this survey provided important information from the broader community, several key takeaways include:

- Expanded service outside of Clinton County
- On-demand service using my smartphone
- Scheduled service that doesn't require a reservation

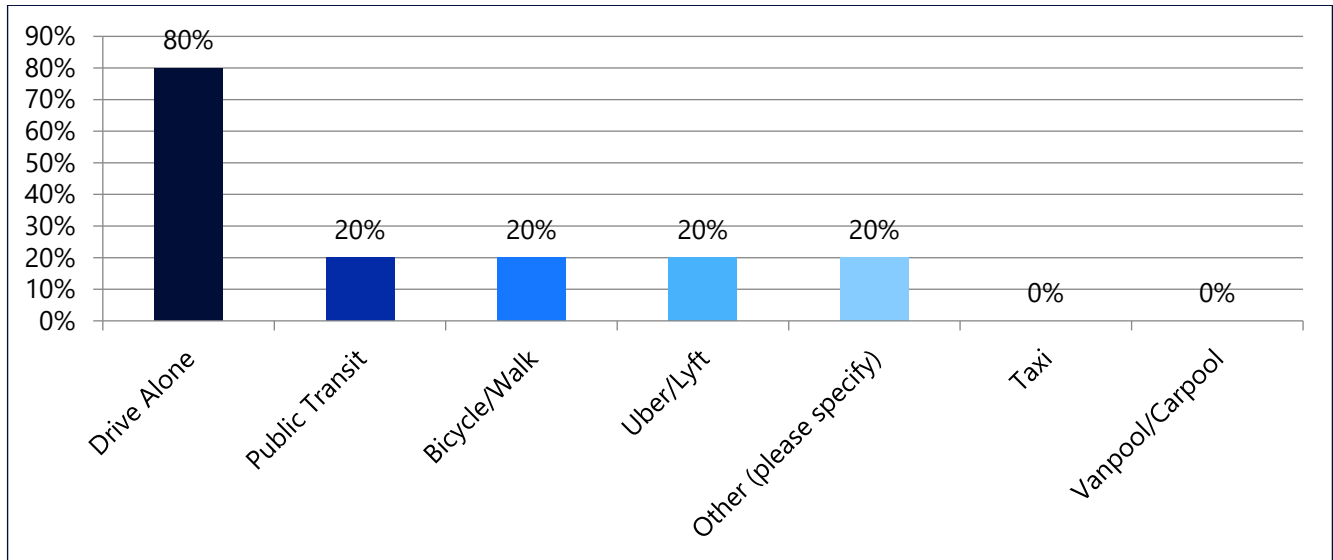
Employer Survey

Employers in and around Clinton County were asked to complete a survey regarding current transportation needs for employees. A copy of the survey is provided in Appendix G. While a limited number of responses were received, the following employers did so and the results from their completed surveys are summarized in this section:

- Sparrow Clinton Hospital
- Crowne Plaza Lansing West

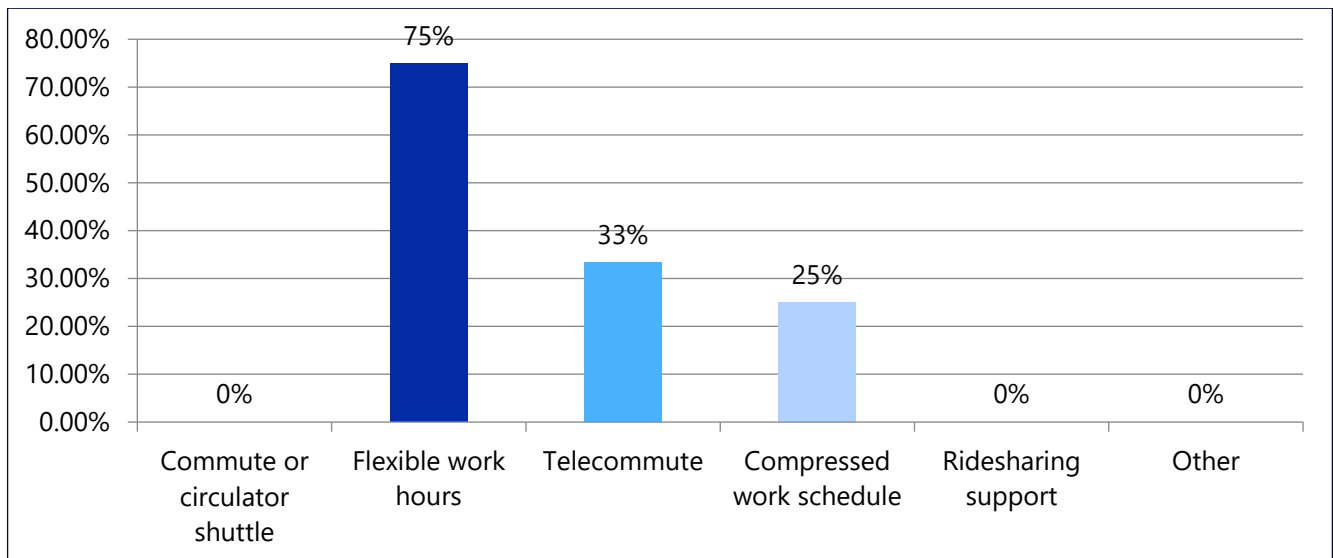
Employers were asked how their employees generally commute to and from work. A majority of employers reported that employees drive alone (80%). Figure 3-21 shows the breakdown of typical commutes that were reported.

Figure 3-21: How Employees Commute To and From Work



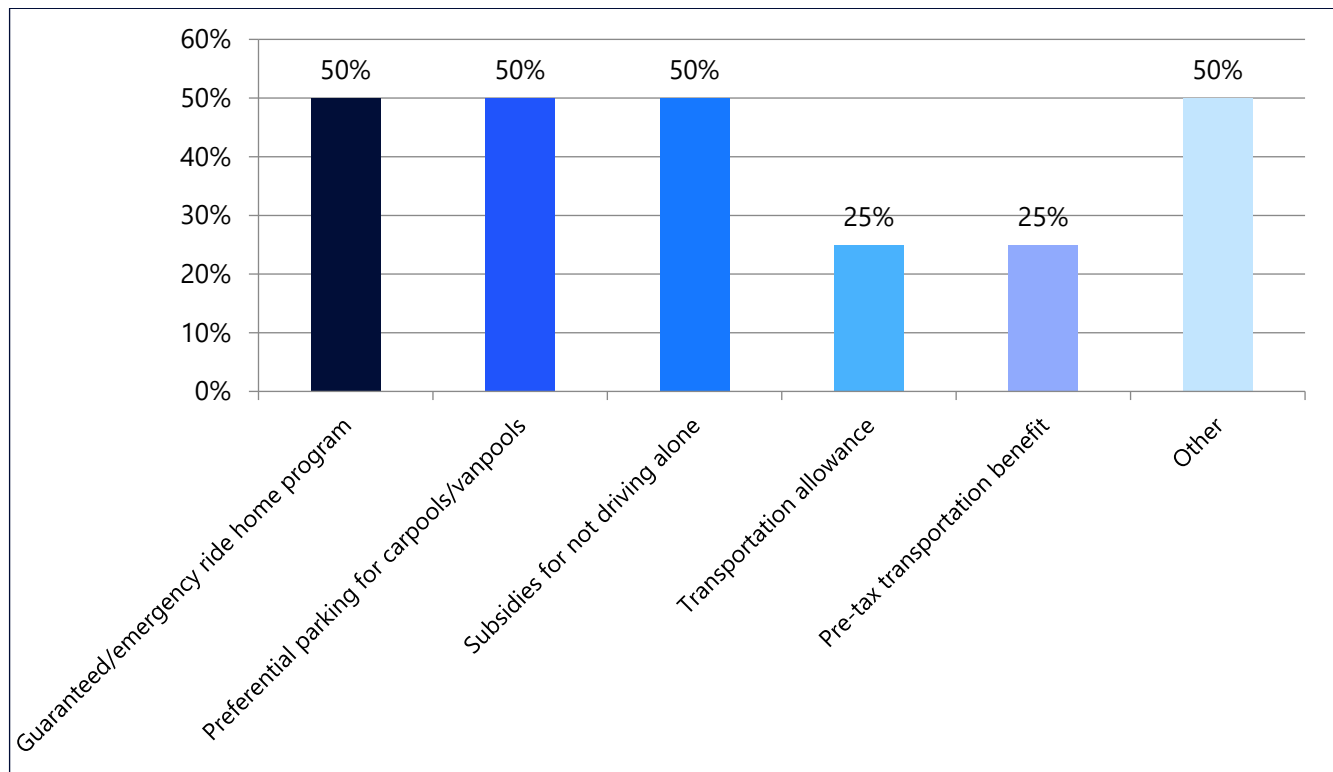
When employers were asked about their awareness of current transportation issues or concerns, only one employer stated that many of their associates struggle with regular transportation. Employers were asked whether their company or agency offers specific programs or services, including shuttles, flexible hours, telecommuting, etc. Figure 3-22 shows which programs are currently being utilized by employers.

Figure 3-22: Current Programs and Services Offered to Employees



Employers were also asked about current transportation programs, services, and incentives. Figure 3-23 shows programs that are not currently offered, but how many employers would consider offering them. The employers stated that they would consider guaranteed/emergency ride home programs, preferential parking for carpools/vanpools, and subsidies for not driving alone.

Figure 3-23: Potential Transportation Programs, Services, and Incentives



Stakeholder Interviews

In addition to the survey process individual interviews were conducted with stakeholder agencies and organizations, or these stakeholders had the opportunity to provide their input through a questionnaire. Overall the following stakeholders provided feedback on the level of awareness of current public transit service in Clinton County; unmet needs and service issues; and opportunities to provide improved transit services in the county:

- Capital Area Michigan Works
- Clinton Area Transit System
- Clinton County Board of Commissioners
- Clinton County RESA
- Lansing Economic Area Partnership (LEAP)
- Mid-Michigan District Health Department

Overall, these stakeholders expressed the need for an increase in marketing. Even though most people know of the Blue Bus, some are still unaware of the availability of these services. Many stakeholders also mentioned the limited hours of service, as well as wanting some sort of fixed-route service to create more accessibility. Stakeholders mentioned using the scheduled route system to reach larger manufacturing facilities in and around Clinton, residential areas, schools, etc. Although crossing county lines still seems to be an issue that was brought up by some stakeholders, they also mentioned the effort Clinton Transit, in partnership regionally with CATA and EATRAN, is putting into blurring the boundary lines.

Specific improvements and recommendations for public transit services in Clinton County included:

- Scheduled service through which customers would not need to call to schedule trips but could meet bus at designated locations and times.
- Expanded service area, especially for trips outside of Clinton County.
- Increased marketing efforts to raise awareness of available transit services.
- Partnerships with businesses to encourage customers and employees to utilize the Blue Bus services.

Driver and Operations Staff Questionnaire

A questionnaire seeking input on current services and possible improvements was distributed by Clinton Transit to their drivers and operations staff. Front-line staff are the most public-facing employees in any transit system, and their position gives them a unique perspective on current needs. Thirty staff members provided feedback, and a summary of their comments is included below. A copy of the questionnaire is provided in Appendix H.

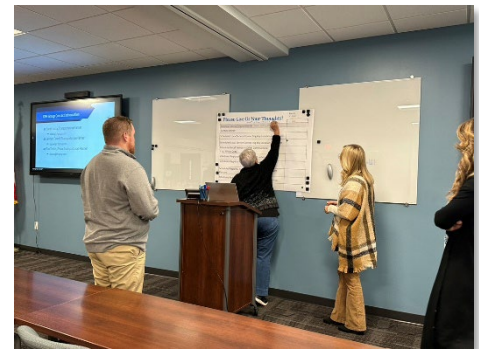
- Many staff members stated that a strength of the system were the employees and the overall service.
- Staff also mentioned that a current strength is that the service provides transportation to many riders, though noting that some customers may end up being late to appointments because of the need to add riders based on demand.
- Another weakness of the system noted by staff was the fact that the service runs for limited hours, as well as having no Sunday service. Another weakness that was mentioned was the issues crossing county lines, especially into Shiawassee County.
- When asked about opportunities for improvement, staff members mentioned shorter ride times for customers on the bus, especially in the afternoon and evenings.
- Another opportunity that was mentioned was introducing more staff on Saturdays to provide later service hours.

- Many staff also mentioned how 24/7 service, as well as fixed route service would greatly benefit the community. A specific area that was targeted for fixed route service was a regular loop from Ovid to St. Johns and St. Johns to DeWitt. Another area that would benefit from a fixed route schedule would be riders who attend Sunday church services. Providing fixed route service was also mentioned in regard to serving younger riders, which staff felt were currently taking away rides from older riders. Staff members felt that there is also an opportunity to provide longer dispatch office hours.
- Finally, another improvement that was mentioned by many staff members was the need for effective communication between maintenance and drivers.

Community Workshop / Meetings on a Bus

Taking into account the needs expressed through previous outreach efforts, several community engagement activities were conducted to obtain additional input on identified needs and on preferred service improvements:

- The *Planning Ahead: A Community Workshop for Improving Public Transit Services* on October 10, 2023, as well as a presentation earlier that day to the Building Stronger Communities Collaborative, provided an opportunity to gain feedback from a variety of stakeholders.
- “Meetings” on a Bus at several key community locations offered the ability to interact with local residents and to obtain their thoughts on transportation needs in Clinton County and on possible improvements.



Needs identified through these efforts were consistent with those provided through other outreach activities. Importantly, feedback on preferred service improvements was used in the development of service alternatives (found in Chapter 5) and in the implementation plan (provided in Chapter 6).



Previous Plans and Studies

A review of relevant plans and studies was also conducted as part of the overall needs assessment. Primary focus was on local and regional plans and studies, and this section provides a summary of this review.

Coordinated Public Transit-Human Services Transportation Plan – Planning Region 6 (Draft 2024)

The Bipartisan Infrastructure Law, enacted as the Infrastructure Investment and Jobs Act (IIJA), maintained formula grants through the Federal Transit Administration (FTA) Enhanced Mobility for Seniors and Individuals with Disabilities (Section 5310) Program. This program funds transportation services planned, designed, and provided to meet the needs of older adults and people with disabilities. As noted by FTA Section 5310 Program funding can be used for “traditional” capital projects and for “nontraditional” capital and/or operating projects that go beyond the scope of the Americans with Disabilities Act (ADA) complementary paratransit service or public transportation alternatives designed to assist older adults and people with disabilities.

One of the federal requirements of the Section 5310 program is that projects selected for funding must be included in a locally developed, coordinated public transit-human services transportation plan (coordinated transportation plan). In Michigan coordinated transportation plans are primarily based on the fourteen regional planning agencies across the state, and Clinton County is located in the plan for the Tri-County Regional Planning Commission (TCRPC) – Region 6 that also includes Eaton, and Ingham Counties.

The current coordinated plan for the region is currently in draft form and under review by regional stakeholders, including Clinton Transit. Needs identified through the planning process include:

Cross-jurisdictional Services – Many of the travel needs in the region involve crossing county lines, and in particular between outlying areas to jobs and services in the Lansing area. There is an ongoing need to identify and plan regional services that provide connections to locations in other counties.

On-Demand Transportation Opportunities – Stakeholders noted the need for first mile-last mile transportation services that help to fill gaps and to make connections to existing services. Exploring ways to implement microtransit services that allow customers to access trips through improved technology was noted as an opportunity to expand mobility options in the region.

Build Upon Efforts to Coordinate Transportation Services in the Region – There was discussion about the ongoing coordination efforts in the region between Clinton Transit and CATA. The objective of this coordination is to be able to reduce the need for customers to transfer between different transit systems, and therefore provide more one-seat rides through multiple jurisdictions.

The draft plan also includes a variety of strategies to improve mobility in the region, and as noted in Chapter 5 of this plan were considered in the development of potential Clinton Transit service alternatives.

Tri-County Regional Planning Commission Transit Needs and Economic Prosperity Study (2018)

The purpose of the Transit Needs and Economic Prosperity Study is to provide an in-depth analysis of unmet transit demand throughout the Tri-County area, suggest efficient solutions, and quantify the economic consequences of meeting these needs. The report presents a set of recommended actions to improve transit services in the Tri-County Region. The recommendations that include Clinton Transit are:

1. Establish a Tri-County Regional Transportation Providers Work Group.
2. Establish a working group of existing public transit operators in the region (CATA, EATRAN, Clinton Transit) to identify and pursue grant funding for the establishment of cross-county regional service.
3. Establish a Regional Marketing Program to highlight the existing regional travel connections between CATA, EATRAN, and Clinton Transit.
4. Formally establish designated transfer points between CATA, EATRAN, and Clinton Transit.
5. Investigate and rewrite these Inter-Local Agreements to allow additional trips to Ingham County by EATRAN and Clinton Transit and likewise, CATA service into Eaton and Clinton Counties.
6. Establish weekend and after-hours services on a pilot basis to limited populations centers and destinations in Eaton and Clinton Counties.
7. Update Clinton Transit service marketing map.

Summary of Needs Assessment and Next Steps

The needs assessment was combined with the review of existing conditions and the demographic data analysis to formulate potential service and organizational improvements that are discussed in Chapter 5 of this plan. Overall, the needs assessment detailed in this chapter provides insights for consideration of the following possible improvements:

- Expanded service hours
- Expanded service area to access destinations outside Clinton County
- Scheduled services that reduce or eliminate the need to make a reservation
- On-demand service options

Chapter 4: Review of Demographics and Land Use

Introduction

An important step for the TDP process is to assess current and future transit needs through analysis of demographic and land use data. As part of a broader needs assessment that includes stakeholder and community input, this analysis helps to guide the alternatives that were identified and discussed in Chapter 5 of this plan.

The review of demographics and land use includes a general population profile for Clinton County, identification and evaluation of population subgroups who often depend on public transportation services; a review of the demographic characteristics pertinent to a Title VI analysis¹; and assessment of major trip generators. Data sources include the 2020 Census and American Community Survey (ACS) 2016-2021 5-year estimates.

Population Analysis

The following section provides a general population profile for Clinton County, examining historical numbers and future projections.

Population

As shown in Table 4-1, as of the 2021 Five Year ACS Census, Clinton County's population was 78,895, a 6.28% increase from 2010. Clinton County's population growth exceeded the state's percentage increase by 5.18%.

¹ Title VI is a federal statute that provides "that no person shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance." Title VI has been broadened by related statutes, regulations and executive orders, and now includes requirements that transit agencies receiving federal funds must ensure their programs and services do not disproportionately cause adverse impacts on minority populations, low-income populations and limited English proficient (LEP) persons.

Table 4-1: Historical Populations for Clinton County

Place	2010	2016	2021	2010 - 2016 Percent Change	2016 - 2021 Percent Change	2010 - 2021 Percent Change
Clinton County	74,235	77,245	78,895	4.05%	2.14%	6.28%
Michigan	9,952,687	9,909,600	10,062,512	0.43%	1.54%	1.10%

SOURCE: ACS 2021 5 YEAR ESTIMATES, TABLE B01003

Population Forecast

Projections developed by the Michigan Labor Market, shown in Table 4-2, estimate that Clinton County's population will continue to grow, about 9.67% over the next 24 years (to 91,036) in 2045. This is a larger projection than the projected growth rate of Michigan overall (3.60%).

Table 4-2: Population Projections for Clinton County

Place	2035	2040	2045	Percent Change 2020 - 2045
Clinton County	88,673	90,401	91,036	15.38%
Michigan	10,500,000	10,600,000	10,425,000	3.60%

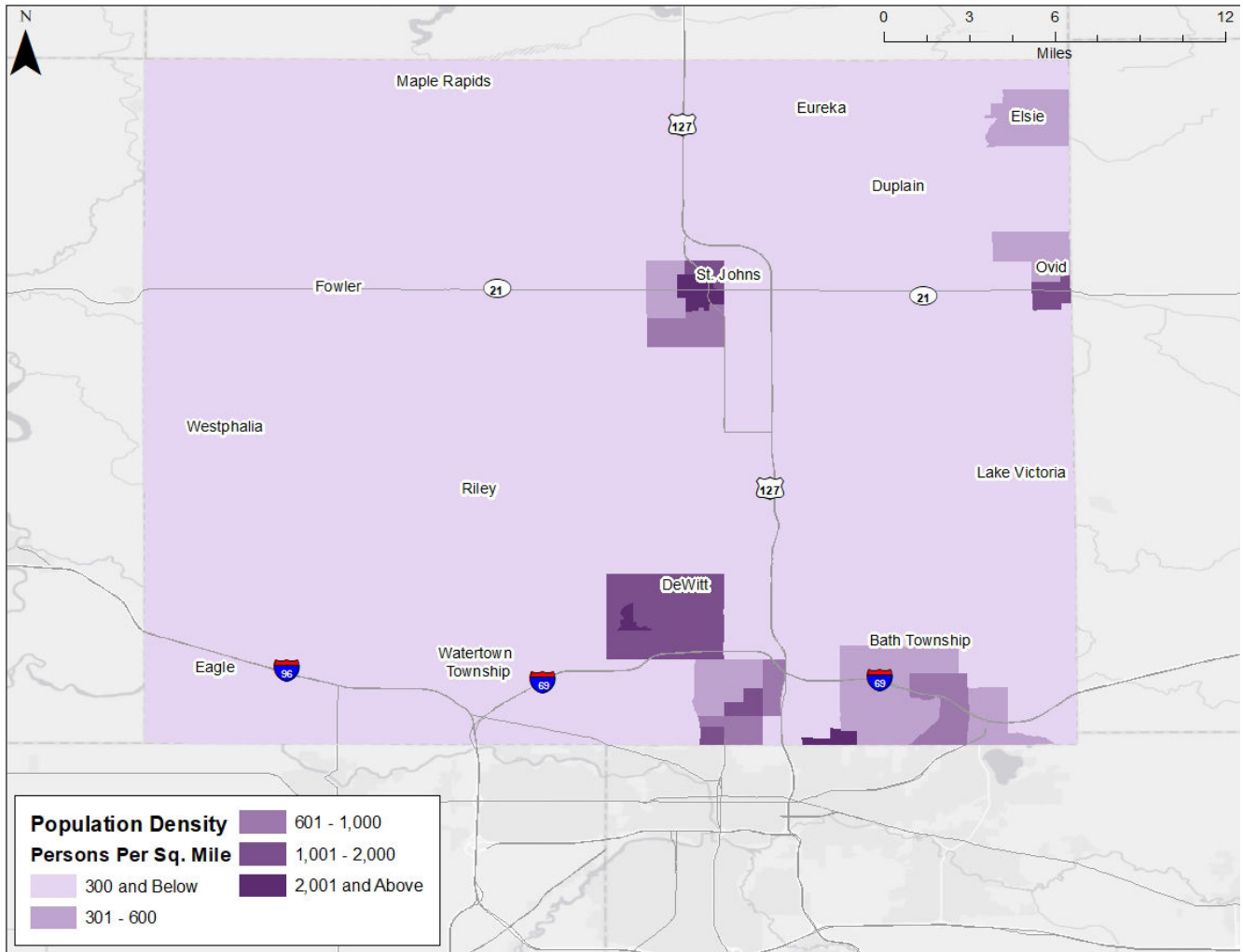
SOURCE: MICHIGAN.GOV

Population Density

Population density is often an effective indicator of the types of public transit services that are most feasible within a study area. While exceptions always exist, an area with a density of 2,000 persons per square mile will generally be able to sustain frequent, daily fixed route transit service. Conversely, an area with a population density below this threshold may be better suited for deviated fixed route, demand response, or on-demand services.

