Michigan Livable Communities Demonstration Project

Marquette

Mobility Management & Coordination Strategies

August 14, 2013

Smart Growth America

Making Neighborhoods Great Together

Completed in collaboration with the Michigan Department of Transportation and Michigan State Housing Development Authority

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Many individuals and organizations contributed their time and expertise to the preparation of this report.

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Any errors and all interpretations are the responsibility of Smart Growth America. Please direct questions about this report to Roger Millar, PE, AICP, Vice President: rmillar@smartgrowthamerica.org, (406) 544-1963.

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1 Project Overview

"Mobility management involves creating partnerships with transportation providers in a community or region to enhance travel options, and then developing means to effectively communicate those options to the public" (American Public Transportation Association, 2013)

The Michigan Sense of Place Council, representing numerous state agencies under the direction of Governor Snyder, engaged in a partnership with Smart Growth America to provide technical advisory services to six communities of Michigan pursuing livable communities initiatives. The six communities were the City of Marquette, the Southeast Michigan Council of Governments (SEMCOG), ReImagine Washtenaw (Washtenaw County), the Tri-County Council of Governments, the City of Grand Rapids, and the Northwest Michigan Council of Governments. As part of the Federal Partnership for Sustainable Communities program, the program seeks to coordinate federal funding directed to housing, transportation, and other infrastructure in communities to create more livable places where people can access jobs while reducing pollution and also saving time and money.

The assistance was in two primary areas – community mobility management and strategic transportation demand management (TDM). The focus of the effort for the Marquette livability effort was on mobility management. Through regular collaboration with a diverse group of regional stakeholders, and building off of existing institutions and transportation assets, the task was to develop implementable strategies to improve mobility for Marquette. Within the city core, the discussion focused on the 3rd Street corridor that connects the historic downtown, Northern Michigan University, and the hospital. Region-wide the discussion focused on better informing people about available services and coordination of service providers. The vision is a vibrant, sustainable and livable community, city, and region.

Mobility management is the state of the practice for planning and implementing effective coordination. This project has classified strategies into the key areas of tactical day-to-day activities that match riders and services, and strategic longer-term efforts to plan and coordinate across multiple stakeholders. The full range of mobility management services may include customer relations, marketing, planning, land use development, system integration, finance, administration, legal, compliance, human resources, multimodal operations, information technology, engineering, construction, and varied non-operating functions (Crain & Associates, Inc., et.al., 1997).

The project progressed in three distinct stages: 1) review of national leading practices and assessment of existing local resources and opportunities, 2) discussion of alternative approaches and strategies, and finally 3) development of an action strategy for implementation. This report is the culmination of these three phases and their associated findings.

2 State of the Practice

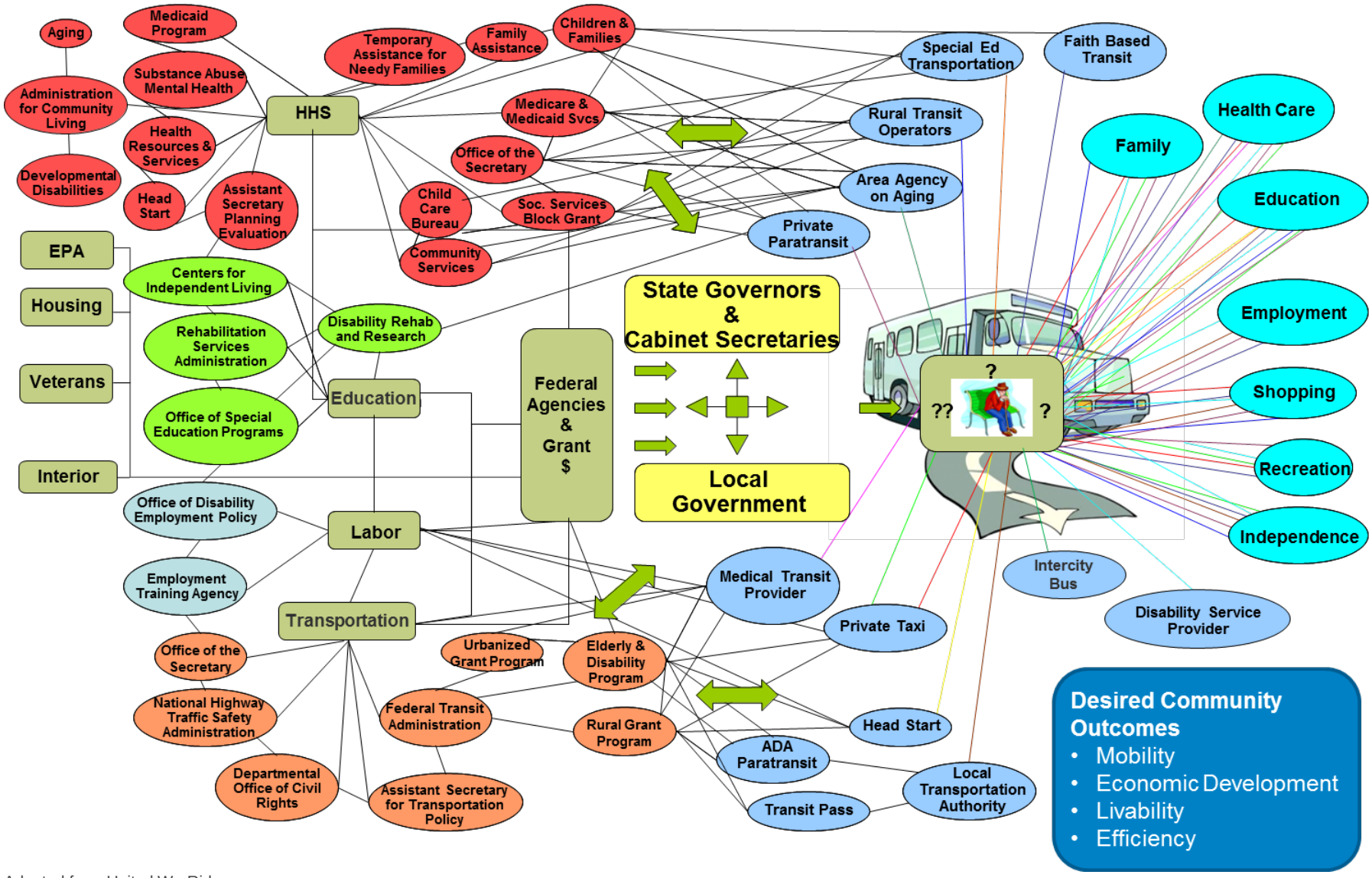
Mobility management is a paradigm shift under which transportation providers are not measuring their performance based on the cost efficiency of how they operate their fleet, but instead measuring their return on investment in terms of moving people and meeting community needs.

Communities across the country, including Marquette, are looking for ways to increase the quality of life and mobility of residents, seeking to connect residents, neighborhoods and downtown areas with multiple transportation modes. Mobility management strategies offer an effective approach to optimizing the value of transportation services through increasing access and reducing complexity. Mobility management encompasses and synthesizes a broad range of complementary strategies that include:

- Qualified, professional mobility management staff who coordinate public transportation and human service transportation
- Intelligent Transportation Systems (ITS) Technology designed and implemented using systems engineering
- Effective marketing and convenient service
- Creative, broad-based funding strategies including public-private partnerships, and strong community support and local funding that leverages federal and state funding
- Engagement in transportation demand management and local and regional planning efforts to ensure sustainable, transit oriented community design and growth patterns

Providing a coordinated, efficient transportation system requires great expertise in navigating through the complicated network of federal transportation funding sources and rules, and applying this understanding to the web of community partners and needs. In 2004 the Congressional Office of Management and Budget identified 62 federal programs that have transportation funding programs for the human service portion of community transportation. The spaghetti diagram in Figure 2-1 shows these programs, updated to include livability programs and other program changes. Layered onto the federal funding sources are the state and local governments, the transportation providers, and the supporting social services.

The person looking for a ride and the organizations offering rides can get lost in the complexity of navigating this network of often overlapping programs. In communities with poor coordination and a lack of expertise and the staffing resources to tackle this challenge, the result is typically low funding levels and missed opportunities, with duplicated transportation services in some areas and no service and limited hours in other areas.



Adapted from United We Ride

Figure 2-1: Complexity of different funding agencies, providers, and ride purpose.

As illustrated in Figure 2-2 below, to effectively achieve the goals of maximizing transportation options and service coverage while also being efficient and cost-effective, a mobility management system must successfully serve two key functions:

1) A mobility manager must **plan and coordinate region-wide and long term**, by building working partnerships, coalitions and business relationships between multiple transportation service providers, social service providers and other stakeholders.
2) On the short term, **day-to-day level** of serving individual riders and maximizing ridership, they must be effective at creating and managing systems and communication strategies that **help people find rides** and get where they need to go. Mobility management should be focused on both customer needs and cost efficiency so that find-a-ride services are unbiased in pairing customers with the most cost-effective transportation service that fully meets their needs. Based on these two criteria, the most appropriate ride for a given client may be with public transit, a human service agency, or a private operator.

Combining these two responsibilities, fundamental practices include:

- Ongoing coordination and relationship building between the mobility manager and other stakeholders to achieve positive outcomes.
- Providing access to information to all target audience members for a variety of uses
- Increasing the role of technology in providing information access
- Coordination at multiple levels including local, state and federal
- Coordination between the worlds of transportation and social services
- Coordination of marketing strategies
- Integration of mobility management efforts into local and regional planning efforts
- Assistance with managing financial and other resource allocations.

A quality that communities pursuing effective mobility management efforts all share is that the lead governmental and non-profit agencies have organizational cultures that value cooperation and collaboration and are willing to invest in coordination because they have a shared vision as well as a practical understanding of the benefits that can be achieved.

The ideal community transportation system not only meets basic social service needs, but also provides significant economic benefit to employers, employees and commercial areas. Additionally, by maximizing ridership it should achieve meaningful reductions in traffic congestion and carbon footprint. To do this, services must be affordable and consist of routes and services that are designed using good data and stakeholder input to effectively serve a broad range of community needs.