Figure 4-1 portrays the population density for Clinton County at the census block group level. The highest population densities are spread around the Northeastern and Southeastern portions of Clinton County. However, much of the county has less than 300 persons per square mile, as represented by the lightest purple coloration. The block groups with the highest population densities are located near St. Johns, Ovid, Dewitt, and Bath Township.

Figure 4-1: Population Density



AMERICAN COMMUNITY SURVEY (ACS) 5 YEAR SAMPLE – 2018 TO 2022

Transit Dependent Populations

Public transportation needs are defined in part by identifying the relative size and location of those segments within the general population that are most likely to use transit services. These transit dependent populations include individuals who may not have access to a personal vehicle or are unable to drive themselves due to age or income status. Determining the location of these populations assists in the evaluation of current transit services and the extent to which the services meet community needs.

The Transit Dependence Index (TDI) is an aggregate measure displaying relative concentrations of transit dependent populations. Five factors make up the TDI calculation:

- Population density
- Autoless households
- Elderly populations (ages 65 and older)
- Youth populations (ages 10-17)
- Below poverty populations.

The factors above represent specific socioeconomic characteristics of residents in the region. Disabled populations are not included in the TDI data set due to the current method that the Census Bureau uses. For each factor, individual block groups were classified according to the prevalence of the vulnerable population relative to the County average. The factors were then put into the TDI equation to determine the relative transit dependence of each block group.

As illustrated in Figure 4-2, the relative classification system utilizes averages in ranking populations. For example, areas with less than the average transit dependent population fall into the “very low” classification, where areas that are more than twice the average will be classified as “Very High.” The classifications “Low, Moderate, and High” all fall between the average and twice the average; these classifications are divided into thirds.

Figure 4-2: Transit Dependent Populations Classification System

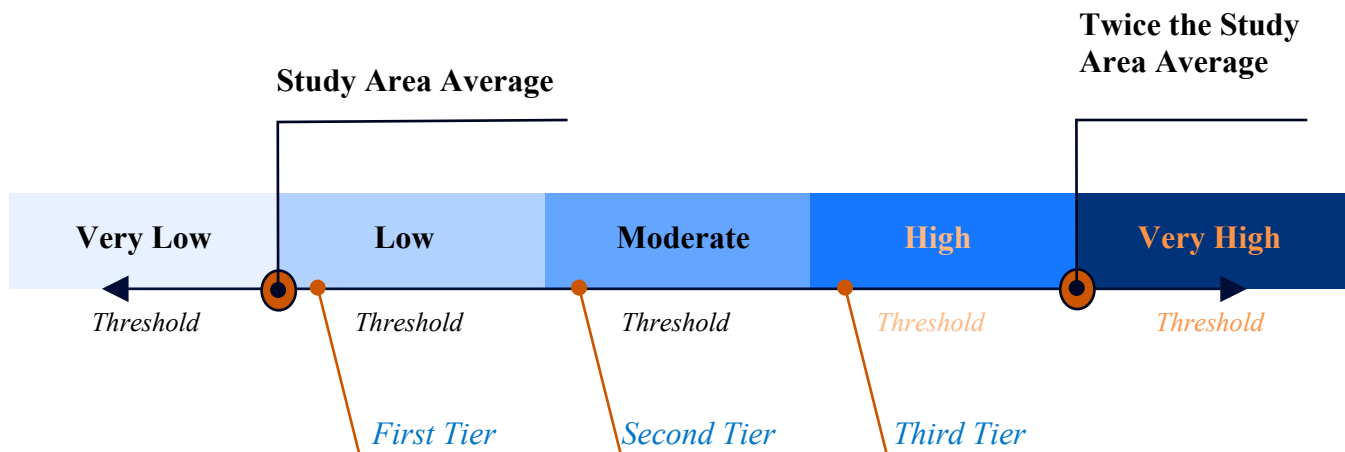
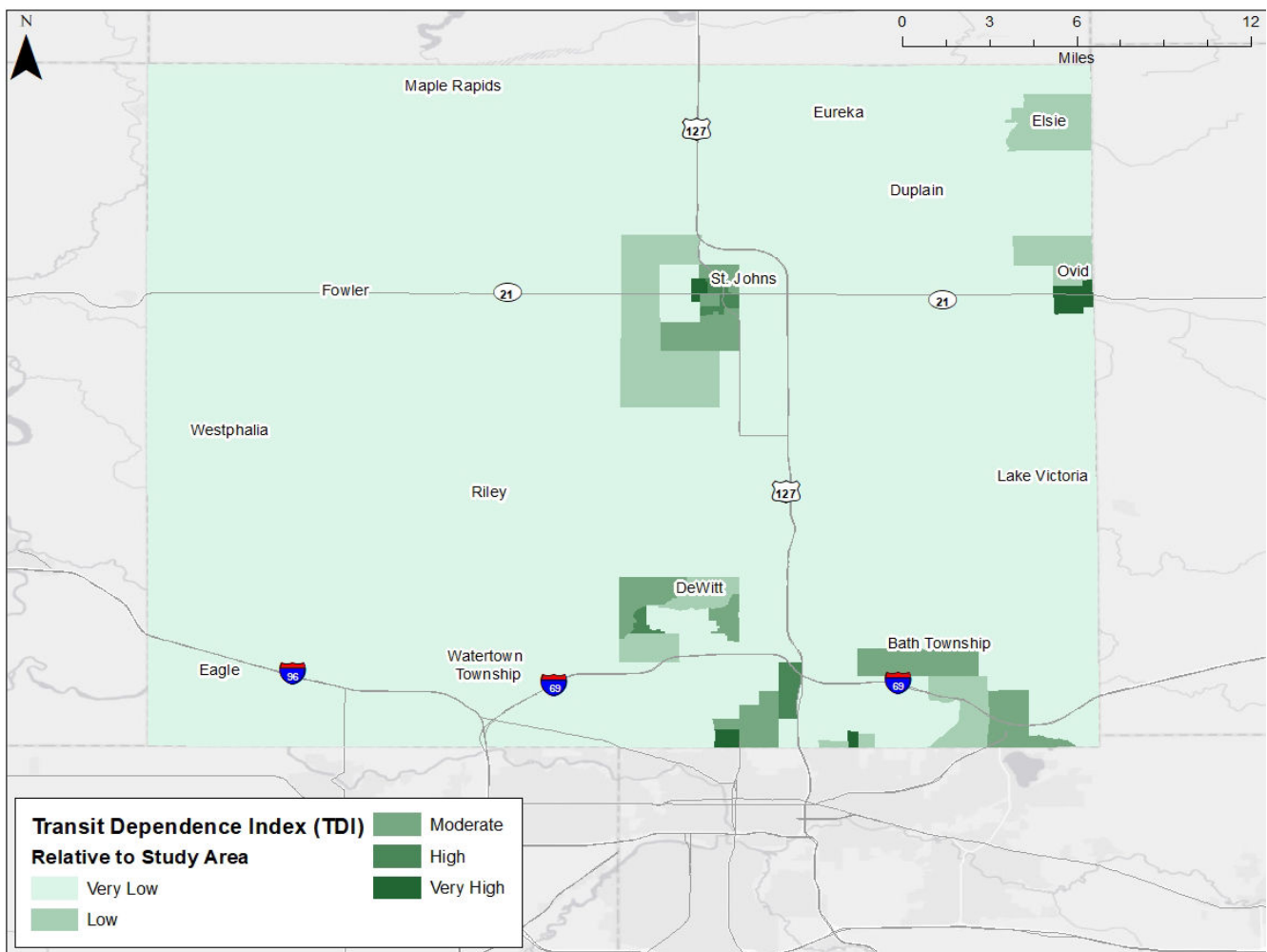


Figure 4-3 displays the TDI rankings for Clinton County. There are a few clusters of census block groups with very high transit dependence concentrated around Ovid, St. Johns, and Bath Townships. Areas with “High Need” are located around these three communities, as well as DeWitt. Overall, the TDI generally matches the population density pattern.

The Transit Dependence Index Percent (TDIP) provides a complementary analysis to the TDI measure. It is nearly identical to the TDI measure except for the exclusion of population density. By showing the degree of need rather than the total amount of need, TDIP can show where there is high transit need in areas with lower population densities. In other words, TDI will show high need in areas with larger transit dependent populations, and TDIP will show high need in areas where transit dependent persons make up a larger portion of the total population, regardless of population size.

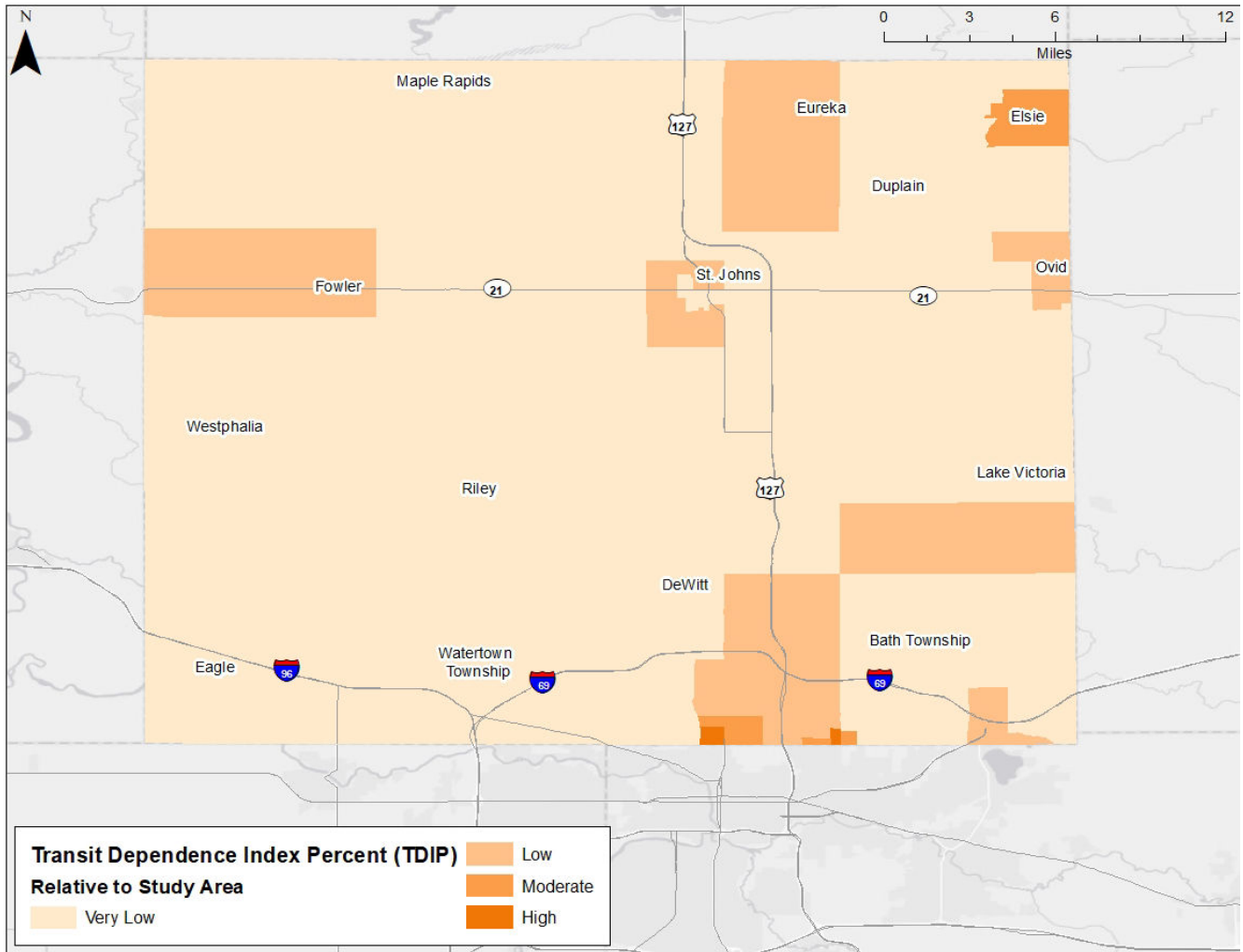
As shown in Figure 4-4, areas with “High Needs” are concentrated near the southeastern portion of the county. One major change from the TDI map is that there is a “low need” near Fowler.

Figure 4-3: Transit Dependence Index



AMERICAN COMMUNITY SURVEY (ACS) 5 YEAR SAMPLE – 2018 TO 2022

Figure 4-4: Transit Dependence Index Percentage



AMERICAN COMMUNITY SURVEY (ACS) 5 YEAR SAMPLE – 2018 TO 2022

Autoless Households

Households without at least one personal vehicle are more likely to depend on the mobility offered by public transit than those households with access to a car. Although autoless households are reflected in both the TDI and TDIP measures, displaying this segment of the population separately is important since most land uses in Clinton County are at distances too far for non-motorized travel.

Figure 4-5 displays the relative number of autoless households. The areas of "Very High" needs are located around St. Johns, Elsie, Ovid, and Bath Township. The western portion of the county is classified as "Very Low" needs.

Senior Adult Population

A second socioeconomic group analyzed by the TDI and TDIP indices is the senior population. Individuals ages 65 and older may scale back their use of personal vehicles as they age, leading to greater reliance on public transportation compared to those in other age brackets. Figure 4-6 displays the relative concentration of seniors in Clinton County. There are no block groups classified as "Very High" needs, but there are block groups classified as "High" need are located in the southeastern portion of the county near Lake Victoria and Bath Township.

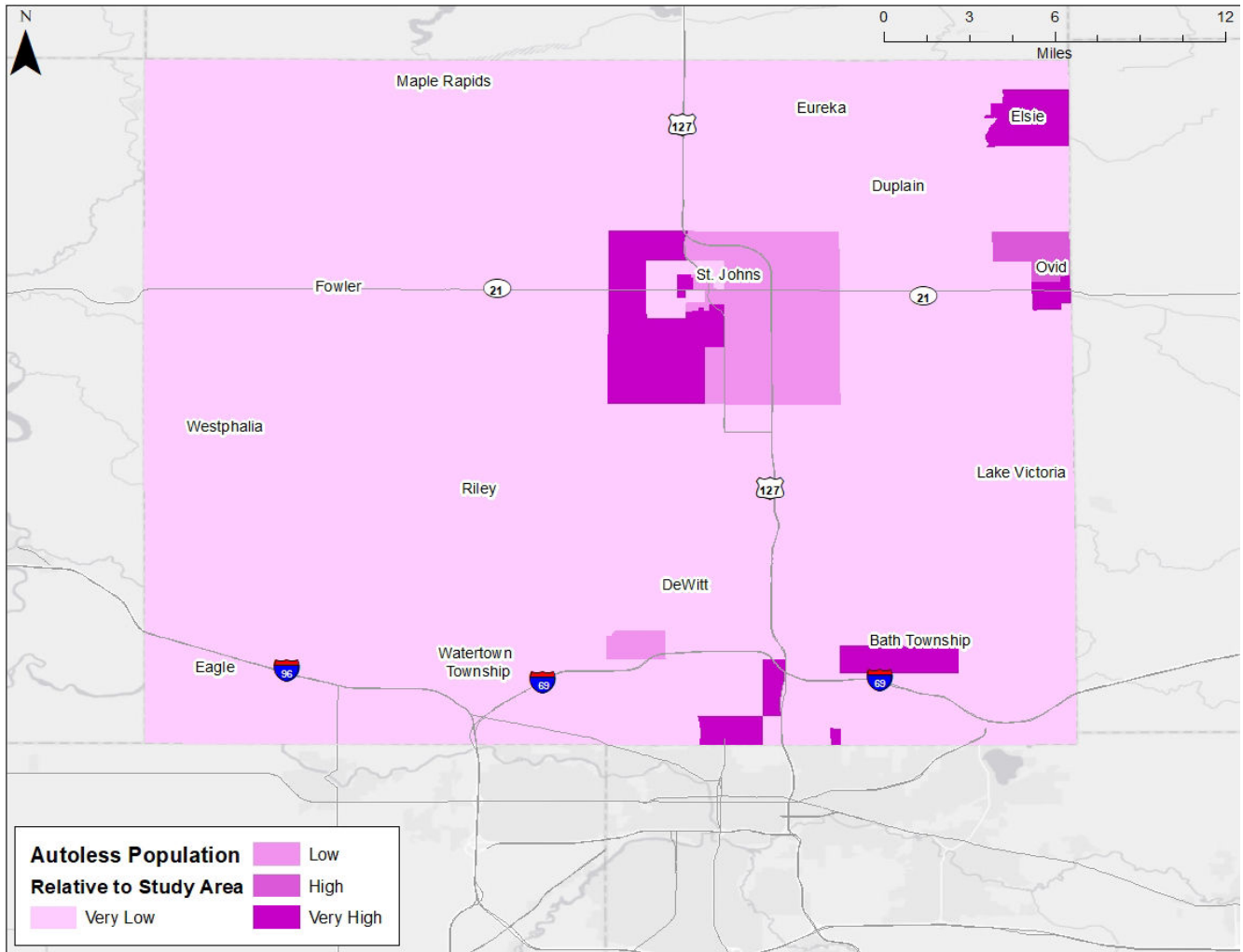
Youth Population

Youths and teenagers, ages 10 to 17 years, who cannot drive or are just beginning to drive but do not have an automobile available, appreciate the continued mobility from public transportation. There is one block group classified as "Very High" located near Bath Township in the southeastern portion of the county. The block groups that are labeled as "High" need are located near St. Johns and DeWitt, as seen in Figure 4-7.

Individuals with Disabilities

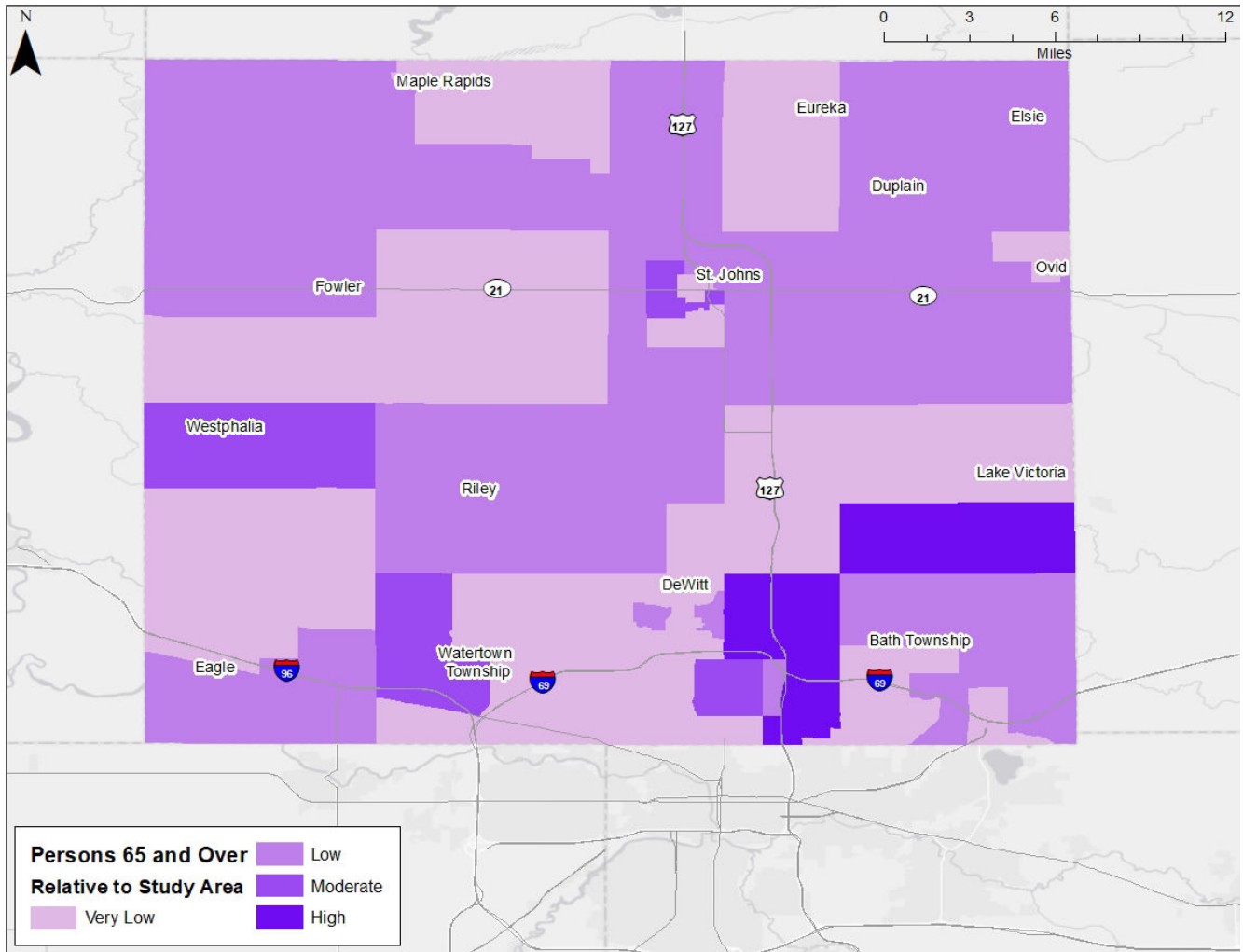
Individuals with disabilities may be unable to operate a personal vehicle and consequently are more likely to rely on public transportation. As shown in Figure 4-8, one block group below DeWitt is classified as having a "Very High" need, while the other identified as having a "High" need is located near St. Johns.

Figure 4-5: Autoless Households in the Study Area



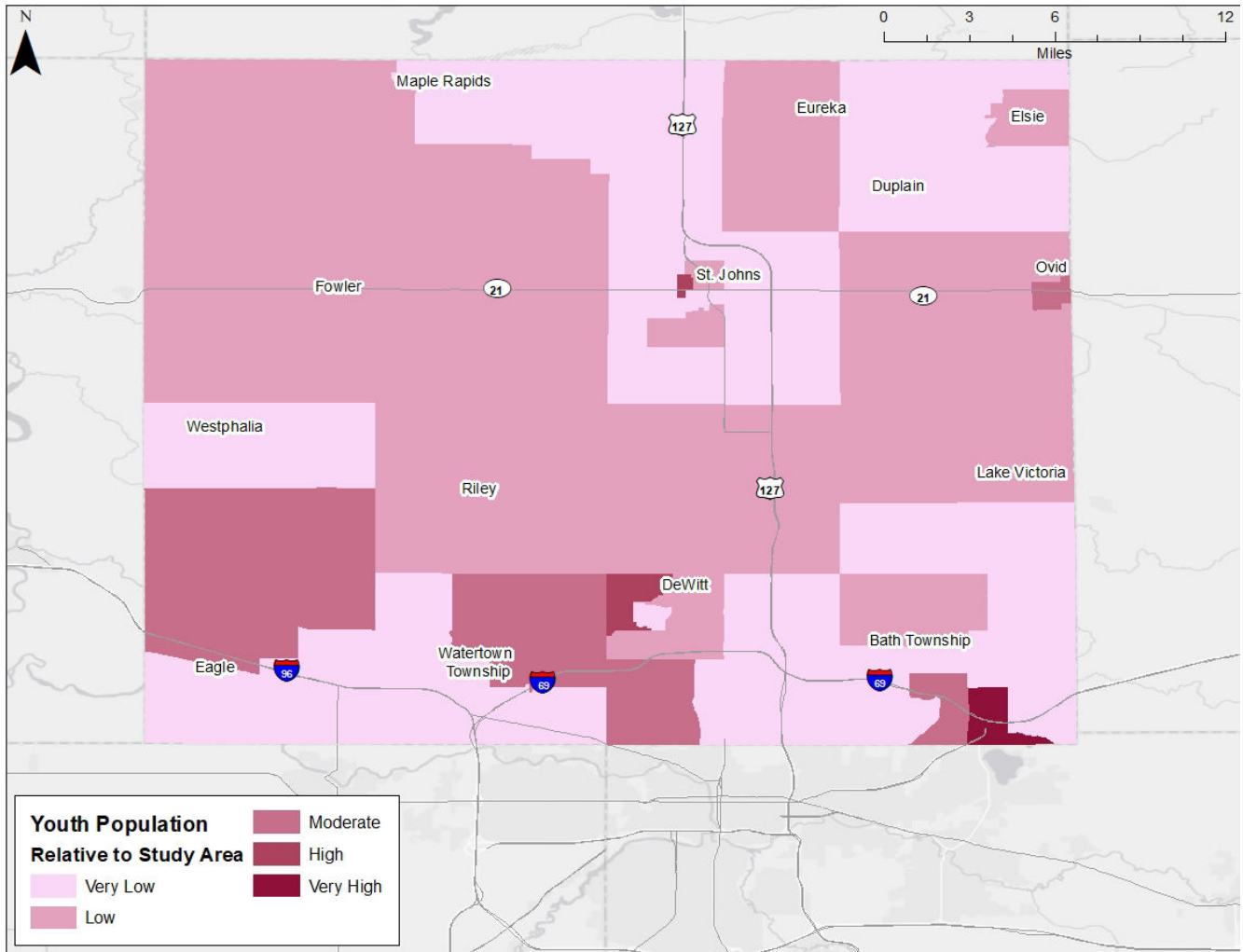
AMERICAN COMMUNITY SURVEY (ACS) 5 YEAR SAMPLE – 2018 TO 2022

Figure 4-6: Senior Adult Population in the Study Area



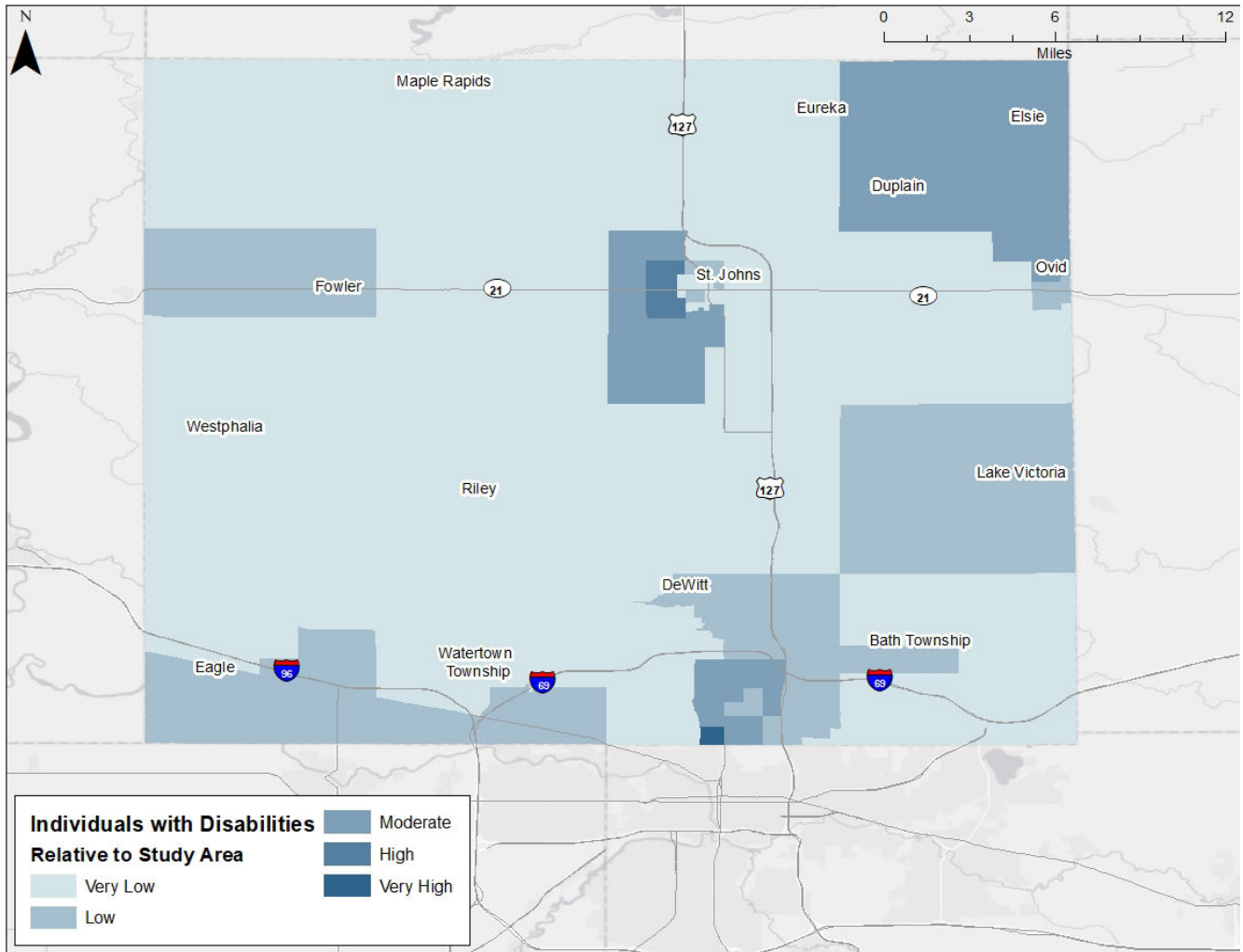
AMERICAN COMMUNITY SURVEY (ACS) 5 YEAR SAMPLE – 2018 TO 2022

Figure 4-7: Youth Population in the Study Area



AMERICAN COMMUNITY SURVEY (ACS) 5 YEAR SAMPLE – 2018 TO 2022

Figure 4-8: Individuals with Disabilities in the Study Area



AMERICAN COMMUNITY SURVEY (ACS) 5 YEAR SAMPLE – 2018 TO 2022

Title VI Demographic Analysis

As part of the Civil Rights Act of 1964, Title VI prohibits discrimination based on race, color, or national origin in programs and activities receiving federal subsidies. This includes agencies providing federally funded public transportation. The following section examines the minority and below poverty populations within Clinton County. It then summarizes the prevalence of residents with Limited-English Proficiency (LEP).

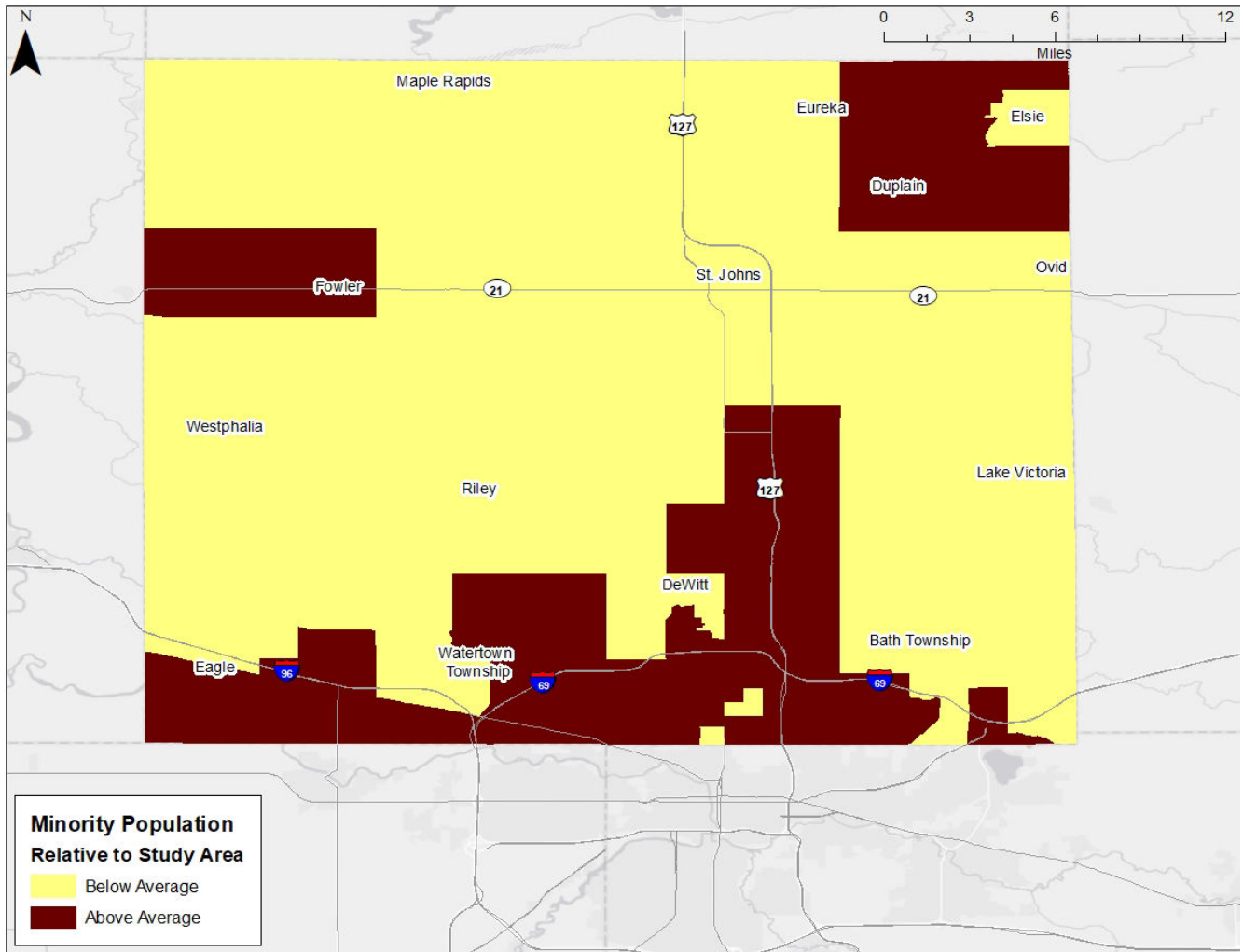
Minority Population

It is important to ensure that areas with an above average percentage of racial and/or ethnic minorities are not disproportionately impacted by any proposed alterations to existing public transportation services. Figure 4-9 depicts the percentage of minority persons per block group in Clinton County. A majority of the block groups are clustered in the southern portion of the county with a few areas in the northwestern and northeastern portions of the county and are shown in brown.

Below Poverty Level Population

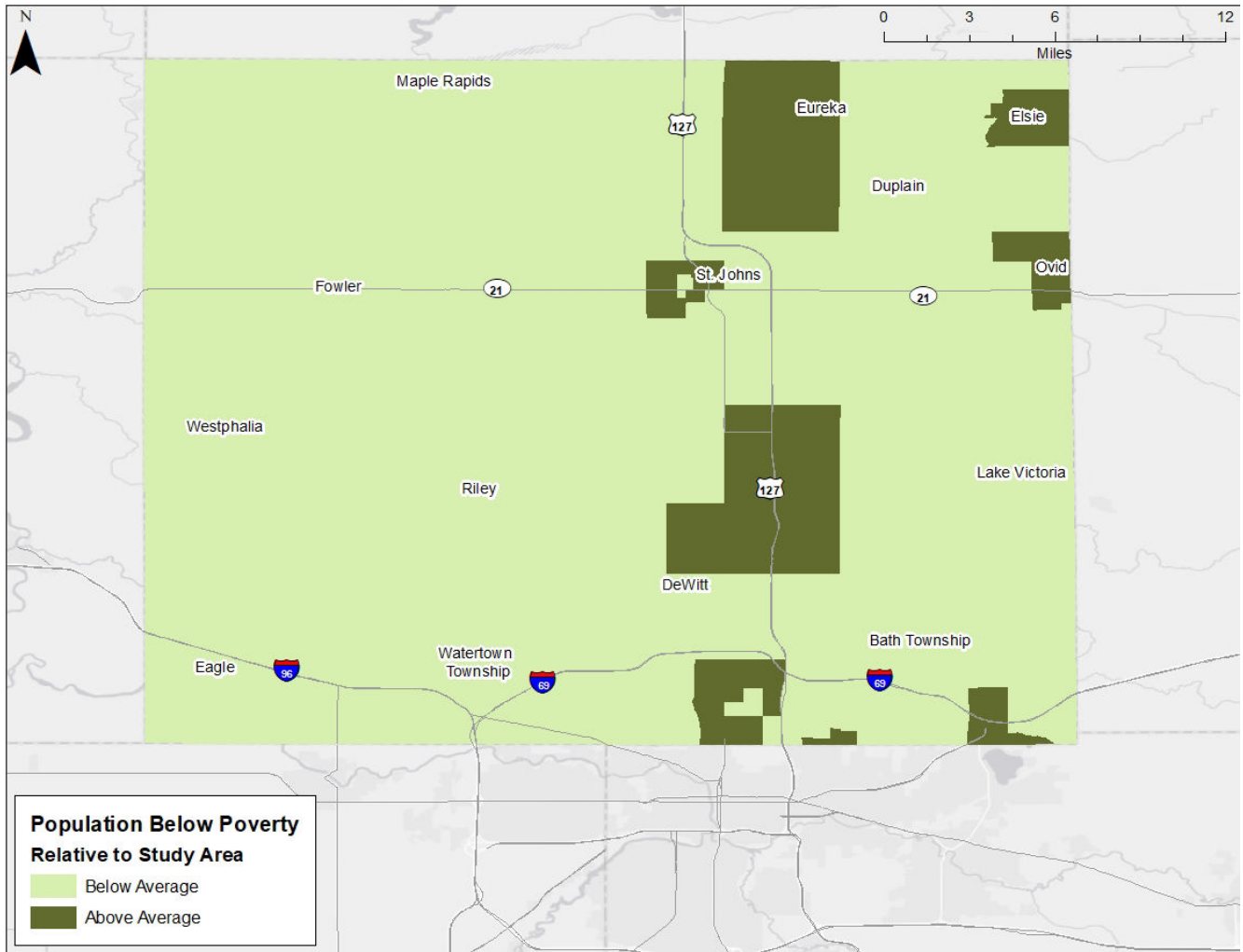
The second socioeconomic group included in the Title VI analysis represents those individuals who earn less than the federal poverty level. These individuals face financial hardships that may make the ownership and maintenance of a personal vehicle difficult. In such cases, they may be more likely to depend on public transportation. Figure 4-10 depicts the percentage of below poverty individuals per block group. The block groups that have a below poverty population are greatly dispersed throughout the county. The only block groups that are classified as above the average are located in the eastern portion of the county.

Figure 4-9: Minority Individuals in the Study Area



AMERICAN COMMUNITY SURVEY (ACS) 5 YEAR SAMPLE – 2018 TO 2022

Figure 4-10: Individuals Below Poverty in the Study Area



AMERICAN COMMUNITY SURVEY (ACS) 5 YEAR SAMPLE – 2018 TO 2022

Limited-English Proficiency

In addition to providing public transportation for a diversity of socioeconomic groups, it is also important to serve and disseminate information to those of different linguistic backgrounds. Limited English Proficiency (LEP) population is a count of people who do not speak English as their primary language and their ability to speak English is less than “very well.” Title VI’s Safe Harbor Provision stipulates that recipients of federal funding must provide written translations of all “vital documents” for each language group with an LEP population that makes up 5% or 1,000 persons (whichever is less) of the total population of the service area.

As shown in Table 4-3, Clinton County residents predominately speak English (95.55%).

Table 4-3: Limited English Proficiency for Clinton County

Clinton County	Total Population	Percent of County Population	Estimated LEP Population	Percent of LEP County Population
Total Population 5 years and over	74,562			
Language Spoken - Total Population 5 years and older				
English only	71,575	95.99%		
Spanish	1,292	1.73%	397	0.55%
Other Indo-European Languages	728	0.99%	157	0.21%
Asian and Pacific Island Languages	741	0.99%	433	0.58%
Other Languages	226	0.30%	75	0.10%

SOURCE: AMERICAN COMMUNITY SURVEY, FIVE-YEAR ESTIMATES (2011-2015), TABLE B16001.

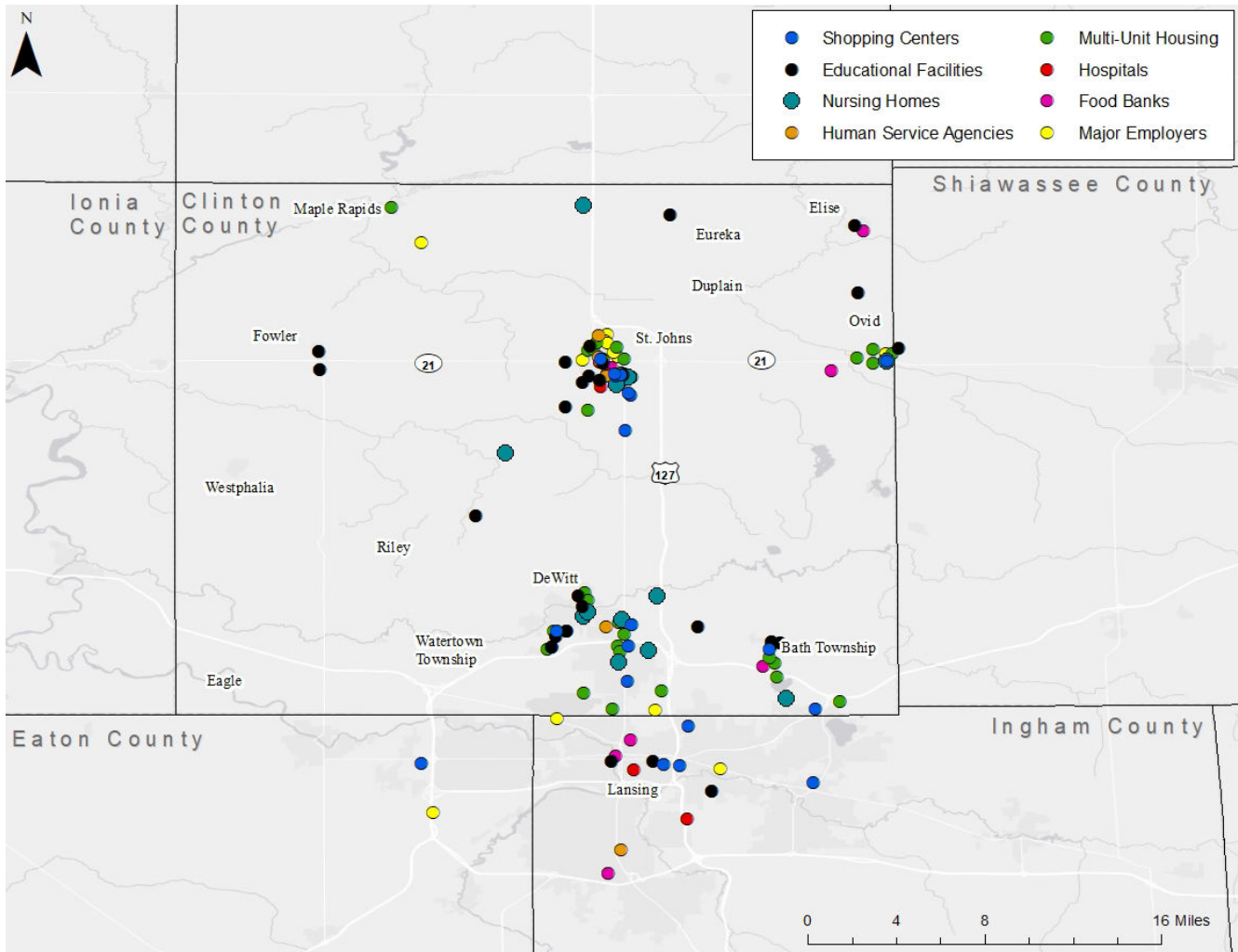
Land Use Profile

Major Trip Generators

Identifying land uses and major trip generators in Clinton County complemented the above demographic analysis by indicating where transit services may be most needed. Trip generators attract transit demand and include common origins and destinations, like multi-unit housing, major employers, medical facilities, educational facilities, non-profit and governmental agencies, and shopping centers, as seen in Figure 4-11.

A detailed list of all major trip generators by category is provided in Appendix I, and will be supplemented by new or planned developments, housing, or employment centers known to the county that may impact planning for transit services in the future. Further analysis of specific destinations was also considered when developing potential alternatives through that later phase of the TDP.

Figure 4-11: Major Trip Generators



Employment Travel Patterns

In addition to considering the location of Clinton County's major employers, it is also important to account for the commuting patterns of residents working inside and outside of the counties. According to the 2020 ACS five-year estimates, 34.70% of Clinton County workers work at locations within the county. As shown in Table 4-4, this level of in-county commuting is lower than for Michigan overall. About 64.86% of residents work outside Clinton County and 0.44% work outside the state.

Table 4-4: Journey to Work Patterns

Place of Residence	Michigan		Clinton County	
Workers 16 Years and Older	4,560,759		38,600	
Location of Employment	Number	Percent	Number	Percent
In State of Residence	4,477,259	98.17%	38,430	99.56%
In County of Residence	3,178,215	69.69%	13,395	34.70%
Outside County of Residence	1,299,044	28.48%	25,035	64.86%
Outside State of Residence	83,500	1.83%	170	0.44%
Means of Transportation to Work	Number	Percent	Number	Percent
Car, Truck, or Van - Drive Alone	3,679,255	80.67%	32,184	83.38%
Car, Truck, or Van - Carpooled	392,963	8.62%	2,310	5.98%
Public Transportation	58,641	1.29%	320	0.83%
Walked	99,941	2.19%	585	1.52%
Taxicab, Motorcycle, Bicycle, Other	57,846	1.27%	297	0.77%
Worked at Home	272,113	5.97%	2,904	7.52%

SOURCE: ACS, FIVE-YEAR ESTIMATES (2016 - 2020), TABLE B08130

Another source of data that provides an understanding of employee travel patterns is the Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) dataset. Figures 4-12 and 4-13 illustrate the results of this analysis. As of 2019, the top five employment destinations for Clinton County residents include Lansing City, East Lansing City, St. Johns, Waverly, and Okemos, as seen in Figure 4-13. Figure 4-12 shows where Clinton County Workers live, and the top five residence areas include Lansing City, St. Johns, Waverly, Holt, and East Lansing City.

Figure 4-14 and Figure 4-15 show the pick-up and drop-off locations of current clients between February 2023 and July 2023. These numbers were provided by Clinton County Transit. A majority of clients are coming from Clinton County and ending in Clinton County. However, there are a few clients (under 100) that are coming and going to cities outside of Clinton County, such as Saginaw, Pewamo, Flint, Dearborn, Jackson, and Battle Creek.