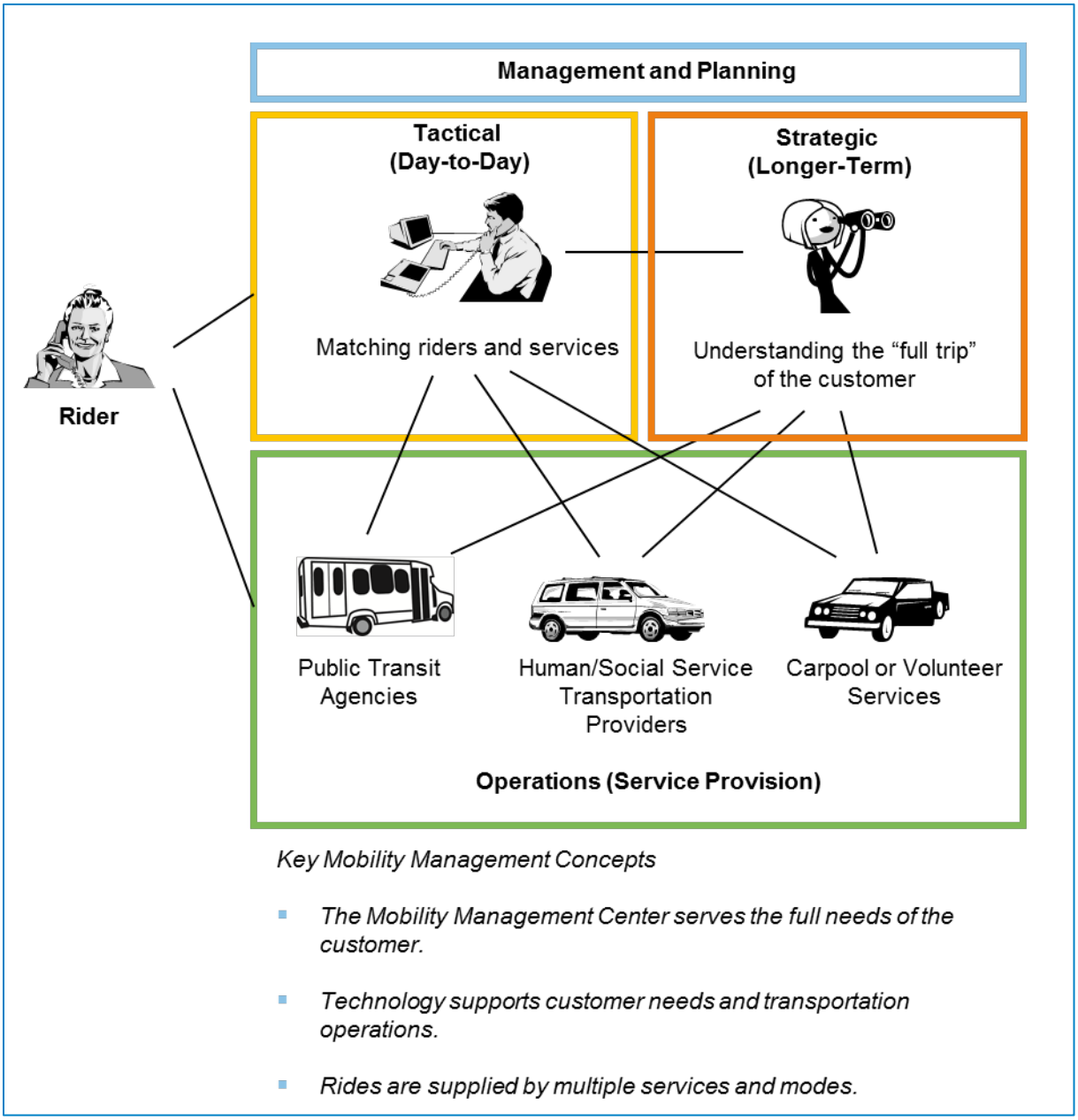


Figure 2-2: Mobility Management Concepts

Tools and Techniques for Strategic Mobility Management

The long term planning for mobility management encompasses all the tasks required to build and sustain an effective network of transportation services. These tasks include stakeholder coordination and partnership building; developing diverse, stable funding sources; and integrating transportation into community planning efforts. Tools and programs are summarized in the following table:

Table 2-1: Key Tools and Approaches for Longer-Term View

Approaches	Programs
Coordination	• Human Service Coordination Plan- MDOT requires this to access funding from the FTA Senior and Disabled grant program but recommends it for all recipients. Following the MDT outline, the plan paves the way to coordination between transportation and human service providers while assessing community needs • Develop a transportation inventory and assess resources • Integration of mobility management efforts into community development and other types of planning • Facilitate ways for different transportation providers to interact
Sharing costs and revenue	• Data tracking and analysis - miles, hours, rides, passenger-miles, costs, revenues. • Cost allocation - for fixed route, a cost allocation formula uses variables for miles and hours. For demand response, it also considers number of passengers and passenger miles. • Coordinated fare payment options, vouchers, and billing
Marketing	• Coordinated marketing appearance visually linking services • Referencing other service types on websites • Increasing the quality of customer service
Infrastructure	• Increasing the attractiveness of infrastructure such as benches, shelters, and bus stop signs • Road and site design to minimize buses travelling through parking lots
Integrating public transportation into sustainability and livability	• Engagement in multi-modal planning by all appropriate government agencies, decision-makers and other stakeholders engaged in promoting and planning improved and expanded options for transit and carpooling; walking and biking; and transit oriented development.

Tools and Techniques for Day-to-Day Tactical Work

The table below breaks down the mobility management concept into its specific functions for day-to-day tactical mobility management – matching people to rides. This refers to both fixed route and demand response.

We have seen many local systems fall far short of their potential because the public has a low level of awareness of the services that are available. Failure to provide a positive experience and to market services can have a substantial impact on ridership and can significantly limit the effectiveness of the FTA funding being invested in other aspects of the system.

Table 2-2: Key Tools and Approaches for Day-to-day Mobility Management

Approaches	Programs
Finding available services	• Help for people to find services through printed and electronic transportation guides, 2-1-1 and other one call-one click services, Google Maps and other trip planners, clear and up-to-date maps, and web sites designed to meet the specific needs of a transit rider • Share data that describes services, such as the General Transit Feed Specification (GTFS), for third party applications
Customer assistance	• Travel training and person-centered transportation plans • Facilitate client eligibility
Optimize operations	• Combine riders when possible on demand response systems • Holistic brokerage to help people reserve a ride and to lower costs • Technology tools to help fixed route riders such as actual arrival times. • Tools to operate demand response services more efficiently, like demand response software, vehicle tracking devices, shared data between services.

Organizational Structure

Mobility management can fall short for one or both of the following two reasons:

1. Qualified staff is hired but have so many responsibilities for operating the local transit system that they have no time for mobility management tasks such as pursuing new funding sources, or building and coordinating coalitions and partnerships.
2. Low salary and low expectations for professional skills result in hiring unqualified personnel.

Mobility management functions can be assigned to existing staff, or a new position can be completed. In this project we will loosely use the term “mobility manager” to apply to anyone carrying out some or all of the mobility management functions, regardless of job title.

There are many successful community or coordinated transportation systems serving rural, small urban, and metropolitan regions around the country. These systems can be categorized into three generalized structures as shown in Table 2-3. Regions can

choose different organizational structures for different elements of their mobility management efforts. For example, the provision of trips can be through a brokerage structure, while planning is through a lead agency structure.

Table 2-3: Coordination Structures

Structure	Elements
Lead Agency	In the lead agency model, one local organization is responsible for coordinating transportation services and activities within a defined geographic area. The lead agency may be a private or non-profit organization, social service or related agency, or public entity.
Brokerage	In the brokerage approach, one entity acts as an agent to arrange rides for persons needing transportation among a group of operators that "bid" to provide services. Both the broker and transportation provider receive fees for services, which are rolled into transportation charges per capita, per trip or some unit, and/or per mile. Such charges are paid by individuals or insurance companies directly or via health and social service funding.
Administrative Agency	In the last type, an administrative agency is a public agency or entity (often a transit authority) that has responsibility to coordinate social service or specialized transportation, in addition to its role in providing public transportation.

Funding and Partnerships

Diverse and often creative and entrepreneurial funding strategies are necessary to build and sustain an effective mobility management system, and to take advantage of opportunities to expand and improve services. It is essential for mobility managers to understand transit system funding as well as human service funding because public transit and social service staff often do not have the time or training to "unravel the spaghetti" of transportation funding illustrated in Figure 2-1. A mobility manager can identify opportunities to share resources and leverage various funding sources only if they develop an in-depth understanding of transit funding as well as funding sources such as Community Development Block Grants (CDBG), Medicaid, and Michigan Works!/Department of Labor.

Transit system revenue comes from a combination of federal, state, and local funding sources plus farebox revenue. Operations funding for the Marquette Transit System (Marq-Tran) is fairly typical for small and medium sized systems in Michigan.

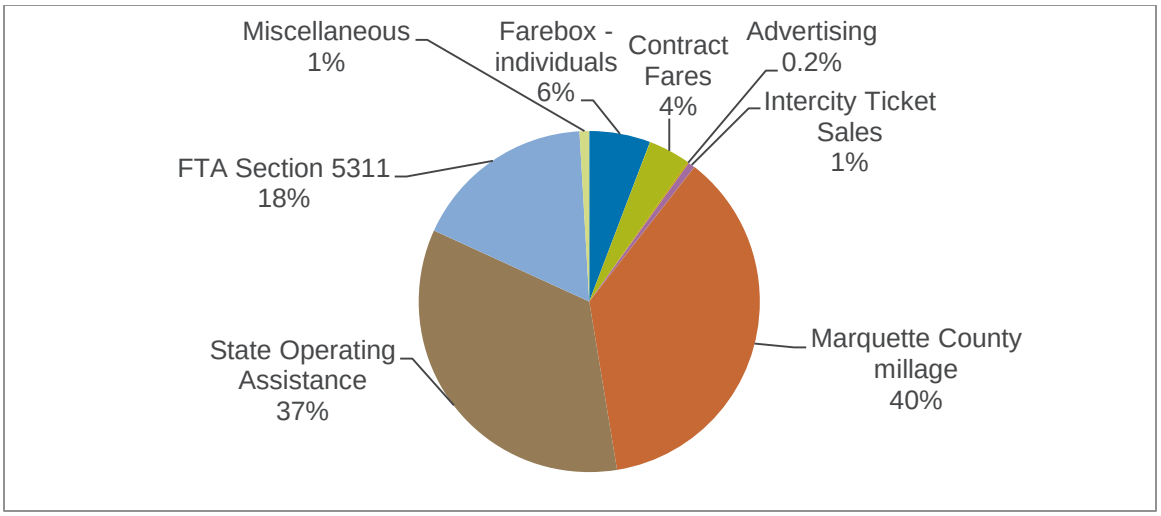


Figure 2-3: Approximate distribution of revenue for Marq-Tran

The Federal Transit Administration's (FTA) 5307 Urbanized Area Formula Program for communities with population more than 50,000 and 5311 Formula Grants for Other than Urbanized Areas are the principal funding source for public transportation in communities with fewer than 250,000 people.