Figure 4-12: Where Clinton County Workers Live

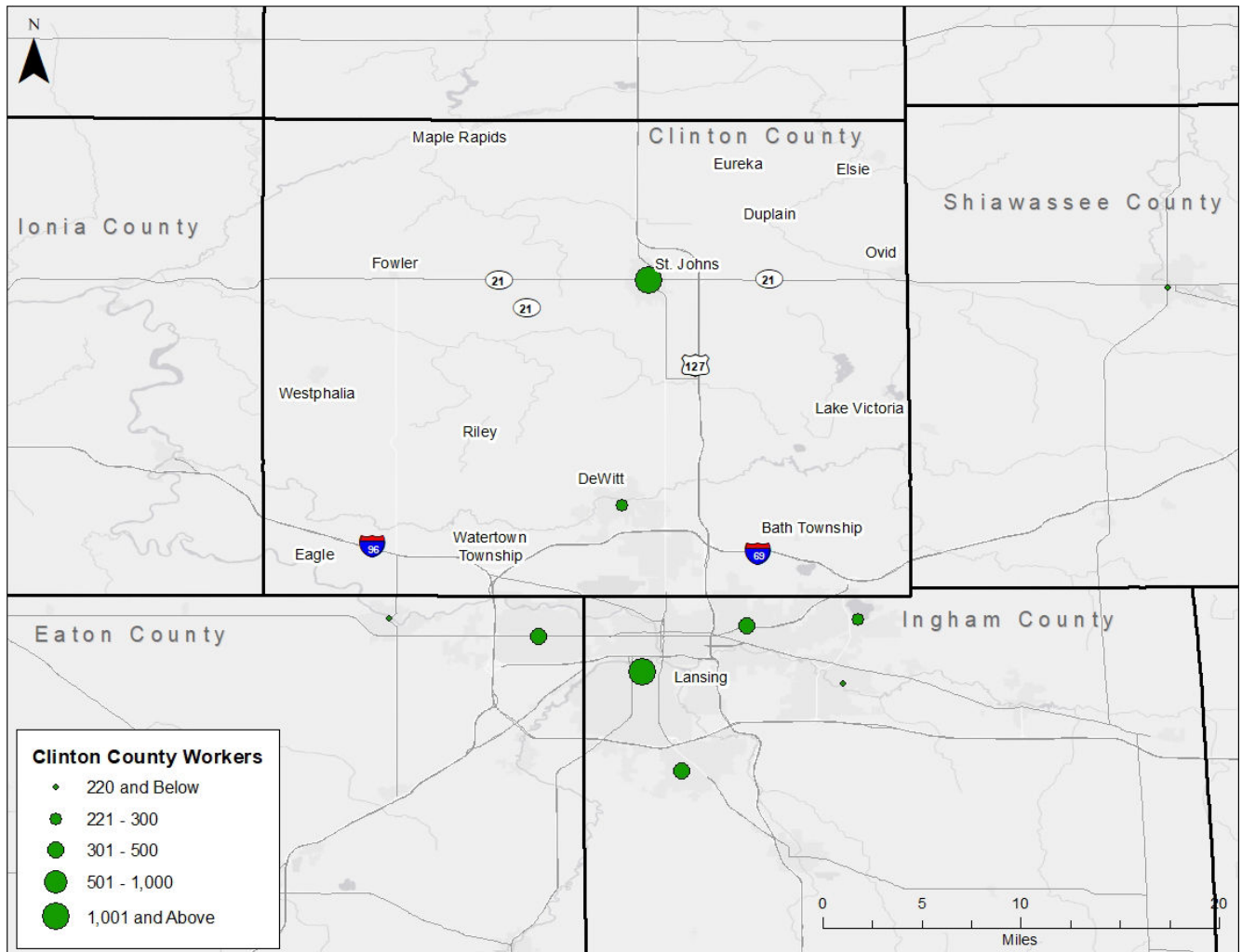


Figure 4-13: Where Clinton County Workers are Employed

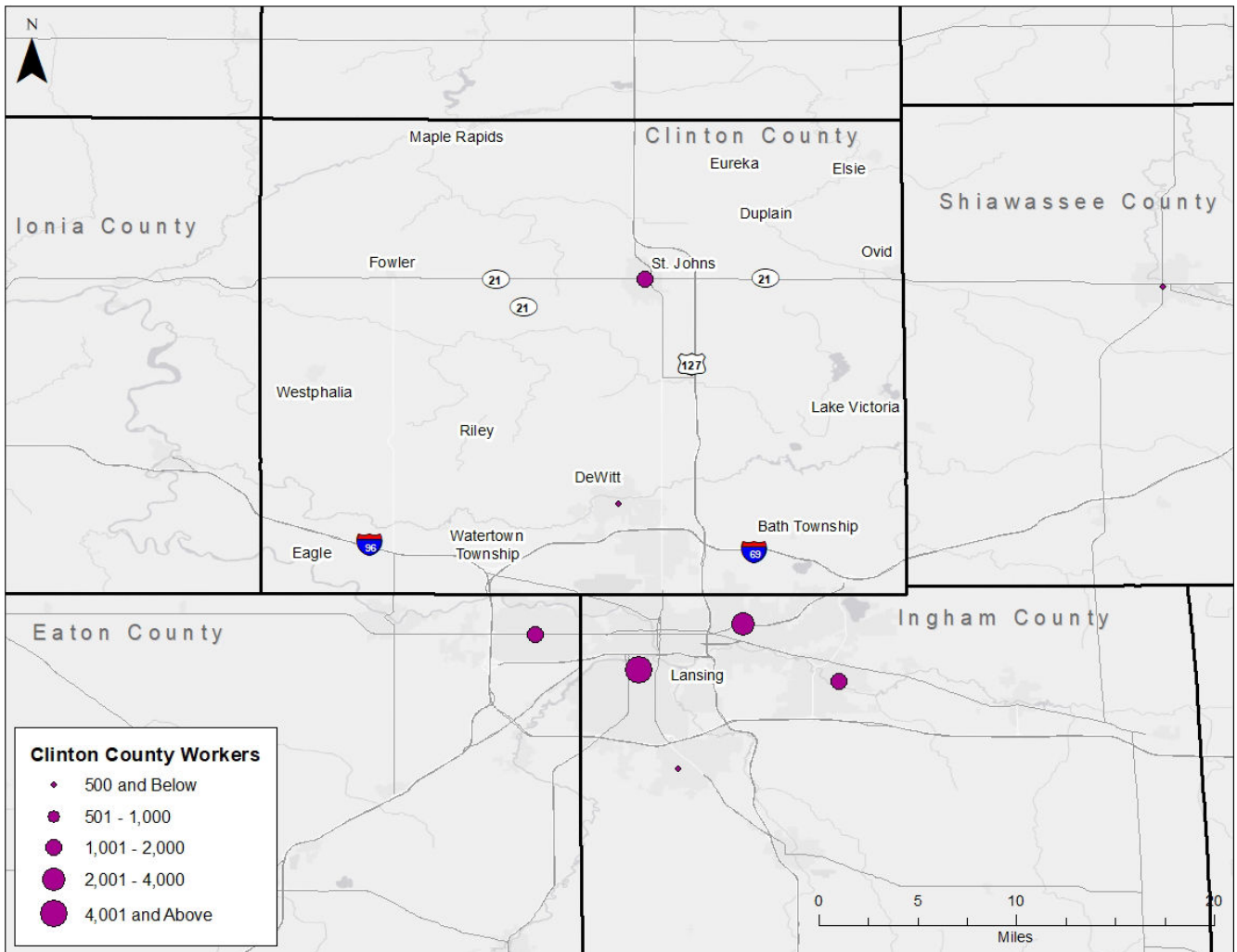


Figure 4-14: Clinton County Transit Pick-Up Locations

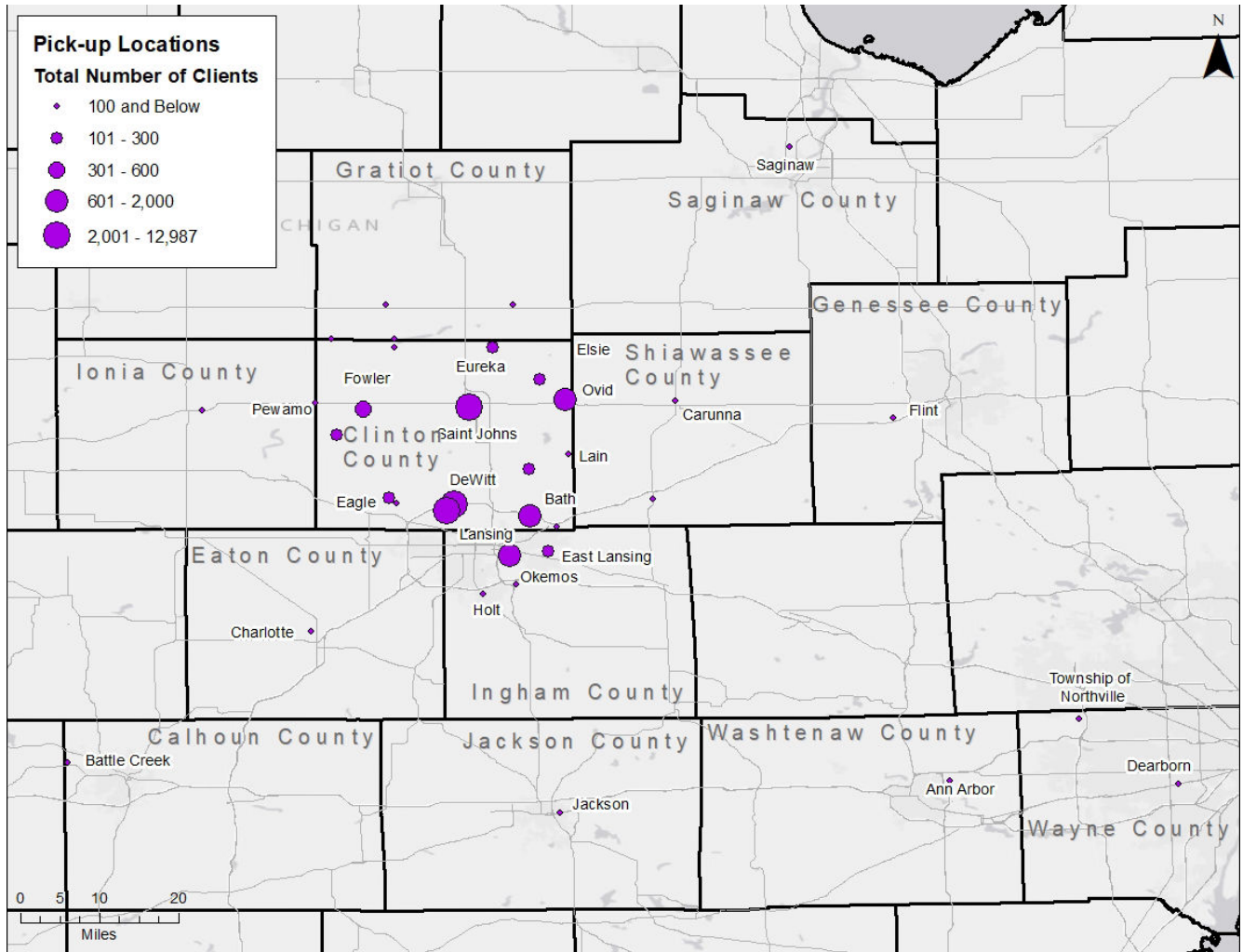
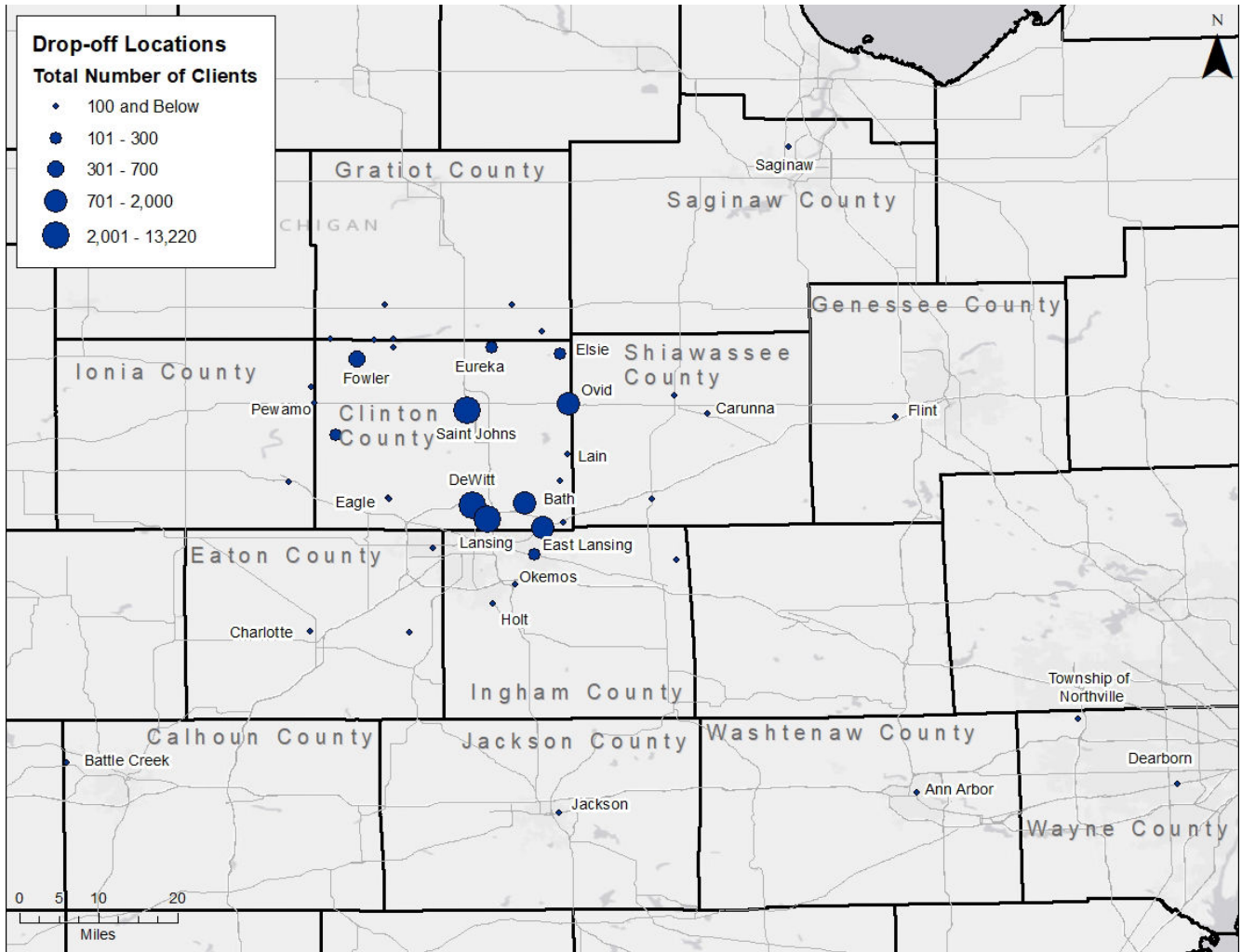


Figure 4-15: Clinton County Transit Drop Off Locations



Chapter 5: Service Alternatives and Considerations

Introduction

This chapter discusses potential alternatives for Clinton Transit to consider in efforts to improve services. These alternatives were developed based on a review of current services, the analysis of demographics and land use, and input from Clinton Transit, the TDP Advisory Committee, customers, residents, and other key stakeholders. Additional feedback on these alternatives from Clinton Transit staff were used to further define and detail the preferred options for inclusion in the implementation plan provided in the next chapter of the TDP.

The service alternatives discussed in this chapter include a summary of potential advantages and disadvantages, as well as estimates of costs and ridership. The cost information for the service alternatives is expressed as the fully allocated costs, which means all program costs on a per unit basis are considered when contemplating expansions. These cost estimates were based on Clinton Transit FY2023 operating expenses.

The service alternatives focus on:

- Potential Service Expansions:
 - Expanded Saturday Service
 - New Sunday Service
 - Scheduled Service
- On-demand Microtransit Service
- Regional Service Considerations

It should be noted that the proposed alternatives will also need further analysis and more detailed service planning in the future before implementation to respond to changing conditions. Funding necessary to implement these services will also need to be identified, as this TDP does not commit Clinton Transit or MDOT to providing fiscal support for these proposed alternatives.

Potential Service Expansions

Expanded Saturday Service

Currently, Clinton Transit provides scheduled curb-to-curb services on Saturday from 8:00 a.m. to 6:00 p.m. Through outreach efforts, and particularly through input from the Clinton Transit Board of Directors, there was a recommendation to expand Saturday service to similar operating hours for the service Monday through Friday that are from 6:00 a.m. to 9:00 p.m. This expansion would improve access

to a variety of locations in the community, including employment opportunities that require earlier and later work hours. This alternative proposes the implementation of this Saturday service expansion, with the potential impacts of this proposal outlined in Table 5-1.

Table 5-1: Expanded Saturday Service Overview

Advantages	Disadvantages
<ul style="list-style-type: none"> • Responds to a top need expressed by current customers and the Clinton Transit Board of Directors. • Expands access to key community destinations using Clinton Transit. • Utilizes vehicles in existing fleet. 	<ul style="list-style-type: none"> • Results in additional operating costs for expanded service, including need for expanded dispatch coverage. • Results in additional mileage on current buses, accelerating the vehicle replacement schedule.
Expenses	Ridership
<ul style="list-style-type: none"> • Assuming three vehicles would be needed to provide the expanded Saturday service, this would result in approximately 780 annual vehicle hours. • Using the current operating cost of \$93.74 per hour, estimated annual operating expenses to expand Saturday service would be \$73,117. 	<ul style="list-style-type: none"> • Expanding Saturday service would not generate large ridership numbers. However, to the customers who need these trips they are often critical. • Assuming 1.5 passenger trips per hour, it is estimated that the expanded Saturday service would result in 1,170 annual passenger trips.

New Sunday Service

Currently, Clinton Transit provides scheduled curb-to-curb services, Monday – Friday from 6:00 a.m. to 9:00 p.m., and Saturday from 8:00 a.m. to 6:00 p.m. Through customer and community outreach efforts many Clinton County residents expressed the desire for Sunday service, in particular to attend religious services. Sunday service would also expand access to shopping, employment opportunities that require Sunday work hours, and other important community destinations.

This alternative proposes the implementation of Sunday service between 6:00 a.m. and 3:00 p.m. The potential impacts of this proposal are outlined in Table 5-2.

Table 5-2: New Sunday Service Overview

Advantages	Disadvantages
<ul style="list-style-type: none"> • Responds to a top need expressed by current customers. • Expands access to key community destinations using Clinton Transit. • Utilizes vehicles in existing fleet. 	<ul style="list-style-type: none"> • Results in additional operating costs for expanded service, including need for expanded dispatch coverage. • Results in additional mileage on current buses, accelerating the vehicle replacement schedule.
Expenses	Ridership
<ul style="list-style-type: none"> • Assuming three vehicles would be needed to provide the new Sunday service, this would result in approximately 1,404 annual vehicle hours. • Using the current operating cost of \$93.74 per hour, estimated annual operating expenses to implement Sunday service would be \$131,611. 	<ul style="list-style-type: none"> • Implementing Sunday service would not generate large ridership numbers. However, to the customers who need these trips they are often critical. • Assuming 1.5 passenger trips per hour, it is estimated that Sunday service would result in 2,106 annual passenger trips.

Scheduled Service

Through the rider survey, current customers identified scheduled service as one of their improvements for public transportation in Clinton County. In addition, through the broader community survey, respondents noted scheduled services that do not require a reservation as one of the top improvements that should be considered. In particular, through outreach efforts local residents expressed an interest in scheduled service between St. Johns and DeWitt.

From a financial standpoint, demand response transportation that is currently operated by Clinton Transit is the most expensive form of transit to operate on a per trip basis. As a result there can be consideration of other service designs that can accommodate customer needs through the use of scheduled services.

Therefore, this alternative proposes the implementation of a scheduled service that would connect St. Johns and DeWitt and provide access to key shopping and medical locations in the two communities.

This service would involve:

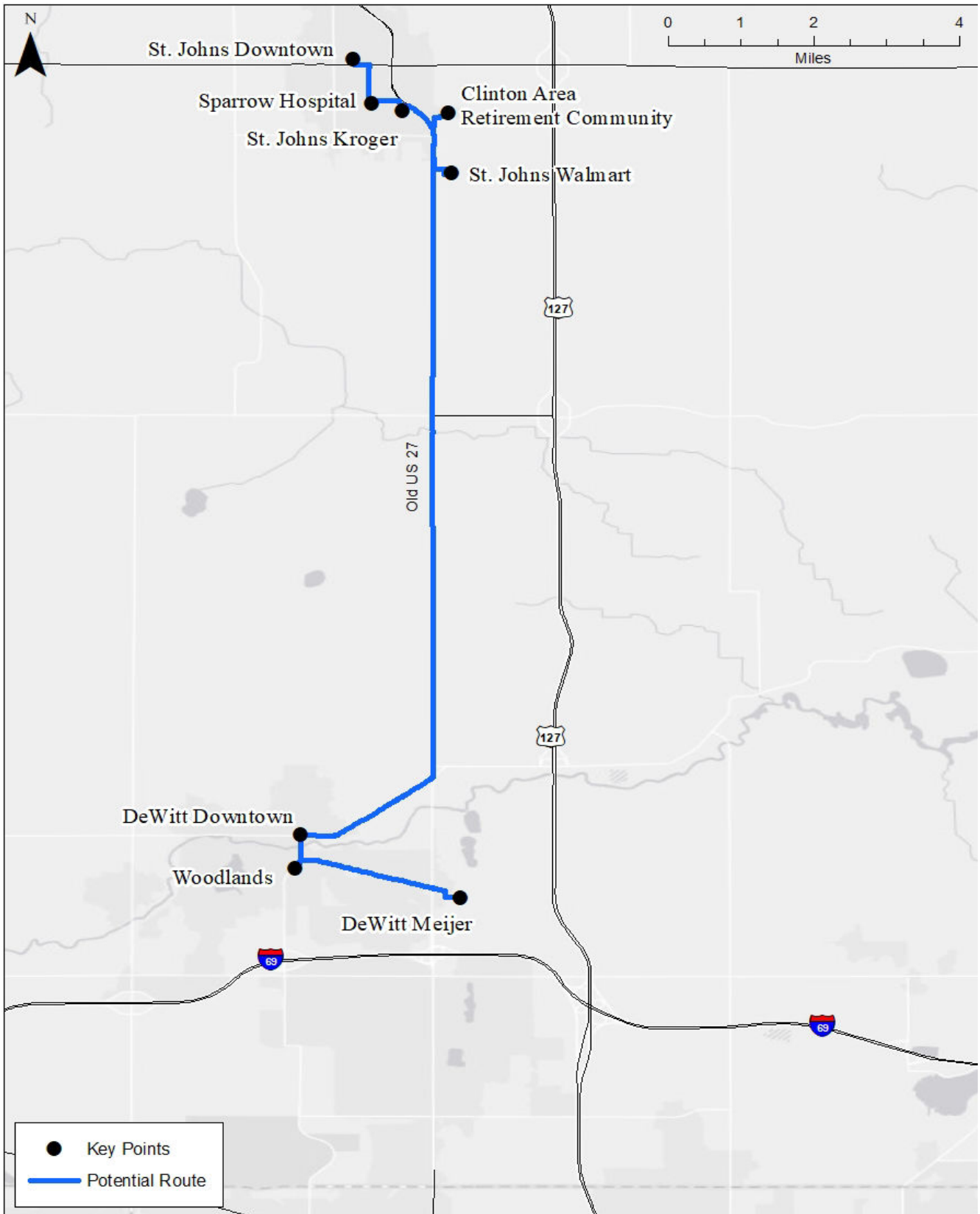
- A scheduled route that provides customers with specific days and times that services would be available, and that they can use when making plans to access key local destinations.
- Appropriate marketing efforts to educate current and future customers on these services. Clinton Transit staff would also play a key role in the transition, as they would need to work with customers on how their trips can be completed on the new scheduled service.