MAP-21 (Moving Ahead for Progress in the 21st Century Act) became effective on Oct. 1, 2012 and will remain in effect until Sept. 30, 2014. Under MAP-21, mobility management is considered a capital expense, eligible for 80 percent federal funding. The definition of mobility management is unchanged from previous transportation law, SAFETEA-LU provisions. Mobility management continues to be an eligible capital expense in every FTA grant program other than Section 5309. Coordination with human services will remain a requirement for FTA grantees across the range of all non-rail FTA programs.

Communities with high performing transportation systems are proactive about negotiating contracts and contributions with a variety of partners. Whenever possible, these relationships should be negotiated for expanded service that serves both targeted populations and the general public. The choice of whether to negotiate a contract or a contribution can be made on a case by case basis depending on the needs and preferences of different partners such as **Universities, Colleges and other Educational Institutions**; **Large Employers; Social Service Agencies and Non-Profit Organizations**; and **Commercial Centers**.

Finally, these communities achieve efficiencies through coordination with human services. Public transportation funds by themselves cannot meet the entire needs of the community. Human services must also contribute funds to meet the whole community's needs.

3 Local Practices and Opportunities

The City of Marquette is located in the central region of Michigan's Upper Peninsula (UP). With a population of 21,335, it is the UP's largest community. In addition to being a population center, it serves as the regional center for education, health care, recreation, and retail. Northern Michigan University (NMU) and Marquette General Hospital are large attractions for the city.

In October 2010, Forbes announced their "Ten Best Small Cities to Raise a Family," and Marquette was designated #3 in the nation.[1] CNN Money identified the community as one of the top five "Best Places to Retire", citing an affordable median home price of $145,000 and a sizable senior population.

Existing Studies and Efforts

The City of Marquette has a strong commitment to, and has made great progress toward its vision of achieving economic prosperity and a high quality of life by becoming a premier sustainable, livable, walkable community. Marquette's 2004 Community Master Plan includes extensive complete streets and walkability recommendations, many of which appear to have been implemented.

However, Marq-Tran, the primary public transit provider for Marquette County, has a relatively low profile on city websites and in planning documents. The City has an excellent website with a wealth of information, but when this project started there was no mention of public transportation except for links to Marq-Tran on the "Living" page and under transportation at the bottom of the "Visiting Marquette" page. There was no mention of public transportation on the Working pages[2].

City maps[3] include sidewalks, plowed sidewalks, intersections with ADA ramps, trails and many others, but do not include maps of public transportation routes and bus stops. Similarly, as discussed in more detail below, Marq-Tran is noticeably absent from the 2004 Community Master Plan as well as Northern Michigan University's website. Students participating in the 2004 master planning indicated use of public transit was not a useful tool in designing Marquette's future.

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[1] http://homes.yahoo.com/news/best-small-cities-raise-family-220607181.html
[2] Since this issue was raised during this project, the City has added more transit and transportation information to the Visiting, Living, and Working page on the City site. They have also requested to add Upper Peninsula 2-1-1. http://www.mqtcty.org/living.html
[3] http://www.mqtcty.org/maps.html

In contrast, public transportation services appear to have a much higher profile in the county as indicated by the prominent focus on Marq-Tran in the US 41 Corridor Plan discussed below.

Table 3-1: Related Plans and Policies in Marquette

Initiative	Overview
Community Master Plan (May 2004)	The CMP presents a strong vision for a walkable community with many recommendations for transportation infrastructure improvements to achieve this vision. Community themes included improving downtown transit connections and year-round walkability.
North 3rd Street Corridor Revitalization Grant Effort (June 2012)	The City of Marquette applied for a Housing Development Grant from the Michigan State Housing Development Authority for efforts to revitalize the Third Street Village Corridor. This comprehensive planning will focus on quality affordable housing and mixed use development while linking NMU with downtown Marquette and surrounding neighborhoods.
Complete Streets	The City's adopted complete streets policy calls for using context sensitive design and American Association of State Highway and Transportation Officials (AASHTO) design standards to integrate pedestrian, bicycle and public transit needs into the planning, funding, design, construction, operation and maintenance of new and modified streets.
US-41/M-28 Comprehensive Corridor & Access Management Plan (September 2010)	Plan provides detailed information on Marquette corridors including major shopping destinations. The plan also includes a variety of recommendations for improvement of transit services: • Chocolay Township – east of Marquette - Relocate bus stop shelter to an area better served by pedestrians and transit users (S). • Marquette Township – Improved pedestrian and transit access should be coordinated from Brickyard road to the City of Marquette (coordinated sidewalks/pedestrian facility) • Ishpeming – The City should consider a plan that addresses pedestrian, bike, and transit accessibility and landscaping improvements for the US-41/M-28 corridor. • Marquette Tourism – Marq-Tran should seize opportunities to service tourists that come to Marquette for recreation events by offering more visible information on services, such as a downtown kiosk. • Bus Stop Amenities, Information & Visibility – Bus shelters and signs would assist those unfamiliar with the system to try it out. Bus stop signs with schedules for the route and maps of where it goes are particularly helpful. The current system of "flag stops" can be difficult for those who are not familiar with the system or the area. • Stops at Trailheads and Carpool Lots – The existing routes should be reevaluated to ensure that trailheads, specifically the Iron Ore Heritage Trail, and also established carpool lots are included along the routes.
Other	Marquette has an approved transportation asset management plan from October, 2009. The most recent transit plan for Marq-Tran was completed in 2005 and provides some guidance for the period 2006-2010. The focus was on site selection for a new downtown transfer facility, leaving little opportunity to assess route-by-route performance and to consider service alternatives.

Transportation Providers

The City of Marquette and Marquette County have a variety of public and private transportation providers. Information about all providers is summarized in the following table. The public transit service Marq-Tran is described after the table, and more Marq-Tran details and descriptions for other major providers are discussed in Supplement A.

Table 3-2: Marquette County Transportation Providers

Provider		Federal Funding					
	Described in Volume 2	FTA /FHWA	HUD	HHS	Labor	Education	Other
General Public							
Marq-Tran, Marquette County Transit Authority	X	X					
Indian Trails Bus	X	X					
Sawyer International Airport	X						X
ALTRAN – Alger County Transit	X	X					
Elderly/disabled							
Marquette County Aging Services				X			
Governmental & Non-Profit Transportation Services							
None identified							
Private non-emergency medical transportation							
Mediride				X			
Wings of Mercy							
Michigan Transportation Services				X			
Taxi/Limousine							
Taxi Tycoon							
UpTown Taxi							
Apple Cabs							
Checker Cab / Checker Bus of Marquette							
Charter							
Checker Cab and Bus							
Spotlight Coaches							
Other							
First Student - *Students only*				X		X	
Wildcat Shuttle – NMU campus only (operated by Checker Cab and Bus)	X						
Rideshare Programs & Facilities							
Central UP Rideshare Office	X	X					
MichiVan	X	X					
Carpool parking lots	X	X					

Marq-Tran

Marq-Tran, operated by the Marquette County Transit Authority, is the Marquette area's public transit system providing fixed route and paratransit service to the City of Marquette and several surrounding communities. Marq-Tran uses a combination of fixed routes, a feeder, curb-to-curb, contract runs and specialized service runs. Marq-Tran also has specialized contracts and services which serve specific groups. Marq-Tran's fixed route buses operate throughout Marquette County every day of the week. Figure 3-1 shows the county-wide routes. Figure 5-5 shows routes in the city core. Marq-Tran operates paratransit service seven days per week including holidays.

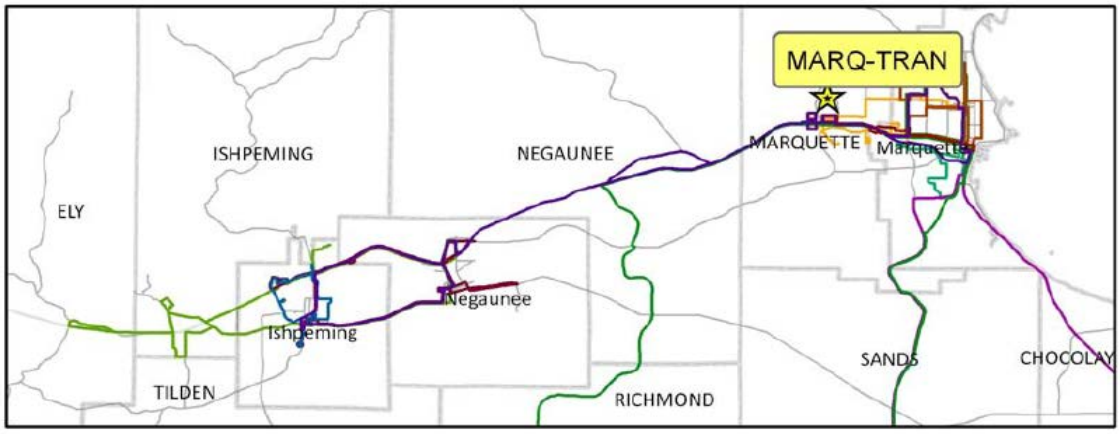

Figure 3-1: Various Marq-Tran Routes (per Corridor Plan)

Marq-Tran's Marquette-Sawyer-Gwinn route stops at Sawyer International Airport multiple times a day. Marq-Tran has experience operating under contract with Northern Michigan University, Northstar Academy, and Pathways Community Mental Health. Marq-Tran has not held contracts with Marquette General Hospital or other large employers.

Marq-Tran also has a medical call-back program. If a rider is transported to a medical appointment, the doctor's office can call when the appointment is finished and the bus will come back to pick up the rider. The door-to-door drivers will load and unload up to two bags of groceries as a service to passengers. However, they will not perform the functions normally provided by an aide. Dispatchers take reservations from 6:15 AM to 7:00 PM Monday through Friday and 8:15 AM to 4:15 PM on Saturday and Sunday.

The following data was reported to Michigan Department of Transportation (MDOT) for calendar year 2012.

Table 3-3: Marq-Tran Statistics

Line-Haul Unlinked Passenger Trips (Fixed Route)	279,074
Demand-Response Unlinked Passenger Trips	81,275
Total Trips [calculated]	360,349
Days Operated	366
Revenue	$3,157,151
Expenses	$3,516,404
Eligible for Reimbursement	$2,943,568
Line-Haul Vehicles	9
Demand-Response Vehicles	27
Vehicle Hours	47,967
Vehicle Miles	944,824
Cost per Trip [calculated]	$9.76
Cost per Mile [calculated]	$3.72
Cost per Hour [calculated]	$73.30
Passengers per Hour [calculated]	7.5

Marq-Tran has 36 transit vehicles of mixed sizes, and about half are fewer than two years old. All buses are lift-equipped and accessible to persons with disabilities. Most buses have bike racks for two bikes. In the winter the bike racks are removed and replaced with ski racks, which can hold up to 6 pairs of skis or 2 snowboards.