The potential impacts of this proposal are outlined in Table 5-3, and Figure 5-1 provides a visual representation of the proposed St. Johns – DeWitt scheduled connector route. While final design would be determined through additional service planning and community engagement and input, for budgeting purposes the connector route would operate on hourly intervals (or headways).

Table 5-3: Proposed St Johns – Dewitt Scheduled Connector Route Overview

Advantages	Disadvantages
<ul style="list-style-type: none"> • Connects key residential areas with important and popular destinations with scheduled service. • Responds to comments expressed by current customers and the broader community by providing scheduled services that do not require a reservation. • Provides opportunity to operate more cost-effective scheduled services. • Utilizes vehicles in existing fleet. 	<ul style="list-style-type: none"> • Would be a change to current service delivery and require an appropriate marketing campaign. • Would require Clinton Transit staff to educate customers about new scheduled service.
Expenses	Ridership
<ul style="list-style-type: none"> • Assuming ten hours of service five days a week, this would result in approximately 2,600 annual vehicle hours. • Using the projected operating cost of \$93.74 per hour, estimated annual operating expenses for this connector route would be \$243,724. 	<ul style="list-style-type: none"> • Assuming three passenger trips per hour, it is estimated that the connector route would result in 7,800 annual passenger trips.

Figure 5-1: Proposed St Johns – Dewitt Scheduled Connector Route



Summary of Possible Service Expansions

Table 5-4 provides a summary of the possible service expansions.

Table 5-4: Summary of Possible Service Expansions

Project Description	Projected Annual Revenue Service Hours ⁽¹⁾	Projected Annual Operating Expenses ⁽²⁾	Estimated Annual Ridership ⁽³⁾
Expanded Saturday Service	780	\$73,117	1,170
New Sunday Service	1,404	\$131,611	2,106
St. Johns - DeWitt Connector	2,600	\$243,724	7,800
Totals	4,784	\$448,452	11,076

(1) ASSUMES THREE VEHICLES IN OPERATION FOR NINE HOURS FOR SUNDAY SERVICE.

(2) HOURLY RATE BASED ON 2023 OPERATING COST PER HOUR.

(3) ASSUMES 1.5 TRIPS PER SERVICE HOUR FOR SUNDAY SERVICE, AND 3 TRIPS PER HOUR FOR ST. JOHNS - DEWITT CONNECTOR.

On-Demand Microtransit Service

As on-demand ride-hailing apps like Uber and Lyft have become a more common mobility option over the past decade, demand has risen for public transit services to utilize mobile technology to provide on-demand transportation services. These services, often called microtransit, use mobile technology to provide dynamic routing through which customers use a smartphone application (app) to schedule and/or pay for a ride within a specific geofenced zone. On-demand services can provide more flexibility to customers than traditional demand response service. Riders can individualize service by selecting both their pick-up and drop-off locations, while dynamic routing capabilities allow drivers to quickly adjust pick-up locations to provide more efficient service.

Overview of On-Demand Technology

The following sections provide an overview of the processes used when requesting a trip, utilizing real time arrival information and onboard mobile equipment. It is anticipated that current dial-a-ride services provided by Clinton Transit would transition to the use of the on-demand technology, and therefore this alternative is not included with the expanded services discussed in the previous section. However, it also anticipated that the use of on-demand technology would occur before implementation of the potential scheduled services.

Mobile Application

On-demand/microtransit apps are generally grouped into two distinct categories – a white label app and an integrated app. White label apps are a blank slate for the transit provider to create and design the service’s public interface. This provides a high level of customization, but it can also limit the use of the app to only the microtransit service. An integrated app uses an already existing app structure to incorporate the microtransit service. For example, some service providers have partnerships with Uber, Lyft, and other transportation network companies to include microtransit service as an option in their service menus. Regardless of the design and platform, the app must be publicly available for customers to download through common app outlets, to include the Apple App Store and Google Play Store.

Alternative Interfaces

In addition to the microtransit app, transit systems need to ensure that individuals without a smartphone or internet connection can still access the service. This would be satisfied by providing a phone number for a call center or local dispatcher to schedule real time trips. Some services have set up websites for trip requests, but this should be done in addition to a call-in option.

Registration Process

Like other online services, customers need to create an account to utilize the service. First time users of the app will likely be greeted with a home screen that allows them to log in to an existing account or to sign up with a new account. The account registration process must be simple and straightforward. Typically, providers require personal information that includes the user’s first and last name, email address, and cell phone number. The user must also create a password for their account to keep it secure. Other considerations include an option for wheelchair accessibility.

Requesting a Trip

Once the customer is a registered user, the app then navigates them to a map that highlights their current location. This map will also show the user the location and boundary of the zones. If the customer attempts to request a trip pickup or drop-off that is outside of the zone, the app will not allow for that request and will generate an out-of-zone message.

Customers should be able to request their trip through two methods:

- Manually entering their pickup and drop-off locations via address or landmark.
- Select the app’s drop pins to select their pickup and drop-off locations on the map.

Group trips should be encouraged as they will go a long way with productivity measures. During the pickup and drop-off selection process, it is important to include an option for the user to increase the number of passengers that will be traveling with them. Limits on the number of groups are largely determined by the vehicle’s capacity.

Once the customer submits their trip request, the app will then generate an estimated wait time until pickup and identify a nearby location that the user must travel to in order to board the vehicle. If the wait time and location are suitable for the customer, they will then confirm their request which will go directly to the closest vehicle.

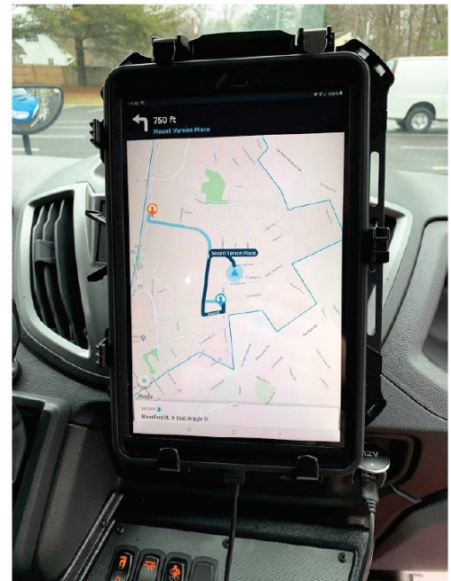
Real Time Arrival Information

One of the most exciting elements of an on-demand service/microtransit app is the real time arrival information. After a customer has booked their trip, the app then allows them to track their vehicle and receive real-time updates on the vehicle's estimated time of arrival. The app can be configured to send pop-up notifications to the customer's smartphone once the vehicle is a certain distance away, once it has arrived, or if it experiences delays.

Onboard Mobile Tablet

The onboard mobile tablet is the driver's connection to the on-demand service. Through a TaaS arrangement, these devices could be included in the contracting requirements. Many microtransit providers acquire tablets and mounting kits through the software technology partner. Some trip planning software is specific to certain platforms (e.g. Android or iOS), but there are a range of options for procurement.

The tablet provides a constantly updated itinerary with turn-by-turn directions for the driver. The tablet also provides an interface for drivers to accept trips, mark no-shows, and view cancellations. In between trip requests, the tablet will even instruct the driver to return to a predetermined staging area to await a future request. The locations of these staging areas are key when considering response times and they can be modified in real time based on other vehicles' locations. The key is to ensure service is evenly distributed throughout the zone.



The tablets are relatively expensive capital equipment and will require additional monitoring. Many on-demand/microtransit services require their drivers to check out and return the tablets to a supervisor. The tablets will need charging capabilities onboard the vehicles and a charging station in the dispatch office/transit facility. The tablets should be kept in a locker or safe; there are many options for secure tablet storage with charging capabilities.

The service plan and operational capabilities are heavily influenced by the service model and characteristics of the geo-fenced zone. The distribution of vehicles within the zone will need to strike a balance between meeting the needs of high and low travel demand areas.

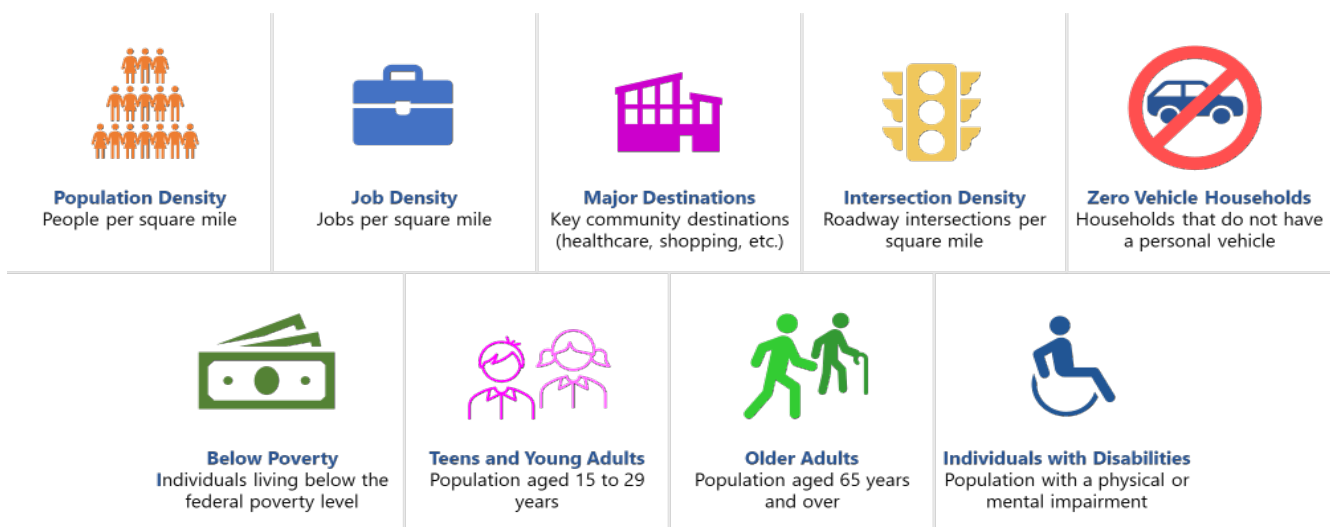
Microtransit Implementation and Operational Considerations

The following section discusses a variety of considerations as Clinton Transit looks to implementing on-demand services that would expand mobility options for local residents and expand their access to major destinations.

There are a variety of lessons learned from other communities that can be taken into account when considering these services, and include:

- Right sizing the service zone** - A microtransit service needs a clear, well-reasoned geographic area to operate within. If a service area is too large, on-time performance will suffer and the cost per trip will likely increase. Due to the variety of socioeconomic, infrastructural, and operational factors that influence microtransit service efficiency, there is no ideal size for a geo-fenced zone. Some service areas are less than a square mile while others are over 25 square miles. Establishing on-time performance standards and operating data from microtransit projects can be used to refine both service area size and vehicle deployment.
- Assessing propensity index factors** – A Microtransit Propensity Index (MPI) can help transit providers make decisions on where to establish microtransit zones based on demographic, geographic, and infrastructural factors that may impact an area’s propensity for service. As seen in Figure 5-2, the MPI score is calculated based on several variables including population density, job density, major destinations, intersection density, zero vehicle households, below poverty, teens and young adults, older adults, and individuals with disabilities.

Figure 5-2 Microtransit Propensity Index Factors:



These factors are deemed positive indicators of microtransit propensity. Key factors that are not included in this analysis are internet and smartphone access. Microtransit service is typically based around on-demand, real-time trip requests which require broadband connectivity of which data is not readily available. This is an important consideration if the service mode is to be implemented.

The MPI calculates a relative score – this means that each of the factors are scored based on a block group’s relation to the study area’s mean. The resulting factor scores were calculated using the MPI formula. Once the MPI calculation was complete, scores were normalized using percentile scores to adhere to a 1 to 10 scoring schema based on average scores. Figure 5-3 and Table 5-5 provide additional information on the MPI calculation and scoring system.

Figure 5-3: Microtransit Propensity Index Calculation

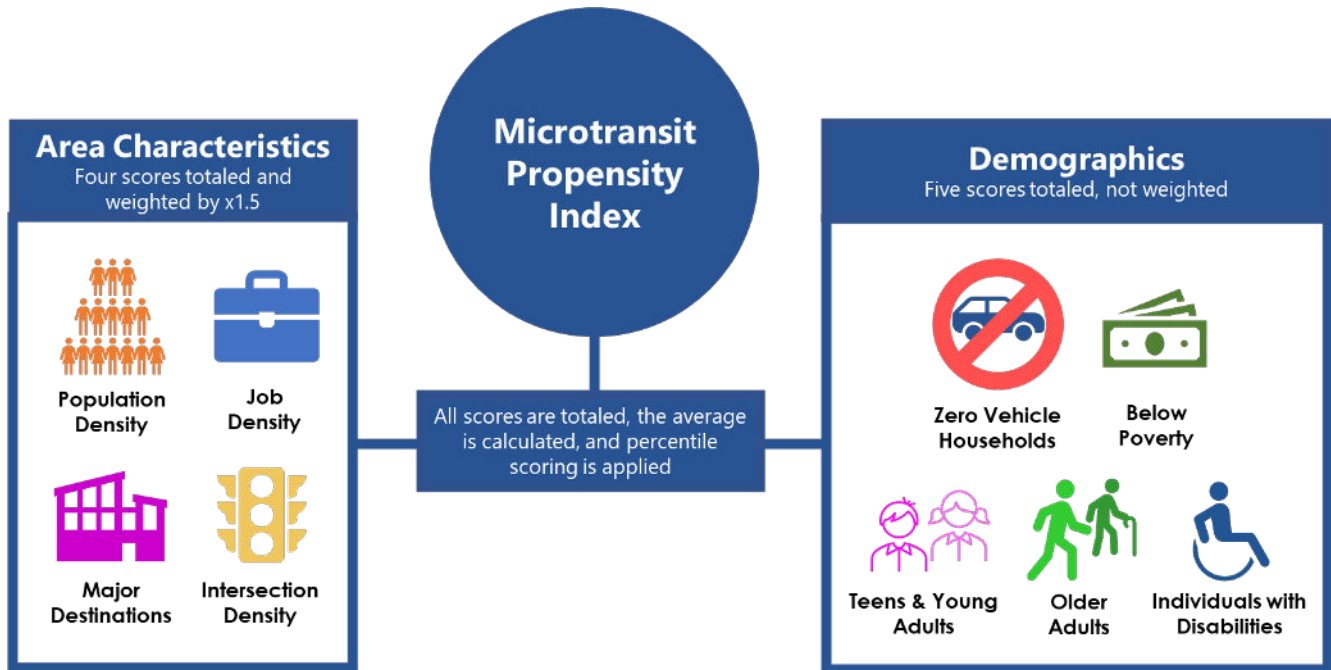
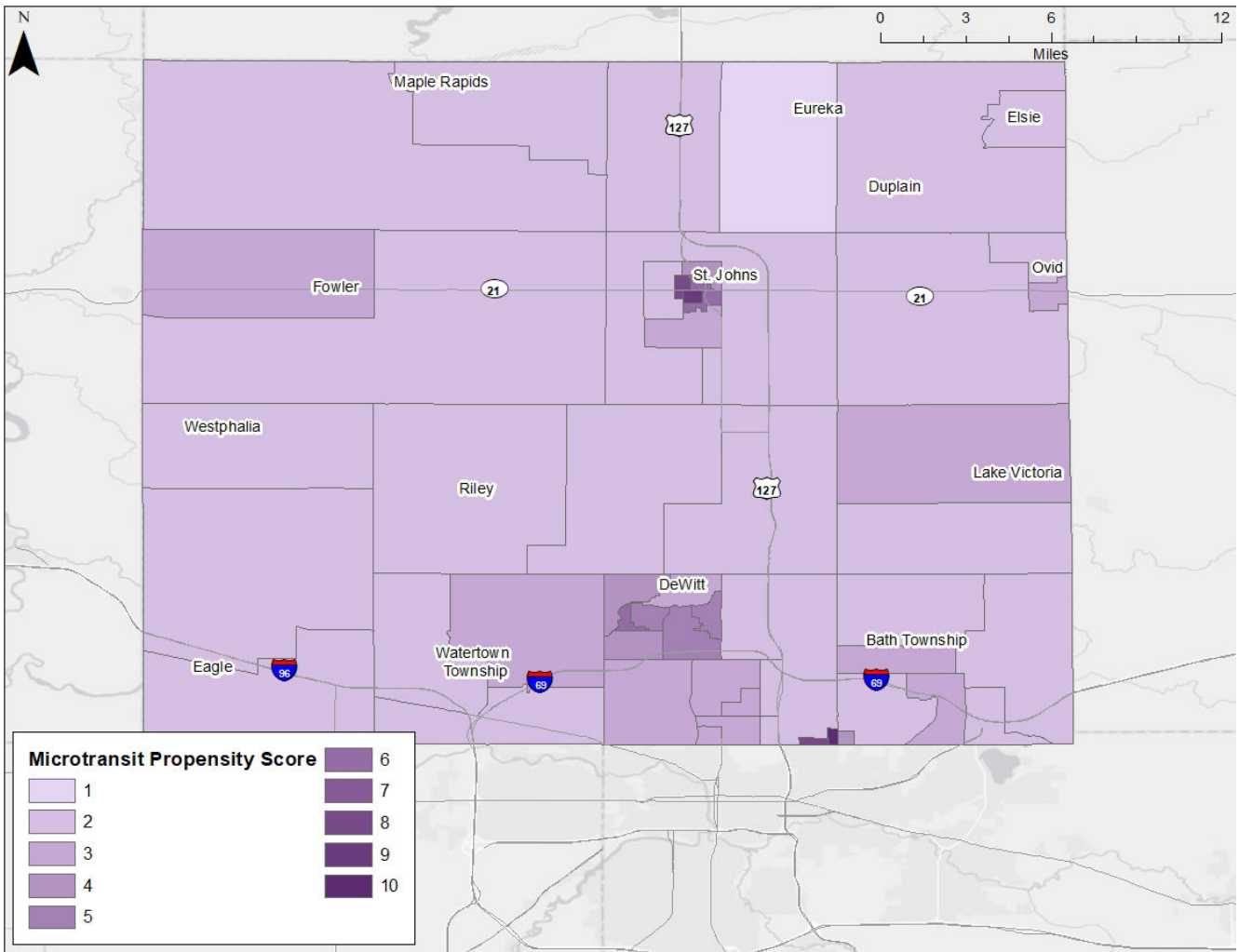


Table 5-5: Microtransit Propensity Index Scoring Table

Microtransit Propensity Scoring System	
1 – Very Low	Metric was in the bottom 10% of the MPI Scores
2	Metric was in the bottom 20% of the MPI Scores
3	Metric was in the bottom 30% of the MPI Scores
4	Metric was in the bottom 40% of the MPI Scores
5 – Below Average ^	Metric was in the bottom 50% of the MPI Scores
6 – Above Average v	Metric was in the top 50% of the MPI Scores
7	Metric was in the top 40% of the MPI Scores
8	Metric was in the top 30% of the MPI Scores
9	Metric was in the top 20% of the MPI Scores
10 – Very High	Metric was in the top 10% of the MPI Scores

Figure 5-4 shows the Microtransit Propensity Index for Clinton County. One census block group that fell within the top 40% of the MPI scores was found in St. Johns, another census block that fell within the top 30% of the MPI scores was also in St. Johns. While the DeWitt area is not classified as a high MPI score, the area did still show potential for a microtransit program.

Figure 5-4: Microtransit Propensity Index



Geo-Fenced Zone Characteristics

A microtransit service needs a clear, well-reasoned geographic area to operate within. If a service area is too large, on-time performance will suffer and the cost will likely increase. Due to the variety of socioeconomic, infrastructural, and operational factors that influence microtransit service efficiency, there is no ideal size for a geo-fenced zone. Some service areas are less than a square mile while others are over 25 square miles. Establishing and monitoring on-time performance standards for microtransit projects can be used to refine both service area size and vehicle deployment.

The proposed microtransit zones include a majority of each key community within Clinton County -- St. Johns and DeWitt. Both potential zones also fall within a 10-minute drive from end to end, as seen in Figures 5-5 and 5-6. The zone boundaries presented within this section are proposed based on evaluation of the road network. As planning and implementation activities continue, boundary modifications may be needed.

Both potential zones together are shown in Figure 5-7. They could be complemented by the St. Johns – DeWitt Connector Route discussed in the previous service alternatives, therefore providing local service and mobility while connecting the two communities.

Figure 5-5: Potential St. Johns Microtransit Zone

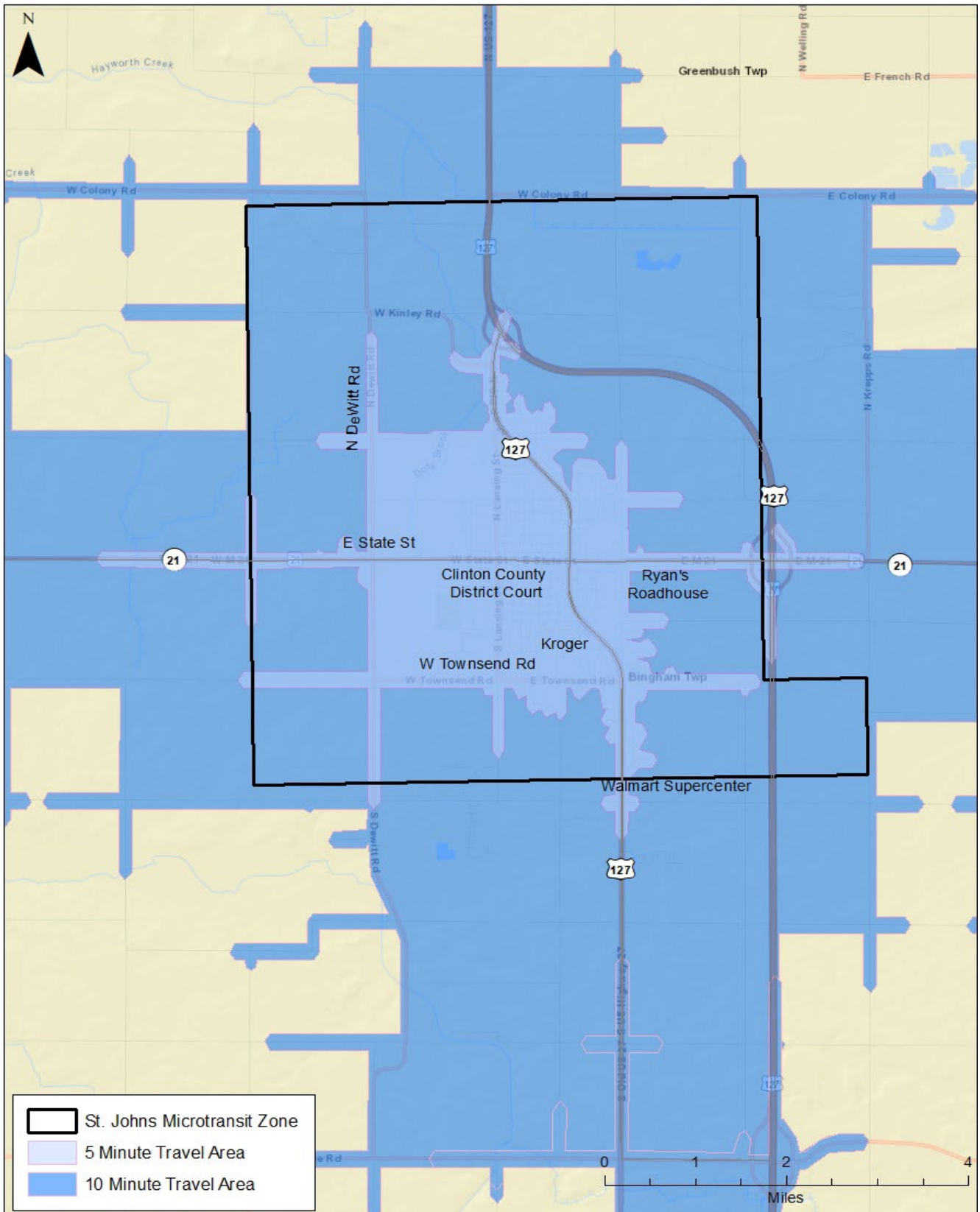


Figure 5-6: Potential DeWitt Microtransit Zone

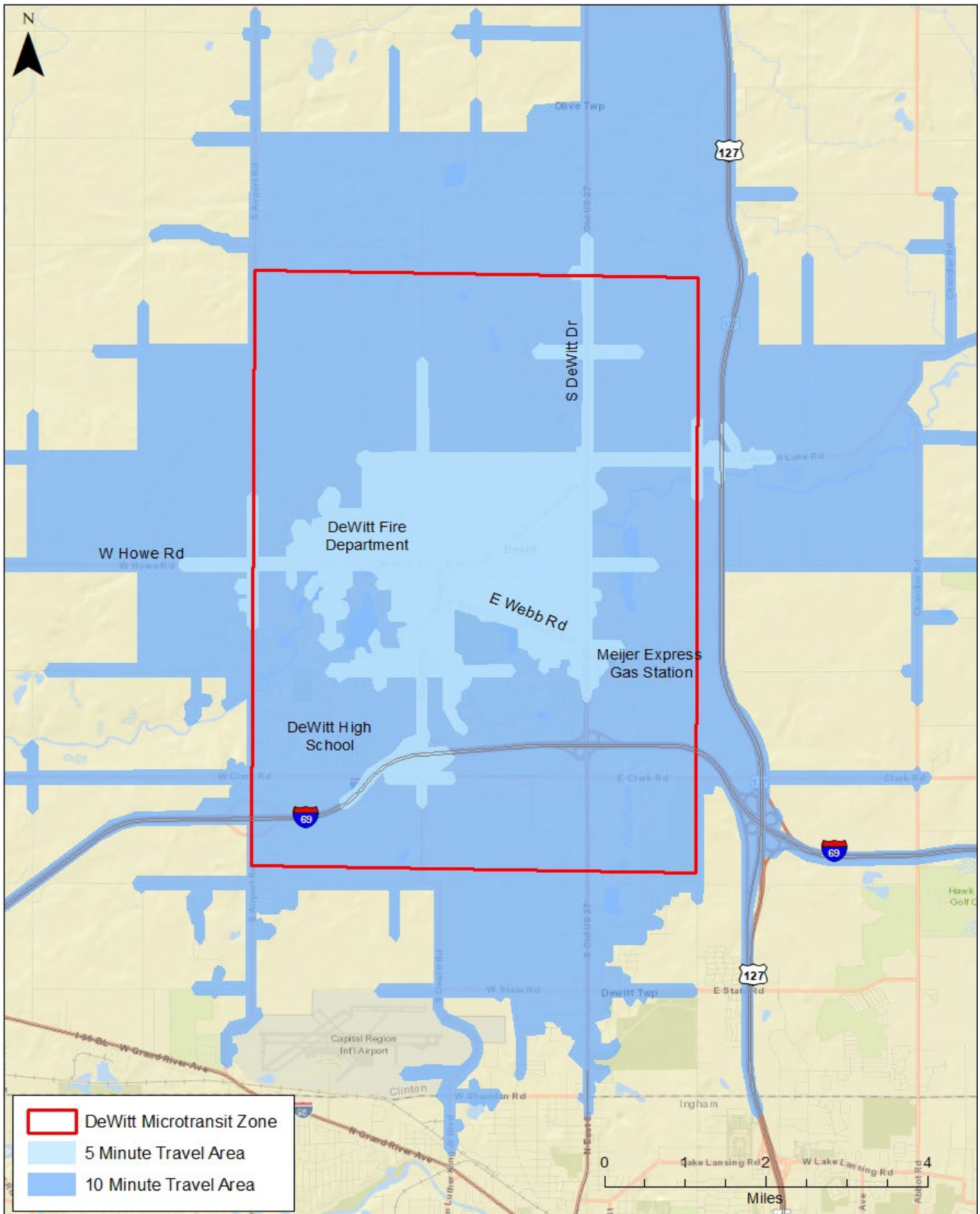
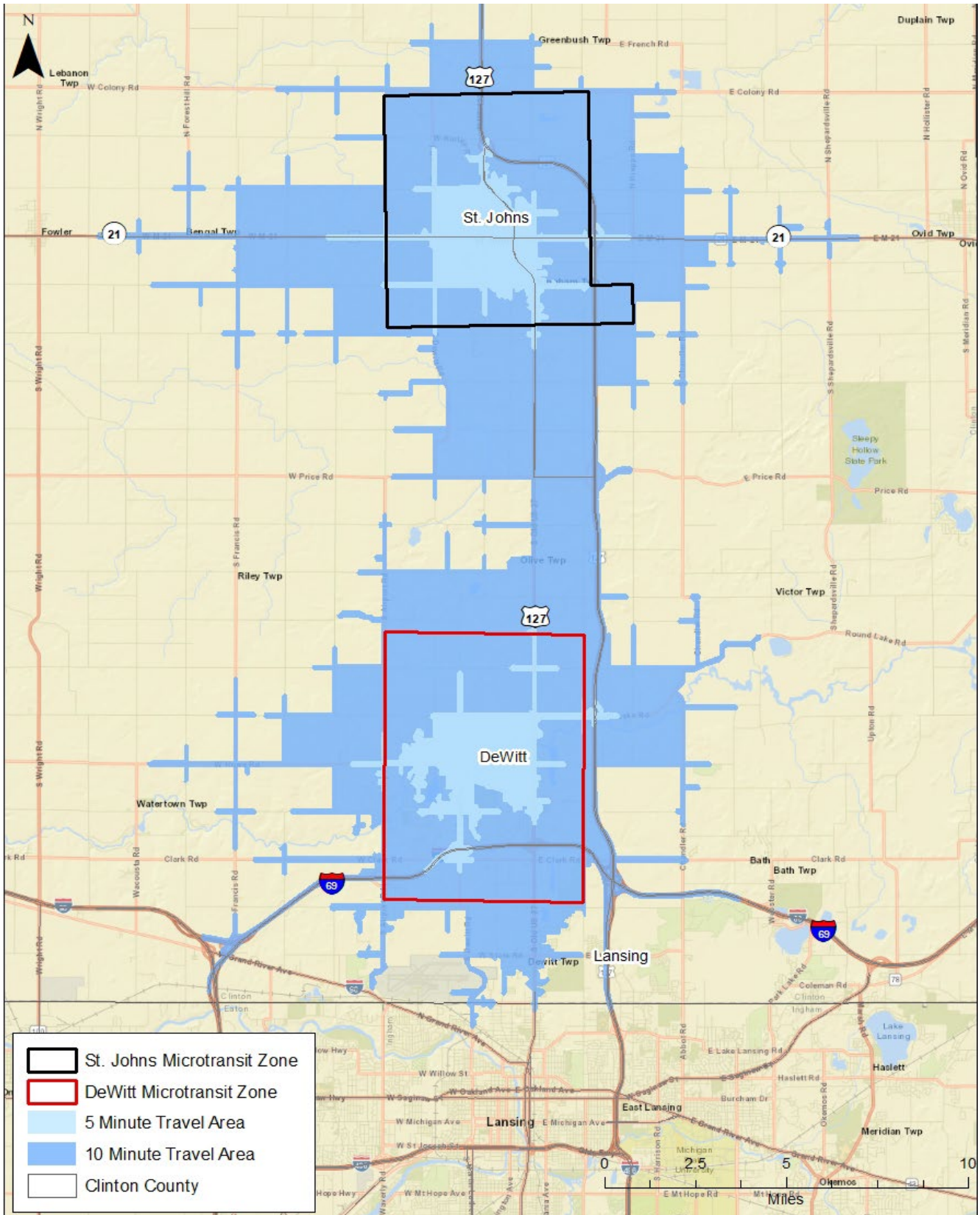


Figure 5-7: Full Microtransit Zone Map



Service Zone Size

Transit systems that have implemented microtransit services typically create smaller zones that are meant to be served by one or two vehicles. As demand grows, additional vehicles can be assigned to that zone. This creates zones that are reasonably sized and lend themselves to less deadhead and more convenient trips for customers.

Large service zones are more likely to be successful in lower demand areas and during lower demand hours. In some instances, larger zones are an appropriate solution. However, zone sizes should be tempered with the realities of response times, capacity, and convenience. Larger service zones may result in longer, less efficient service but may attract a larger pool of riders and provide a wider variety of trip types.

The initially proposed service zone size for St. Johns is 17.9 square miles, and for DeWitt is 12.13 square miles.

Service Delivery and Technology Considerations

The need for e-hailing capabilities microtransit service requires the acquisition of a customer app and an onboard software system for service operators. These platforms will allow for on-demand scheduling, dynamic routing, payment, and vehicle tracking. At the same time, the technology must be user-friendly and have the ability to collect trip data for ongoing analysis of the service. In recent years a variety of companies have begun offering on-demand transit software, and vendors of transit scheduling software are adapting their products to meet the microtransit emergence.

As discussed in Chapter 2 Clinton Transit is currently using Ecolane as their scheduling and dispatching software. According to Ecolane they provide customized solutions for implementing microtransit services, and therefore it is anticipated that Clinton Transit will work with Ecolane on necessary technology improvements to implement the potential microtransit services discussed in this alternative and employ the mobile technology that would allow a customer to request a ride instantly on an app within a specific zone. This model, known as Software-as-a-Service (SaaS) offers a localized version of the vendor's platform, and would allow Clinton Transit to use their vehicles, drivers, and support staff to operate an on-demand service.

Another technology consideration is the MDOT and the Office of Future Mobility and Electrification (OFME) Michigan Mobility Wallet Challenge awards under the mobility wallet pilot program, which aims to increase the interoperability of transit services and create greater access and equity to personal mobility for Michigan residents. The program's goal is to simplify the transit payment process by allowing riders or third-party stakeholders to load funds and/or connect bank accounts to a single platform and create a streamlined mechanism for fare payment and collection, thereby increasing access to vital mobility services in Michigan.

Through the Michigan Mobility Wallet Challenge, Ecolane will be developing a mobility wallet solution using their X4MaaS platform that enables transportation providers to integrate all their modes (fixed route, ADA, micro-transit, demand-response, rideshare, and bikeshare) into a single mobile app for a unified rider experience. Within the pilot program, 30 Clinton Transit vehicles are being outfitted with

the equipment and technology, which is funded through the pilot program. The Michigan Mobility Wallet app is set to launch in May/June, 2024, and Clinton Transit reports that it is likely this app will help to pilot the St. John's microtransit zone in the coming months. The Michigan Mobility Wallet Rider Card and information is provided in Appendix J.

Ensuring Compliance with Federal Civil Rights

To ensure that a microtransit program complies with the federal civil rights requirements in Title VI of the 1964 Civil Rights Act (Title VI) and the ADA, demographic analyses and initiatives must be undertaken. Title VI compliance requires that any service change does not have a disparate impact or disproportionate burden on minority or below-poverty populations. A full Title VI analysis is only required for fixed-route bus service, but a service equity analysis is warranted for a new microtransit system. ADA accessibility requirements for microtransit are the same as those for demand response; a vehicle, payment system, and information distribution that is accessible to all potential riders.

Some Title VI and ADA considerations include:

- Reducing fares for disadvantaged socioeconomic groups.
- Customers with no smartphone or internet access.
- Unbanked customers who cannot pay via the mobile app.
- Limited English proficiency (LEP) populations. Translations and interpretation services should be made available at the service call center, post translated documents on the service's website, and make Google Translate available on the website.
- Vehicle accessibility. In compliance with ADA guidelines, all vehicles used for microtransit service must be wheelchair accessible. Service available to individuals with disabilities, including individuals who use wheelchairs, must be provided in the most integrated setting appropriate to the needs of the individual, and equivalent to the service provided to other individuals.

Regional Service Considerations

Through the needs assessment current customers and the broader community expressed a desire for expanded services to destinations outside Clinton County. Simultaneous to the TDP process regional coordinated public transit-human services transportation plans were being developed across Michigan, including one for the region that includes Clinton, Eaton, and Ingham Counties. While that plan is still in draft form, it includes the following strategies in regard to regional transit services and that can be considered by Clinton Transit in future coordination with CATA, EATRAN, and other service providers in the region.

Continue to build upon current coordination efforts and maintain an ongoing forum for discussions on coordination opportunities and to identify and prioritize regional connectivity needs.

There are current coordination efforts in place in the region, particularly between the three transit systems, and many agencies and organizations in the region work well together. However, it was noted by regional stakeholders that there are ongoing opportunities to bring together community organizations, leaders, and consumers to discuss transportation issues and consider new ideas and different ways of doing things could be discussed and considered.

This strategy supports these efforts through a formal coordinating committee and to ensure a broad group of representatives are involved in discussions to improve and expand mobility in the region. This regional coordinating would provide an ongoing forum for members to:

- Explore opportunities to improve coordination between public transit, private transportation, non-emergency medical transportation, and other human service transportation in the region.
- Discuss improved connections between existing transit providers.
- Discuss new development and land use patterns, and their impacts on regional transportation services.
- Consider, plan, and implement cross county services.
- Assess opportunities for greater regional transportation services that are customer friendly.
- Review and discuss strategies for coordinating transportation services with adjacent regions.
- Review current data collection and analysis methods from a regional perspective.
- Explore and update committee members on new and ongoing funding opportunities
- Facilitate updates of the coordinated transportation plan for the region.

Identify a process for planning and implementing new regional services to fill current gaps in transportation.

In conjunction with the formation of a coordinating committee that would work on regional efforts, this strategy supports a more formal process for planning and implementing new regional services that would help to fill gaps. There are a variety of considerations involved in the development of regional services that need to be considered, and that include:

- Prioritizing regional service corridors.
- Balancing commuter needs to larger employment centers with medical transportation and other needs.
- Identifying preferred mode of transportation, i.e., public transit, private transportation, vanpools, etc.
- Determining agency or organization that will operate services, i.e. will be responsible entities be a consortium of operators, a new regional transit system or one designated transit operator with support from other participating systems.
- Identifying funding sources and formalizing agreements on a cost sharing plan for regional services that would cross jurisdictional boundaries and serve multiple communities.

Chapter 6: Implementation Plan

Introduction

This chapter is the culmination of the planning process, providing a proposed implementation plan with a summary of the preferred service improvements over the next five years. This plan was derived through an evaluation of existing services, a needs assessment that included an analysis of rider and community input, a comprehensive demographic review, and will be finalized based on input from Clinton Transit staff and Board of Directors.

The implementation plan is divided into the following sections:

- **Service Plan** – Discusses proposed improvements, broken into potential short, mid- and long-term implementation timeframes.
- **Conceptual Financial Plan for Operating** – Provides estimated operating costs and funding sources based on the proposed service plan.
- **Implementation Plan Overview** – Provides a summary of the proposed improvements.

Service Plan

The proposed plan is primarily based on the potential service expansions and the implementation of on-demand microtransit services, discussed in Chapter 5. As noted in the Introduction, the service plan is organized into three potential phases: short- (years 1-2), mid- (years 3-4), and long-term (year 5 and over). Each of the improvements proposed in the service plan are derived from the review of alternatives in the preceding chapter. Therefore, only brief descriptions of the proposed improvements are provided in this section, with additional details found in Chapter 5.

Short-Term Improvement

Expanded Saturday Service

Through this service improvement scheduled curb-to-curb services would be expanded on Saturday from 8:00 a.m. to 6:00 p.m. until 6:00 a.m. to 9:00 p.m., similar operating hours for the service Monday through Friday. For planning purposes this service improvement is proposed for implementation in year two.

Improvement Highlights

- Responds to a top need expressed by current customers and the Clinton Transit Board of Directors.
- Expands access to important destinations.
- Utilizes vehicles in existing fleet.

Mid-Term Improvement

Sunday Service

Through customer and community engagement efforts many Clinton County residents expressed the desire for Sunday service that would provide the ability to attend religious services and expand access to jobs, shopping and other important community destinations. For planning purposes this service improvement is proposed for implementation in year three.

Improvement Highlights

- Implements public transit on Sunday, currently a day of the week with no service.
- Responds to a top need expressed by current customers.
- Expands access to important destinations.
- Utilizes vehicles in existing fleet.

Long-Term Improvement

St. Johns – Dewitt Connector

Through outreach efforts current customers named scheduled service as one of their top improvements for public transportation in Clinton County. In addition, through the broader community survey, respondents noted scheduled services that do not require a reservation as one of the top improvements that should be considered. Specifically, local residents expressed an interest in scheduled service between St. Johns and DeWitt. For planning purposes this service improvement is proposed for implementation in year five.

- Connects key residential areas with important and popular destinations with scheduled service.
- Responds to comments expressed by current customers and the broader community by providing scheduled services that do not require a reservation.
- Provides opportunity to operate more cost-effective scheduled services.
- Utilizes vehicles in existing fleet.

On-Demand Microtransit Implementation

It is anticipated that the transition to on-demand services will occur gradually throughout the five-year timeframe, as Clinton Transit works with Ecolane and MDOT continues on this process and technology upgrades.

Conceptual Financial Plan for Operating

MDOT's Office of Public Transportation (OPT) distributes federal and state funds for the provision of local public transit services in Michigan. Clinton Transit develops and submits an annual grant application to OPT for funding to support operating and capital costs. OPT staff review all applications from across the state, and make funding recommendations. Therefore, any estimate for the amount of grant funding available to Clinton Transit is somewhat speculative.

However, this TDP can serve as an important role in the annual application process by providing Clinton Transit with priorities in this effort. In addition, while MDOT's OPT does not require that projects funded through the annual application process be identified in a transit plan, a conceptual financial plan can help to support requests and budgets included in future applications.

The costs shown in this chapter are based on projected hourly operating costs. Depending on timing and implementation choices, costs may differ due to inflation or variable market costs. All proposed services will require additional operational planning before implementation.

Table 6-1 presents the conceptual financial plan for transit operations covering the TDP's five-year horizon and the proposed service plan. The financial projections take into account the following and include a variety of assumptions:

- As discussed in Chapter 5, projected costs for implementation of the proposed Saturday service expansion, Sunday service, and St. Johns – DeWitt connector route.
- It is anticipated that there will be some cost savings in the operation of current demand response services with the implementation of the connector route, however specific savings would be unknown until the route is in place. Therefore, the current baseline operating cost are maintained throughout the conceptual financial plan timeline.
- Expenses associated with the transition to on-demand microtransit service is also unknown at this time, and therefore not incorporated into the conceptual financial plan. Since Clinton Transit will be operating the service directly, it is anticipated that operational costs will not be very different than current services as only the method that customers schedule trips will be impacted. However, there may be increased costs related to any upgrade of the Ecolane software related to this transition.

- The projected state and federal shares of the total operating budget are based on the recommended percentages in MDOT's OPT FY 2023 application, 40.2992% through the State Operating Assistance Program and 18% through the federal Section 5311 Program. As noted by MDOT in FY2023, these percentages are the best estimate, and will change once all applications are submitted.
- Since changes to the federal or state funding in future years are unknown, FY2025 application percentages remain constant throughout the five-year projections. Therefore, additional local support would be needed to meet inflationary increases in the budget and to implement any service expansions. As a result, local funding is projected to increase each year to balance the overall conceptual financial plan.

Table 6-1: Conceptual Operations Financial Plan

Projects	1	2	3	4	5
Baseline Operating Cost with Inflation ⁽¹⁾	\$3,995,246	\$4,115,104	\$4,238,557	\$4,365,714	\$4,496,685
Expanded Saturday Service	-	\$75,311	\$77,570	\$79,897	\$82,294
Sunday Service	-	-	\$139,626	\$143,815	\$148,129
St. Johns - DeWitt Connector	-	-	-	\$266,324	\$274,314
Projected Operating Expenses	\$3,995,246	\$4,190,414	\$4,455,753	\$4,855,749	\$5,001,422
Anticipated Funding Sources for Operating	1	2	3	4	5
Projected Operating Assistance ⁽²⁾					
Federal	\$719,144	\$740,719	\$762,940	\$785,828	\$809,403
State	\$1,610,056	\$1,688,708	\$1,795,637	\$1,956,833	\$2,015,538
Subtotal Federal/State Funding	\$2,329,201	\$2,429,426	\$2,558,577	\$2,742,661	\$2,824,941
Local					
Passenger Fares ⁽³⁾	\$125,533	\$131,665	\$140,002	\$152,571	\$157,148
Local Funding ⁽⁴⁾	\$1,540,513	\$1,629,323	\$1,757,173	\$1,960,517	\$2,019,333
Subtotal Local	\$1,666,046	\$1,760,988	\$1,897,175	\$2,113,088	\$2,176,480

(1) YEAR 1 BASED ON FY2023 ELIGIBLE EXPENSES WITH A 3% INFLATION RATE, ASSUMES SIMILAR ANNUAL INFLATION EACH YEAR THEREAFTER.
 (2) PERCENTAGES BASED ON FORMULA INCLUDED IN MDOT FY2025 APPLICATION.
 (3) FAREBOX RECOVERY FOR YEAR 1 BASED ON FY2023 DATA; FUTURE YEARS BASED ON SIMILAR PERCENTAGE OF OVERALL BUDGET.
 (4) LOCAL FUNDING NEEDED TO BALANCE BUDGET.

Implementation Plan Overview

Public transportation can contribute to the local and regional economy by providing a way for residents to get to work and school, access necessary medical services, and support local businesses and economic development. Clinton Transit is a vital component of the transportation infrastructure in Clinton County, and as shown by the ridership increase and the support through the most recent millage is both a vital and well-respected community resource.

Recommendations for service improvements included in this TDP are focused on expanding service hours, implementing some scheduled services, and transitioning to on-demand microtransit services. These recommendations build upon current services, and will help Clinton Transit continue to grow to meet customer and community needs and to address issues identified through the planning process.