Figure 3-2: Marq-Tran busses at new Downtown transfer station

Marq-Tran is a flag service with limited signed bus stops. Existing stop signage is not visible and very little other infrastructure exists. The new downtown transfer station is an important, high quality addition to Marq-Tran's system as well as to downtown. The City's adopted complete streets policy includes transit and calls for using context sensitive design and AASHTO design standards to integrate public transit into the planning, funding, design, construction, operation and maintenance of new and modified streets.

Marq-Tran has a website that provides useful information about schedules and routes. The website could be further improved with 'above the fold' features, a trip planner, live tracking tool, mobile access tool, a riders guide, and applying ADA-compliant formatting to timetables for people with vision impairments.

Intercity Service

The bus stop for intercity service is at Marq-Tran's station at 1325 Commerce Drive. Daily intercity service is provided by Indian Trails (Trailways)[4]. Tickets can be purchased at the station, through Indian Trails, or through Greyhound. Web purchases are currently only available through Greyhound, but the Indian Trails website indicates that online purchases will soon be available. Indian Trails provides one daily trip between Marquette and Milwaukee. In the remainder of the state, it operates four daily trips between Chicago and Flint, with less frequent service throughout the rest of the lower and Upper Peninsula. A route map of available intercity services across the country is available at http://www.aibra.org/pdf/usmap.pdf.

[4] http://www.indiantrails.com/scheduled-service

Figure 3-3: Michigan Amtrak Routes (red – rail, green – Thruway bus)[5]

From Milwaukee or Grand Rapids, riders can access Amtrak by Thruway bus as shown on the map below. A full-priced round-trip ticket to Chicago costs $89, and Amtrak requires that the Thruway ticket to Milwaukee be purchased in conjunction with a train ticket. Indian Trails apparently operates as the Amtrak Thruway bus using the same service that is part of the national intercity bus network.

[5] http://tickets.amtrak.com/secure/content/routeatlas/index.html

Other transportation providers are listed in the following table.

Table 3-4: Other Transportation Providers

Provider	Overview
Northern Michigan University	The Wildcat Shuttle Service is operated by NMU Public Safety and Police Services. This is an on-campus shuttle providing free service to students, faculty and staff. Currently NMU pays Checker Cab and Bus, a private provider.
Marquette County Aging Services	This organization offers ground transportation services to seniors age 60 and older. The RSVP Transporters provide seniors living in Marquette County with a ride to their non-emergency medical appointments. Occasionally this may also include a stop at the pharmacy to pick up needed prescriptions.
Veterans' Services	Transportation assistance is available to and from scheduled appointments through the Center Transportation Coordinator at 1-800-215-8262 or 906-774-3300, ext. 33849.
Non-Emergency Medical Transportation Providers	Mediride is a local provider and Michigan Transportation Services provides statewide service
Taxi Services	There are four known taxi services operating in Marquette
Sault Tribe Elder Care	Organization offering ground transportation services for Native American seniors to non-emergency medical appointments.
Upper Peninsula Health Plan	Organization offering ground transportation services for UP Health Plan members to and from medical appointments throughout all counties in the Upper Peninsula.

Funding

Marq-Tran's budget is fairly typical for a micropolitan community – a combination of federal FTA funding, state funding, a local mileage, university and other contracts, and farebox revenue. Additionally, in a community such as Marquette, a wide variety of other federal programs purchase transportation in various forms. Transportation assistance is typically provided for a wide range of individuals through Medicaid, Medicare, Workforce Investment Act (WIA - Department of Labor), Veterans' Administration (VA), Community Development Block Grants (CDBG), Department of Justice and other federal and state programs. In most communities, Medicaid is by far the largest of these funding sources. This funding flows through a variety of social service agencies and non-governmental organizations. Many of these organizations purchase bus passes or individual rides on public fixed route and paratransit services. However, in many cases rides are provided directly by these organizations or purchased through privately operated taxi services, private non-emergency medical transportation (NEMT) providers, or the funding is used to reimburse gas and mileage when a client rides with family or friends.

The following table provides a summary of estimated funding and funding amounts for 2012. Within the scope of this project we were unable to estimate the portion of social

service funding that ends up as farebox revenue. In many cases it is difficult to find information on transportation expenditures and dollar amounts were provided by willing participants.

Table 3-5: Identified Transportation Funding Sources

Provider	Funder	Amount (2012)	% of Expenses	Funding Program	Notes
Marq-Tran Fixed Route & Paratransit 2012 Income $3,816,271 2012 Expenses $3,516,404 Eligible for Reimbursement $2,943,568	FTA Section 5311	$544,559	18%	Federal Transit Administration	
	Rural Technical Assistance Program (FTA)	$4,000	0.1%	Federal Transit Administration	
	Other Federal Transit Contracts & Reimbursements	$659,120	22%	Federal Transit Administration	
	State Operating Assistance	$1,087,463	37%	State	
	Marquette County millage	$1,162,731	40%	Local	Passes easily (over 60% voting yes). Recently reauthorized.
	Farebox - individuals	$182,895	6%	Local	
	Contract Fares:	$125,633	18%	Local	
	Intercity Ticket Sales	$20,170	1%	Local	
	Advertising	$4,600	0.2%		
	Miscellaneous: Interest Income, Prior Year Refunds and Credits	$24,148	1%	Local	
	Michigan Works /			Labor - Workforce Investment Act (WIA)	May purchase fares/passes
	School District			Education and HHS	May purchase fares/passes
	Department of Human Services			Medicaid	Non-emergency medical transportation
	Department of Human Services			Family Services (HHS)	May purchase fares/passes
	Department of Human Services			Temporary Aid for Needy Families	May purchase fares/passes
Marquette County Aging Services	not researched			not researched	
Veterans Service – Marquette Clinic	not researched			not researched	May purchase fares/passes