Appendix A

Clinton Transit COVID-19 Response



Response to COVID-19

The novel coronavirus (COVID-19) is a respiratory disease that can result in serious illness or death. It is caused by a new strain of coronavirus not previously identified in humans and easily spread from person to person. There is currently no approved vaccine or antiviral treatment for this disease.

On March 10, 2020, the Michigan Department of Health and Human Services identified the first two presumptive-positive cases of COVID-19 in Michigan. On that same day, Governor Whitmer issued Executive Order 2020-04 declaring a state of emergency across the state of Michigan. Over the course of several weeks, Governor Whitmer has issued several more executive orders closing schools, large public assemblies, non-emergency health and dental services, and places of public accommodation such as restaurants, coffeehouses, and bars; limited access to residential and healthcare facilities

On March 24, 2020, Governor Whitmer issued Executive Order 2020-21, “Stay Home, Stay Safe” suspending all activities that are not necessary to sustain or protect life. Section 8 of the order identifies critical infrastructure workers as those workers described by the Director of the U.S. Cybersecurity and Infrastructure Security Agency. Section 8(f) identifies the “transportation” sector as a *critical infrastructure*.

The Clinton Transit management team continues to identify and implement mitigation strategies in our response to COVID-19 to ensure we meet the needs of our community.



For more information, please feel free to contact:
MaLissa Schutt, Executive Director at (989) 534-2706
Ty Piontek, Operations Manager at (989) 534-2704

SAFETY

- Implemented State of Michigan, MMDHD, CDC , and OSHA recommendations for Community Mitigation Strategies in reducing the spread of the virus. Continue to improve upon our strategies as new information becomes available.
 - All buses are sanitized and disinfected several times throughout the day by drivers, by maintenance workers at the end of the day, and sprayed 2x a week by janitorial service provider
 - Installed plexiglass “sneeze guards” for the driver area of the buses
 - All drivers continue to wear gloves and masks
 - All passengers are required to wear masks
 - Developed Infectious Disease Response Plan for post COVID-19 to include procedures for daily, weekly, and monthly cleaning of buses and facilities
 - Provide on-going training for our staff on mitigation strategies



SERVICE

- As an essential service in Clinton County, we have implemented creative strategies to “**KEEP PEOPLE CONNECTED,**” during the COVID-19 pandemic.
 - Continued regular service days and times of Monday through Friday, 6 a.m. to 7 p.m. Phones open for calls from 7 a.m. to 6 p.m.
 - Expanded service to Saturdays, 8 a.m. to 6 p.m. in April 2021.
 - Implemented Fare-free trips from March 26, 2020 thru August 31, 2021 for all services we provide. *New Fare Structure began on September 1, 2021.*
 - **Implemented DELIVERY of meals, groceries, commodities, prescriptions, and any other basic needs for vulnerable residents to avoid the risk of exposure.** Passengers order and pay for items through Meijer, WalMart, or Kroger; and we pick up and deliver the items to them.
 - *Partnered with Beacon of Hope for delivery of commodities; Clinton County Meals on Wheels for delivery of frozen meals to distribution sites; Basic Needs Center of St. Johns for delivery of groceries.*
- Effective 01-20-2022, the Federal Transit Administration (FTA) exception expired allowing public transit agencies to claim the delivery of meals, groceries, commodities, prescriptions, and other basic need items as an eligible expense. Clinton Transit ensured all vulnerable passengers needing this service received one-on-one assistance with identifying other providers such as Instacart and store online ordering and delivery services offered by Kroger, Meijer, and WalMart.
- Implemented wellness checks on local vulnerable seniors as requested by social workers from Tri-County TRIAD; Offered services to local fire and ambulance.
 - Partnered with CATA and EATRAN for the **Ride to Your Dose of Hope regional efforts** to ensure everyone in the Tri-County region and beyond has access to their COVID-19 vaccination appointment.



Appendix B

Clinton Transit Dial-a-Ride Brochure



The Blue Bus offers more than just a ride. Through safe and reliable public transportation, we are creating a more connected, accessible and vibrant Clinton County.

We provide curb-to-curb service with our accessible, lift-equipped buses and vans. Our friendly drivers and dispatchers take pride in keeping our riders safe and making their days a little brighter.



mybluebus.com • 989-224-8127

Service Hours

Monday-Friday: 6 a.m. – 9 p.m.

Saturday: 8 a.m. – 6 p.m.

Dispatch Office Hours

Monday-Friday: 7 a.m. – 6 p.m.

Saturday: 8:30 a.m. – 12:30 p.m.

Please call us or visit our website for information on additional transportation services, our Free Rides for Veterans program, holiday schedules and more. We're here to keep you connected!



Clinton Transit is an equal-opportunity employer. For information on our Title VI non-discrimination policy, please visit www.mybluebus.com or call 989-224-8127.



KEEPING PEOPLE CONNECTED



How To Get A Ride

Wherever you need to be, we make it easy to schedule your ride.

Clinton Transit Mobile App



Scheduling your ride is easy on our new mobile app! Search for Clinton Transit in the app store and download to have the Blue Bus right at your fingertips.

At MyBlueBus.com



On our website, you can schedule rides, review our passenger information and reminders. Visit mybluebus.com today!

Call 989-224-8127



Speak to one of our friendly dispatchers who will help schedule your ride. Dispatch hours are 7 a.m. to 6 p.m. Monday-Friday, 8:30 a.m. to 12:30 p.m Saturday.

KEEPING PEOPLE CONNECTED

Dial-A-Ride Service Fares

City Fare: DeWitt and St. Johns

Pick-up or drop-off within same City zone

For City zone information, visit mybluebus.com

**Discounted Fare: \$1.00 one-way*

Regular Fare:

\$2

one-way

Non-City Fare: Clinton County

Pick-up or drop-off outside of City zone

**Discounted Fare: \$1.50 one-way*

Regular Fare:

\$3

one-way

Out-of-County Fare: Ingham and Eaton Counties

Pick-up or drop-off outside Clinton County

**Discounted Fare: \$2.00 one-way*

Regular Fare:

\$4

one-way

**Person with a disability, as defined by the Americans with Disabilities Act (ADA), Veteran, Senior (age 60+), and Youth (Under 18 years of age) are eligible for discounted fares.*

Eligible aides to passengers with disabilities ride free.

Children under 4 ride free when accompanied by an adult.

Appendix C

Clinton Transit Community Connections

Brochure



Through the Community Connections Program, Clinton Transit seeks to reduce barriers to transportation services beyond the requirements of the Americans with Disabilities Act. We receive federal funding to help meet the transportation needs of older adults and people with disabilities.

As such, this service is only available to senior adults (age 60+), persons with disabilities as defined by the ADA, and Veterans.



mybluebus.com • 989-224-8127

Service Hours

Monday-Friday: 6 a.m. – 9 p.m.

Saturday: 8 a.m. – 6 p.m.

Dispatch Office Hours

Monday-Friday: 7 a.m. – 6 p.m.

Saturday: 8:30 a.m. – 12:30 p.m.

Please call us or visit our website for information on additional transportation services, our Free Rides for Veterans program, holiday schedules and more. We're here to keep you connected!



Clinton Transit is an equal-opportunity employer. For information on our Title VI non-discrimination policy, please visit www.mybluebus.com or call 989-224-8127.



COMMUNITY CONNECTIONS

A specialized service for Clinton County residents who need additional assistance to meet their mobility needs.



How To Get A Ride



Call 989-224-8127 – Follow the prompts and select Community Connections to speak with one of our friendly dispatchers who will help schedule your ride. We offer individual trip planning and travel training to make sure special needs, like additional door-to-door assistance, are being met.



We may be able to provide transportation needs beyond the listed days, times and service areas, depending on availability. Call 989-534-2708 and ask to speak to our Mobility Coordinator, or email mobility@clintontransit.com for additional information.



All drivers are CPR trained and first-aid certified. All vehicles are wheelchair accessible.



Community Connections Service Fares

City Fare: DeWitt and St. Johns

Pick-up or drop-off within same City zone
For City zone information, visit mybluebus.com

\$3 one-way

Non-City Fare: Clinton County

Pick-up or drop-off outside of City zone

\$5 one-way

Out-of-County Fares:

ZONE 1A: Ingham and Eaton **\$10** one-way

ZONE 1B: Gratiot, Ionia and Shiawassee **\$12** one-way

ZONE 2: Barry, Calhoun, Genesee, Isabella, Jackson, Kent, Livingston, Mecosta, Midland, Montcalm and Saginaw **\$25** one-way

ZONE 3: Macomb, Oakland, Washtenaw and Wayne **\$40** one-way

\$35 charge per stand-by hour for any out-of-county trip after the first hour. This does not include drive time to and from destination. Stand-by means our vehicle must wait at the destination.

Eligible aides to passengers with disabilities ride free.

Appendix D

Clinton Transit Brand Definition

CLINTON TRANSIT

Brand Definition

May 24, 2021



BRAND DEFINITION

OVERVIEW

Your **Brand Definition** is an internal document that defines your brand and provides a foundation for all future branding efforts.

Your **Manifesto** is a public declaration of what you believe in, what is important to you and what you aim to achieve. It helps to create direction, focus and purpose.

Your **Brand Positioning Statement** articulates how Clinton Transit is to be positioned in the context of Clinton County's community services. In developing your Brand Positioning Statement, we focus on the features that distinguish Clinton Transit from other community resources.

Your **Brand Promise** represents what Clinton Transit promises to provide the communities you serve.

Your **Brand Values** are the authentic, intangible characteristics that drive and shape you. Articulating them as part of your Brand Definition allows you to make them a more intentional factor in decision-making and communication.

Your **Brand Personality** consists of the personality traits common to Clinton Transit. Your brand personality should be reflected in all written and verbal communication. But beyond that, all representatives of Clinton Transit can reinforce your brand by simply embracing these personality traits as you interact with passengers and the community.

Your **Key Messages** provide the foundation for all marketing and communication outreach. They are grounded in research and represent the most important ideas to communicate in any type of marketing campaign.

BRAND DEFINITION

MANIFESTO

At Clinton Transit, it's not about the ride. The ride is simply a means to an end, a way to provide independence and connection for **everyone** in Clinton County.

In the process of getting riders to their destinations, we're getting to know them. Based on their needs, we're constantly adapting to improve mobility so **everyone** can easily access all our communities have to offer.

We take pride in keeping our riders safe, in making their days a little brighter, in stepping up when someone needs an extra hand. **Everyone** who rides the Blue Bus is special to us, so we make it our mission to **keep people connected**.

BRAND POSITIONING STATEMENT

Clinton Transit creates connections by providing the service of mobility to residents of Clinton County. It gives riders independence and improved quality of life, and benefits all by strengthening local communities.

BRAND PROMISE

With a heart for service, Clinton Transit offers independence and connection to everyone in Clinton County. We genuinely care about keeping people safe and making their days a little brighter while we meet their mobility needs. We are committed to fostering local partnerships and regional collaborations to create a transit revolution in Clinton County.

BRAND VALUES

- **ACCOUNTABILITY:** We do what we say we'll do, when we say we'll do it. We know people are counting on us and we won't let them down.
- **ADAPTABILITY:** We stay flexible in the face of the changing needs of our riders and the communities we serve. Sometimes we adapt out of necessity and other times we proactively innovate, but we always press on with a positive outlook.
- **COLLABORATION:** The best way for us to create connections for our riders is to foster local and regional partnerships that benefit our riders. We approach these relationships with a selfless spirit and a desire to improve the quality of life for our riders.
- **SERVICE:** We are here to serve with care and compassion. Even as we seek to lead with new ideas and a fresh focus on mobility, we do so with the heart of a servant.

BRAND DEFINITION

BRAND PERSONALITY

- **COMPASSIONATE:** We recognize that we are a lifeline for our riders. We treat them with dignity, respect and kindness.
- **FRIENDLY:** We greet our riders with a warm smile, expressing our genuine pleasure at being an important part of their day.
- **HELPFUL:** We happily step up when our riders need an extra hand, in ways both big and small.
- **PROUD:** We take pride in our work and the vital role we play in our communities. At the same time, we recognize that we are part of an interconnected network of essential services that strengthen our communities.

KEY MESSAGES

- Clinton Transit staff, especially our drivers, have a heart for service and genuinely care for people on the Blue Bus.
- Clinton Transit has a fresh focus on meeting the mobility needs of riders, not just on providing transportation.
- The Blue Bus is a lifeline for our riders, providing essential services, independence and improved quality of life.
- Communities across Clinton County are stronger because of the Blue Bus.
- Local connections and regional collaboration are key to a transit revolution in Clinton County.

20TH ANNIVERSARY KEY MESSAGES

- The Blue Bus is proudly celebrating 20 years of keeping people connected throughout Clinton County.
- As we celebrate this milestone, we look ahead to a transit revolution that focuses on meeting the mobility needs of riders, not just on providing transportation.
- One thing will never change, though: we have a heart for service and genuinely care for people on the Blue Bus.



May 24, 2021

Appendix E

Customer (Rider) Survey



CUSTOMER SURVEY



Clinton Transit is conducting a Transit Development Plan to identify transportation needs and identify how transit can adapt to meet these needs. This is your opportunity to help design what public transportation will look like in Clinton County in the future, so please take a few minutes to complete the following brief survey. Your answers will be kept anonymous. Thank you!

Please return the completed survey to your driver or submit the completed survey to:
Clinton Transit, 215 North Scott Road, St. Johns, MI 48879 | Attn: MaLissa Schutt

SCAN TO TAKE SURVEY ONLINE



1 How often do you use Clinton Transit?

- 2-3 times per week or more
- Once a week
- A few times per month
- About once a month
- Less than once a month

2 How long have you been using Clinton Transit?

- Less than one year
- 1-3 years
- 3-5 years
- More than 5 years

3 When using Clinton Transit, what are the main purposes of your trips? (You may check more than one)

- Medical
- Work
- School
- Errands / Shopping
- Council on Aging Site
- Social/Recreation
- Human Service / Government Agency
- Other: _____

4 If Clinton Transit was not available how would you make these trips?

- Drive Myself
- Family/Friends
- Uber/Lyft
- Taxi
- Walk
- Bicycle
- Wouldn't make trip
- Other: _____

5 What do like most about Clinton Transit?

6 What do like least about Clinton Transit?

7 Are there places you would like to go in the region on a regular basis, but you cannot because there is no public transportation available for these trips?

- No
- Yes
- If yes, from where to where? _____

8 If there were improvements to Clinton Transit, what would be your top three choices?

1. _____
2. _____
3. _____

9 Please rate your satisfaction with Clinton Transit in the following areas -

	Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied
Overall service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Days of service Hours of service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-time performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trip scheduling process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Phone customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Driver customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of information on service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Travel time on vehicle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Usefulness of website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sense of safety and security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cleanliness of vehicles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10 Do you have any additional comments on Clinton Transit services?

Please answer a few questions about yourself.

In what zip code do you live? _____

How old are you? Under 18 18-25 26-35
 36-45 46-55 56-65 66-75 76+

Do you need any of the following to help you on a daily basis? (check all that apply)

- Wheelchair Walker Cane Service Animal
 Personal Care Attendant None

Do you have a valid driver's license? Yes No

Do you have access to a working vehicle? Yes No

Do you have an internet enabled "smart" phone? Yes No

Do you consider yourself Hispanic/Latino? Yes No

Which one of the following best describes your race? (check all that apply)

- Caucasian/White African American/Black
 Asian American Indian/Alaskan Native
 Native Hawaiian/Pacific Islander Prefer not to answer

What is your employment status? (check all that apply)

- Employed (Full-time) Employed (Part-time)
 Student (Full-time) Student (Part-time) Retired
 Homemaker Unemployed Other

What is your annual household income?

- \$14,999 or less \$15,000 - \$29,999
 \$30,000 - \$44,999 \$45,000 - \$59,999
 \$60,000 - \$74,999 \$75,000+

Appendix F Community Survey

Clinton Transit Community Survey

Clinton Transit, also known as the Blue Bus, is currently conducting a Transit Development Plan to identify transportation needs, and to assess how transit can adapt to meet these needs. An important task for this effort is to solicit input from our residents. ***This is your opportunity to help design what public transportation will look like in Clinton County in the future***, so please take a few minutes to complete the following brief survey by **August 31st**. Individual survey responses will be kept confidential and will not be identified by the name of the respondent.

First, please tell us about your typical travel patterns.

1. What is your **primary** mode of transportation? Please check only one.

- Car Public Transportation Walk Bicycle Uber/Lyft Taxi
 A friend or family member drives Vanpools or carpools
 Other: _____

2. Are you aware of the public transportation services provided by the Blue Bus? What is your impression of these services?

- Aware of public transportation services, overall positive impression
 Aware of public transportation services, overall negative impression
 Not aware of public transportation services

3. Do you use the public transportation services provided by the Blue Bus?

- Yes No

4. If you **DO NOT** use the Blue Bus, please indicate why not (check all that apply).

- | | |
|---|---|
| <input type="checkbox"/> I prefer to drive | <input type="checkbox"/> Buses are unreliable/late |
| <input type="checkbox"/> Need my car before/after work/school | <input type="checkbox"/> The fare is too expensive |
| <input type="checkbox"/> Need my car for emergencies/working overtime | <input type="checkbox"/> No service is available near my home/work/school |
| <input type="checkbox"/> The hours of operation are too limited | <input type="checkbox"/> Don't know if service is available |
| <input type="checkbox"/> I have to call to reserve a trip | <input type="checkbox"/> It might not be safe/ I don't feel safe |
| <input type="checkbox"/> I have to wait too long for the bus | <input type="checkbox"/> I have limited mobility and it is hard for me to use the bus |
| <input type="checkbox"/> Trip is too long/takes too much time | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> The bus is uncomfortable | |

5. Would you use the Blue Bus if there was a service that met your travel needs?

- Yes No

Next, please provide your thoughts on unmet transportation needs and possible improvements.

6. Do you think there is a need for additional or improved public transportation in Clinton County?

- Yes No

If you answered "No" to question 6, please skip to Question #10.

7. Please indicate what improvements you think are needed to improve public transportation in Clinton County. (Check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Service earlier in the morning on weekdays | <input type="checkbox"/> Service later in the evening on weekdays |
| <input type="checkbox"/> Service earlier in the morning on Saturday | <input type="checkbox"/> Service later in the evening on Saturday |
| <input type="checkbox"/> Sunday service | <input type="checkbox"/> On-demand service using my smartphone |
| <input type="checkbox"/> Scheduled service that doesn't require a reservation | <input type="checkbox"/> Expanded service outside Clinton County |
| <input type="checkbox"/> Improved on-time performance | <input type="checkbox"/> Improved access to transit information |
| <input type="checkbox"/> Lower fares | <input type="checkbox"/> Safer buses |
| <input type="checkbox"/> Cleaner buses | <input type="checkbox"/> Other: _____ |

8. Are there specific locations/services in the region that are not currently served by public transportation, but you feel should be in the future? Please be as specific as possible.

9. Would you support additional funding to expand public transportation in the future? Yes No

Please tell us a little about yourself.

10. Please indicate the zip code where you live: _____

11. Do you have a valid driver's license? Yes No

12. How many working cars/trucks/SUVs/motorcycles are in your household?

- 0 1 2 3 4 or more

13. Please indicate your age group.

- | | | | |
|---|--|--|--|
| <input type="checkbox"/> Under 18 years old | <input type="checkbox"/> 26-35 years old | <input type="checkbox"/> 46-55 years old | <input type="checkbox"/> 66-75 years old |
| <input type="checkbox"/> 18-25 years old | <input type="checkbox"/> 36-45 years old | <input type="checkbox"/> 56-65 years old | <input type="checkbox"/> 76 years or older |

14. Which of the following best describes your current employment status? *You may check more than one.*

- | | | | |
|--|---|------------------------------------|--------------------------------------|
| <input type="checkbox"/> Employed, full-time | <input type="checkbox"/> Student, full-time | <input type="checkbox"/> Retired | <input type="checkbox"/> Unemployed |
| <input type="checkbox"/> Employed, part-time | <input type="checkbox"/> Student, part-time | <input type="checkbox"/> Homemaker | <input type="checkbox"/> Other _____ |

15. What is your annual household income level? *Please check only one.*

- | | | |
|--|--|--|
| <input type="checkbox"/> \$14,999 or less | <input type="checkbox"/> \$30,000 - \$44,999 | <input type="checkbox"/> \$60,000 - \$74,999 |
| <input type="checkbox"/> \$15,000 - \$29,999 | <input type="checkbox"/> \$45,000 - \$59,999 | <input type="checkbox"/> \$75,000 or higher |

16. How would you classify yourself?

- | | | |
|---|--|--|
| <input type="checkbox"/> African American/Black | <input type="checkbox"/> Caucasian/White | <input type="checkbox"/> Native American |
| <input type="checkbox"/> Asian | <input type="checkbox"/> Hispanic/Latino | <input type="checkbox"/> Other <input type="checkbox"/> Prefer Not To Answer |

17. Please provide your comments regarding the need for improved public transportation in Clinton County.

Appendix G

Employer Survey

Introduction

Clinton Transit is currently conducting a Transit Development Plan to identify transportation needs and to assess how transit can adapt to meet these needs. The completed plan will serve as a guide for the future, providing a roadmap for implementing service improvements and potential expansion.

In addition to input from current customers and the general public, employers are being asked to share their insights on the transportation needs of their employees through the following brief survey. Your feedback is important, and the study team appreciates you taking the time to offer your thoughts on the current and potential role of public transit in employment transportation, and how transit can better connect your employees with their workplaces.

Please contact Sarah Lasky of the KFH Group at slasky@kfhgroup.com with any questions and comments. Thank you for taking the time to give us your input!

Company / Agency Information

Company/Agency:

Address:

Type of Business:

Contact:

Title:

Phone:

Email:

How many employees does your company/agency employ?

Employee Commuting

1. How do your employees generally commute to/from work? (Check all that apply)
 - a. Public Transit
 - b. Drive alone
 - c. Bicycle/walk
 - d. Vanpool/carpool
 - e. Uber/Lyft
 - f. Taxi
 - g. Other: (please specify)

- 2. Are you aware of any employee transportation issues or concerns? Yes No
If yes, please describe:

- 3. Is the lack of transportation options an issue for hiring and/or retaining employees for your company/agency? Yes No
If yes, please describe:

Employee Transportation Services

- 4. Does your company/agency offer any of the following programs or services?

	YES, we offer this	NO, we do not offer but would consider	NO, we do not offer and are not interested in offering
Commuter or circulator shuttle			
Flexible work hours			
Telecommute			
Compressed work schedule			
Ridesharing support			
Other:			

5. Does your company/agency currently provide any transportation programs, services, or incentives?

	YES, we offer this	NO, we do not offer but would consider	NO, we do not offer and are not interested in offering
Guaranteed/emergency ride home program			
Preferential parking for carpools/vanpools			
Subsidies for not driving alone			
Transportation allowance			
Pre-tax transportation benefit			
Other:			

Your Company or Agency's Job Sites

6. Does your company/agency offer any of the following programs or services?

7. Location Address:

- a. What is the number of employees at this location?
- b. What are the shift times at this location:

Shift	Number of Employees	Start Time	End Time

- c. Is there an adequate number of parking spaces at this location (for the number of employees)?
- d. Is there a charge for parking at this location?

8. Please provide any comments you may have concerning public transportation in Clinton County.

Thank You!

Appendix H

Driver and Operations Staff Questionnaire

- What do you think is the most important thing that could be done to improve transit services in Clinton County?

- What is your vision for public transportation provided by Clinton Transit and in Clinton County?

- Are there specific services that you would like to see implemented?

Please share any additional comments you may have concerning public transportation in Clinton County.

Thanks!

Appendix I: Trip Generators

Schools	Address
Bath Elementary School	13789 Webster Rd, Bath Twp, MI 48808
Bath Junior High School	2957 W Herbison Rd, Bath Twp, MI 48820
Bath Middle School	13675 Webster Rd, Bath Twp, MI 48808
Bath High School	6175 Clark Rd. Bath Twp, MI 48808
Ovid-Elise Area High School	8989 E Colony Rd, Elsie, MI 48831
Ovid- Leonard Elementary School	732 Mabbit Rd, Ovid, MI 48866
Elise /Ovid- E.E. Knight Elementary School	215 Tyler Dr. Elsie, MI 48831
Fowler High School	700 S Main St, Fowler, MI 48835
Fowler-Waldron Elementary & Middle School	11214 W Kent St, Fowler, MI 48835
St. Johns High School	501 W Sickles St, St. Johns, MI 48879
St. Johns Middle School	900 W Townsend Rd, St. Johns, MI 48879
St. Johns Elementary School– Gateway North	915 N Lansing St, St. Johns, MI 48879
St. Johns Elementary School- Oakview South	1400 S Clinton Ave, St. Johns, MI 48879
St. Johns Elementary School- Eureka	7550 N Welling Rd, St. Johns, MI 48879
St. Johns Elementary School – Riley	5935 W Pratt Rd, DeWitt, MI 48820
St. Johns – Rainbow Place Pre-school	1063 S DeWitt Rd, St. Johns MI 48879
St. Johns – Meadowland Pre-School	2965 W Parks Rd, St. Johns, MI 48879
St. Johns- St. Joseph Catholic School	201 E Cass St, St. Johns, MI 48879
St. Johns- Clinton County RESA	1013 Old U.S. 27 A, St. Johns, MI 48879
DeWitt Junior High School	2957 W Herbison Rd, DeWitt, MI 48820
DeWitt Elementary School- Herbison Woods	3147 W Herbison Rd. DeWitt, MI 48820
DeWitt Elementary School – David Scott	804 Wilson St, DeWitt MI 48820
DeWitt Elementary School – Schavey Road	1721 Schavey Rd, DeWitt, MI 48820
DeWitt Prime Time Pre-School	13980 Schavey Rd, DeWitt, MI 48820
DeWitt -Furstenau Pre-School	205 W Washington St, DeWitt, MI 48820
Lansing- Eastern High school	626 Marshall St, Lansing, MI 48912
Lansing Community College	600 N Grand Ave, Lansing, MI 48933
East Lansing- Michigan State University College	220 Trowbridge Rd, East Lansing, MI 48824

Housing	Address
St. Johns-Clinton Commons Retire Apartments	1105 S Scott Rd, St. Johns, MI 48879
St. Johns-East Field Oaks Apartments	905 Randy Ln, St. Johns, MI 48879
St. Johns-Autumn Ridge Apartments	1220 Sunview Dr, St. Johns, MI 48879
St. Johns-White Pillar Apartments	1210 S BUS 127, St. Johns MI 48879
St. Johns-Red Door Apartments	205 N Scott Rd, St. Johns, MI 48879
St. Johns-The Castle Apartments	110 E Higham St, St. Johns, MI 48879
St. Johns-Suntree Apartments	1100 Sunview Dr, St. Johns, MI 48879
St. Johns-Sturgis Crossings Apartments	906 E Sturgis St, Box11, St. Johns, MI 48879
St. Johns-St. Johns Estates	609 N Morton St, St. Johns, MI 48879
St. Johns-The Meadows of St. Johns	2265 W Parks Rd Lot#1, St. Johns, MI 48879
St. Johns-Northfield Pines Apartments	811 N Lansing St, St. Johns, MI 48879
St. Johns-Point North Apartments	1100 N Lansing St, St. Johns, MI 48879
Ovid-Knollview Apartments	512 W High St B3, Ovid,MI 48879
Ovid-Carriage Towne Place Apartments	218 E Williams St#112, Ovid, MI 48866
Ovid-Apartment Building 9430	9420 M-21, Ovid, MI 48866
Ovid-Maple Leaf Community Mobile Homes	8701 M-21, Ovid, MI 48866
DeWitt-North Scott Villa Apartments	430 N Scott St, DeWitt, MI 48820
DeWitt-Avalon Place Apartments	13180 Schavey Rd, DeWitt, MI 48820
DeWitt-White Pines of Dewitt Apartments	270 Brunswick Dr, DeWitt, MI 48820
DeWitt-The Quarry Apartments	3505 W Clark Rd, DeWitt, MI 48820
DeWitt-Clearview Apartments	1101 W Twinbrook Dr. #6, DeWitt MI 48820
DeWitt-Four Seasons Apartments	1268 W Clark Rd, DeWitt, MI 48820
DeWitt-Looking Glass Meadows Apartments	840 S Bridge St #6, DeWitt, MI 48820
DeWitt-Northway Pines Apartments	1225 Northway Dr, DeWitt, MI 48820
DeWitt-Alana Woods Apartments	1060 Aaron Dr, DeWitt, MI 48820
Dewitt-Franklin North Apartments	300 Riverwind Dr, DeWitt, MI 48820
Clinton County (Lansing) – Valley Estates	16751 Turner Rd, Lansing, MI 48906
Clinton County (Lansing)– King Arthur’s Court	2201 E State Rd, Lansing, MI 48906
Clinton County (Lansing)–Cadgewith Farms	2300 East State Rd, Lansing, MI 48906
Maple Rapids-Mapleview Apartments	378 Poplar St, Maple Rapids, MI 48853
Bath-Somerset Park Apartments	14690 Abbey Ln, Bath Twp, MI 488808
Bath-Hawks Ridge Apartments	15240 Red Tail Dr, Bath Twp, MI 48808
Bath-Countryside Manor Apartments	14381 Webster Rd, Bath Twp, MI 48808
Clinton County (Lansing)–Dutch Hills	16400 Upton Rd, East Lansing, MI 48808

Nursing Homes /AFC Homes	Address
St. Johns -Hazel Findlay	1101 S Scott Rd, St Johns, MI 48879
St. Johns- Grace Haven Assisted Living	1507 Glastonbury Dr, St. Johns, MI 48879
St. Johns- Country Meadows Home	5125 S Grove Rd, St Johns, MI 48879
The Maples of St. Johns	2307 W Maple Rapids Rd, St. Johns, MI 48879
Ovid- Ovid Healthcare Center	9480 M-21, Ovid, MI 48866
DeWitt- Serene Gardens Assisted Living	1177 Solon Rd, Dewitt, MI 48820
DeWitt- The Woodlands of Dewitt	910 Woodlands Drive, DeWitt, MI 48820
DeWitt- Rosewood AFC / Assisted Living	1070 W Webb Rd #8396, DeWitt, MI 48820
DeWitt – Addie’s Acres Assisted Living	11633 Wood Rd, DeWitt, MI 48820
DeWitt- Gunnisonville Meadows Senior Assisted Living	1758 E Clark Rd, Lansing, MI 48906
DeWitt- Divine Life Assisted Living Center	607 Turner Rd, DeWitt, MI 48820
Clinton County East Lansing -Vista Springs Timber Ridge	16260 Park Lake Rd, East Lansing, MI 48823

Hospitals	Address
St. Johns -Sparrow Clinton Hospital	805 S Oakland St, St. Johns, MI 48879
St. Johns – Cedar Creek Hospital	101 W Townsend, St. Johns, MI 48879
Lansing – Sparrow Hospital	1215 E Michigan Ave, Lansing, MI 48912
Lansing – McLaren Greater Lansing Hospital	2900 Collins Rd, Lansing, MI 48910

Human Service Agency	Address
St. Johns-Community Mental Health Human Services	201 W Railroad St, St. Johns, MI 48879
St. Johns-State of Mich Department of Human Services	105 W Tolles Dr, St. Johns, MI 48879
St. Johns -Caring and Sharing Family Life Services	Southpoint Mall -1000 E Sturgis St, St. Johns, MI 48879
St. Johns – Capital Area Community Services	1001 S Oakland St, St. Johns, MI 48879
St. Johns – Clinton County District Court	100 E State St, #3400, St. Johns, MI 48879
St. Johns- Safe Center	109 N Spring St, St. Johns, MI 48879
DeWitt- DeWitt Charter Township Hall	1445 W Herbison RD, DeWitt, MI 48820
Lansing – Ingham VA Services	5303 S Cedar St #2, Lansing, MI 48911

Shopping Center	Address
St. Johns -Walmart Supercenter	1165 Superior Dr, St. Johns, MI 48879
St. Johns-Kroger	900 Old U.S. 27, St. Johns, MI 48879
St. Johns -South Point Mall	1035 Old U.S. 27, St. Johns, MI 48879
St. Johns – Downtown St. Johns	207 N Clinton Ave, St. Johns, MI 48879
St. Johns- Shopping Center	2401 Ontario Dr, St. Johns, MI 48879
St. Johns- Southgate Plaza	800 Old U.S. 27, St. Johns, MI 48879
Ovid- Village Food Pride	501 S Main St, Ovid, MI 48866
DeWitt- DeWitt Shopping Center	13171 Schavey Rd, DeWitt, MI 48820
DeWitt- DeWitt Northway Center	12900 S U.S.27, DeWitt, MI 48820
DeWitt- Meijer	12821 Crossover Dr, DeWitt, MI 48820
DeWitt- Clark Corners Shopping Center	1161 E Clark Dr, DeWitt, MI 48820
Dewitt- Mega Mall	15487 Old U.S. 27, Lansing, MI 48906
Bath- Bath Corners	14005 Webster Rd, Bath Twp, MI 48808
Bath- Meijer	7157 E Saginaw St, East Lansing, MI 48823
Lansing- Eastwood Towne Center CATA Stop	3003 Tride Blvd, Lansing, MI 48912
East Lansing – Lake Lansing Meijer CATA Stop	1350 W Lake Lansing Rd, E. Lansing, MI 48823
Lansing- Frandor Shopping Center CATA Stop	300 Frandor Ave, Lansing, MI 48912
Okemos-Meridian Mall CATA Stop	1982 W Grand River Ave, Okemos, MI
Westside of Lansing- Walmart CATA Stop	409 N Marketplace Blvd, Lansing, MI 48917

Food Banks	Address
St. Johns- St. Johns Baby Pantry	1023 Old US Highway, St. Johns, MI 48879
St. Johns – Basic Needs Center	213 N Clinton Ave, St. Johns, MI 48879
St. Johns- Beacon of Hope Family Care Center	401 S Swegles St, Saint Johns, MI 48879
Ovid – Helping Our Heroes	7879 Wildcat, Ovid, MI 48866
Elsie- Elsie Area Food Pantry	P.O Box 311 219 S Ovid St, Elsie, MI 48831
Bath- Greater Lansing Food Bank	5600 Food Ct, Bath Twp, MI 48808
Dewitt- Redeemer United Methodist Church (Redeemer Food Pantry)	13980 Schavey Rd, Dewitt, MI 48820
Lansing -Cristo Rey Community Center	1717 N High St, Lansing, MI 48906
Lansing -Bread House South Pantry	5606 S Martin Luther Blvd, Lansing, MI 48911
Lansing – Pagans in Need	809 Center St, Lansing, MI 48906
Employers	Address
East Lansing -Jackson National Life Insurance Company	333 E Grand River Ave, East Lansing, MI 48823
Lansing – Granger Waste Services	16980 Wood Rd, Lansing, MI 48906
Lansing -Peckham, Inc	3510 Capital City Blvd, Lansing, MI 48906
Lansing -General Motors	2702 Ena Dr, Lansing, MI 48917
St. Johns - Mahle Manufacturing	916 W State St. Johns, MI 48879
St. Johns -MWC Glanbia (Cheese Factory)	1640 Technical Drive, St. Johns, MI 48879
St. Johns- Martin Brower/McDonald’s Distribution Center	1210 Zeeb Dr, St. Johns, MI 48879
St. Johns -RAMPF Group, Inc. Manufacturing	208 Kuntz St, St. Johns, MI 48879
St. Johns - Saylor-Beall Manufacturing Co	400 N Kibbee St, St. Johns, MI 48879
St. Johns- Olympian Tool Manufacturing Co	604 Old U.S. 27, St. Johns, MI 48879
Ovid -Ovid Elevator Co. Grain Elevator	125 N Main St, Ovid, MI 48866
Maple Rapids- Maple Rapids Lumber Mill Inc.	6366 N Forest Hill Rd, St Johns, MI 48879
DeWitt- Capital Steel & Wire Distributor	240 S Bridge St. Suite #300, DeWitt, MI 48820

Appendix J

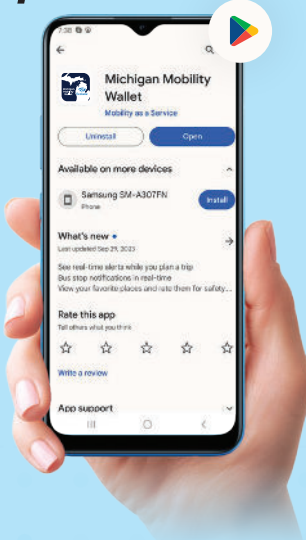
Michigan Mobility Wallet Rider Card



Rider Card

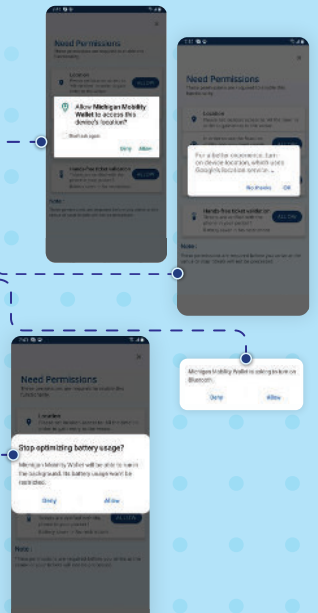
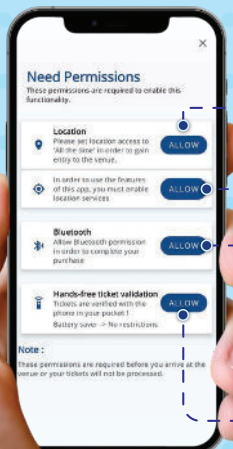
Install the App

- Find **Michigan Mobility Wallet** on the Google play store or the App store
- Download the app and grant the necessary permissions



To provide you with the best experience, our app requires a few permissions.

Please grant the following permissions for full functionality



Michigan Mobility Wallet

RIDER CARD

Michigan Mobility Wallet

RIDER CARD



KEEPING PEOPLE connected



For questions or help helpdesk@zed.digital

ZED.DIGITAL

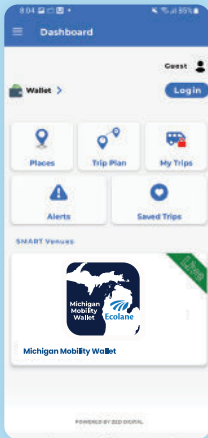
Clinton Transit, fondly known as the Blue Bus, operates a 38-vehicle fleet that offers a reliable transportation choice for all Clinton County residents. The Blue Bus is here to keep everyone connected to the important people and places in their lives by providing a safe and accessible mobility option. This creates a more connected, accessible and vibrant Clinton County.

The Blue Buses operate in response to rider requests and provide curb-to-curb service throughout Clinton County and beyond. Residents can pre-register, then schedule rides on their device using the Michigan Mobility Wallet mobile app or by calling the dispatch office. Visit www.mybluebus.com for more information.

Download the Michigan Mobility Wallet App today



Login or Register

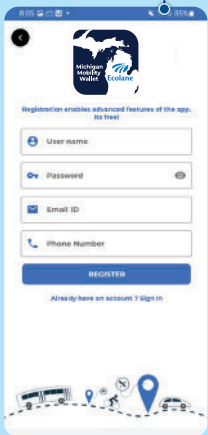


Once you're on the dashboard, click on the "Login" button.

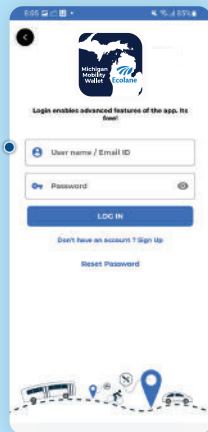
It will redirect you to the login/registration screen.

You have the option to proceed with Google/Apple sign-in

- Feel free to establish a new Michigan Mobility Wallet account if you prefer



- If you already have an account, you can simply log in

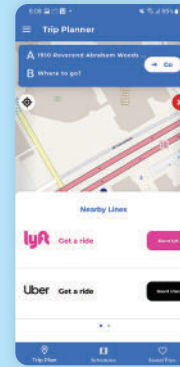


- After a successful login, you will be automatically directed to the dashboard.

Charges will be coming from "Zed Digital" for anyone using the virtual wallet.

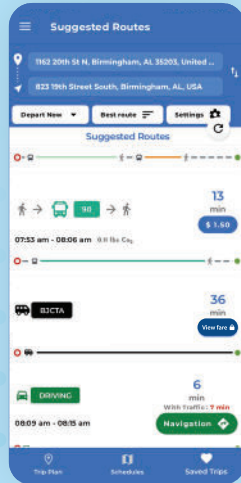
Plan a Trip

- On the trip planner page, you need to enter your source and destination addresses.
- You also have the option to drag the map to select the source location.
- After entering the source and destination addresses, you will be directed to the suggested route page.

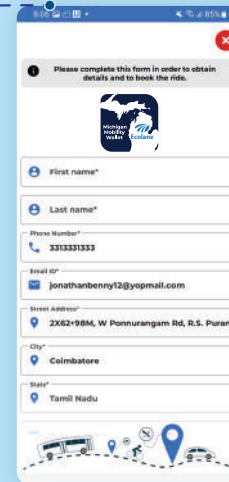


Suggested routes

- The app displays various route options and recommendations
- Click on the microtransit option from the list

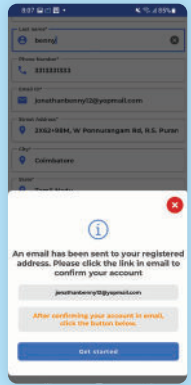


- Please complete this form to book a microtransit trip



Email verification

- Now we will send an email to the email address you provided.
- Please check your email and complete the registration by verifying it.
- Once you have verified your account via email, Click on the get started button
- This completes the successful registration to book a microtransit.

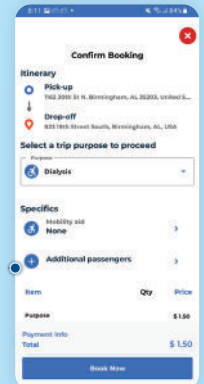


Note

You will now have access to view fare and book any available microtransit trips.

Book a Ride

- You can also see the total cost and estimated travel times for the microtransit trip.
- To book a trip, simply select the microtransit option from the suggested list
- It takes you to booking screen

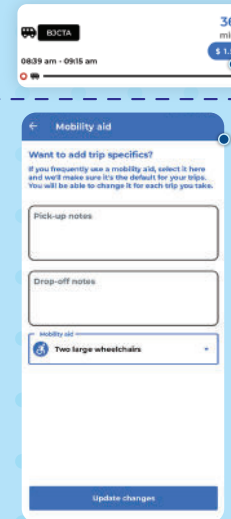


In booking screen you can change the purpose of the trip

Flexibility to change mobility aid or add passengers when required

Pick up and drop off notes can be added

Click on the book now button to book a trip



Download the Michigan Mobility Wallet today



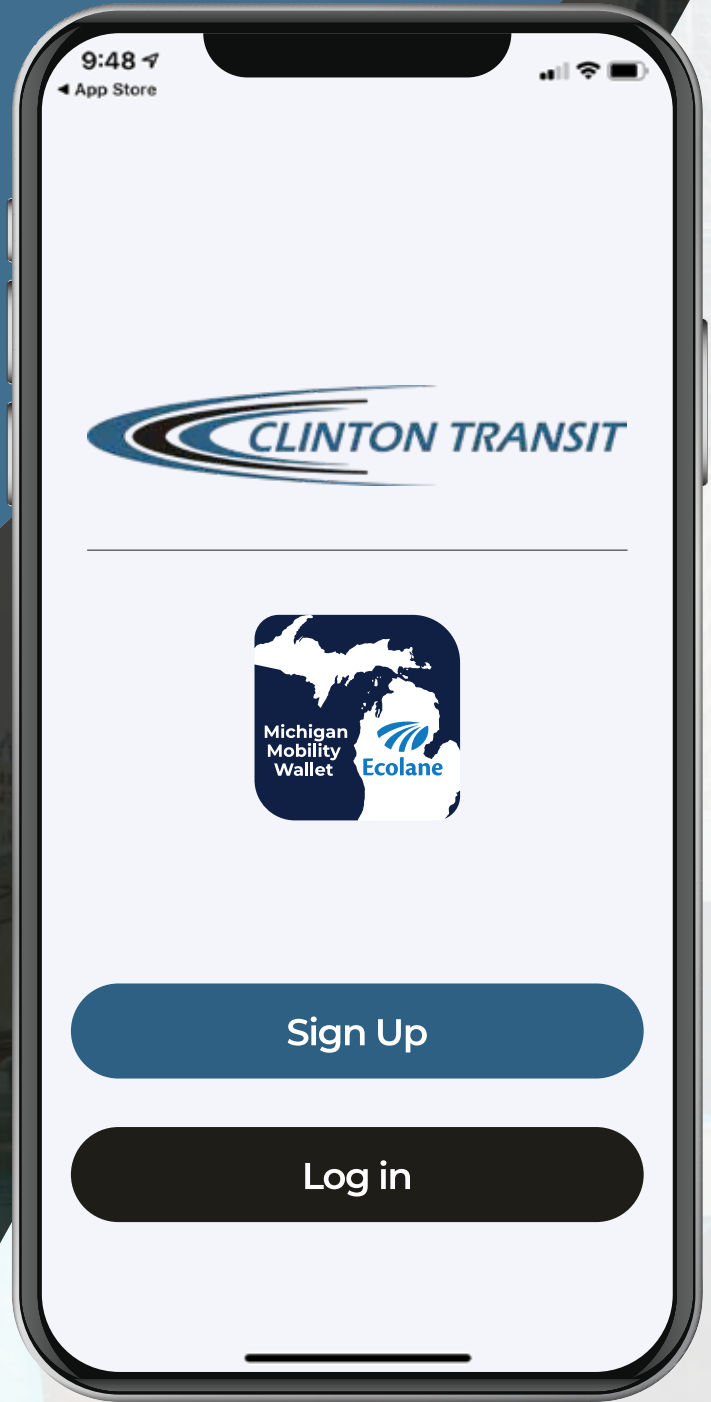
Plan. Pay. Go!
with the

Michigan Mobility Wallet

Go from fixed-route to microtransit and beyond with the **Michigan Mobility Wallet**, your go-to multimodal trip planning app to streamline trip planning and booking.



A SCAN ME



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App Store