Rideshare programs

MDOT helps fund rideshare programs, carpool parking lots, and the MichiVan Commuter Vanpools. Statewide information is at: http://www.michigan.gov/mdot/0,4616,7-151-9615_11228---,00.html.

Among the options available for Marquette County are:

- A Local Rideshare Office
- MichiVan Commuter Vanpools
- Carpool parking lots
- The Guaranteed Ride Home Program (GRH). This program, operated through the Local Rideshare Office, offers reimbursement for taxi fare or car rental for registered carpool and vanpool participants who face an emergency or unexpected overtime.

Mobility Management Partnership Opportunities

Effective mobility management requires coordinating not just transportation providers but all the organizations that are stakeholders in addressing the area's transportation needs – including needs that are currently unmet. This section provides information about a wide range of potential coordination partners who do not directly provide transportation. Communication with these stakeholders provided opportunities to focus the outcomes of this project, improve service, coordinate planning efforts, and increase funding. These stakeholders and resources are also important to consider when planning meetings and other outreach during the Human Service Coordination Plan planning. This information should also be taken into consideration when considering partnering on line resources during marketing planning.

Table 3-6: Partners for Mobility Management

Partner	Opportunities
Call 2-1-1	Call 2-1-1 is a national 3-digit phone number set aside for information and referral services. Upper Peninsula Call 211 has information about transportation resources on their website and could enrich this information by coordinating with regional transportation services.
Marq-Tran	Marq-Tran is a central player in providing public transportation, and offers a website that could be expanded.
City Government	The Planning and Community Development Department, Planning Commission, Community Services Department, and Aging Services Advisory Committee should be considered as coordinating partners.

Partner	Opportunities
Northern Michigan University	NMU is a particularly important partner because the Marq-Tran website lists NMU as one of only three contracts, and typically, universities and student associations are significant funders for their local transit services. Students, staff and faculty also typically represent a large percentage of the ridership for transit systems in college towns. An estimated nearly 7,000 individuals commute back and forth to NMU on a regular basis. NMU actively contracts on-campus transit. NMU has 8 sustainability websites and none mention transportation. Partners could include the campus Sustainability Coordinator, Parking and Traffic Committee, Students for Sustainable Living, and student council.
Downtown Development Authority	Downtown Development Authorities have the power to conduct analysis of economic changes taking place in the downtown district; long-range planning for the downtown area; land acquisition and improvement; building construction, improvement, rehabilitation, maintenance and operation; and construction and maintenance of public facilities such as water and sewer lines, parking lots, streets, street lighting, convention centers, parks, and marinas; and channel funding through a variety of sources.
Transportation Coordinating Committee	Typically, TCC's focus on road transportation and have limited interest, engagement and knowledge about transit, ridesharing, walking, and biking. The level of engagement of the local TCC is yet to be determined.
MDOT Marquette Staff	Coordinate how local transportation funding is disseminated and work closely with transportation planners and providers
Non-Profit Organizations	Pathways Community Mental Health currently contracts with Marq-Tran. Alger Marquette Community Action Agency is located next to the Marq-Tran station and has identified transportation is a leading cause of chronic unemployment in low-income populations.
Other Partners	Lake Superior Community Partnership (Chamber of Commerce) Marquette Country Convention & Visitors Bureau Marquette County

4 Strategies and Alternatives

"Marquette - The premier livable / walkable winter city in North America" – 2004 Community Master Plan (CMP)

Marquette enjoys many assets that provide a foundation on which to build a more robust network of transportation services that support community goals. It is well suited to take on mobility management strategies that go beyond human service transportation and also integrate and improve service to meet the needs of tourists, students and the general public. The community's strong sense of partnership and shared commitment are evident in the city. The openness to work together to explore viable strategies to ensure the transportation mobility necessary for sustained economic success in the city is a vital cornerstone of any wide ranging and successful strategy.

The city further enjoys a vibrant year-round population and expanding major institutions who have demonstrated a vested interest in not only the 3rd Street corridor, but also the city core and University area as well. These institutions not only have the ability to make profound change based on their sheer size, but also based on the values and missions that drive them.

Change of any form, however, requires energetic leadership, relationship building and a continued diligence for progressive planning. There is a need to take this planning process to the next level by taking an in-depth look at transit for the city. In this arena too, the city is well positioned to chart and seize a holistic vision of mobility that serves residents, workers, visitors and students regardless of economic or physical ability. Marquette leaders at the citizen, city, and civic levels have shown the willingness to be bold in vision and committed in action. These leaders will be essential in sustaining the momentum and energy needed for what are often slow or sporadic advances.

Mobility management strategies tightly relate to the community vision laid out in the CMP and other planning documents. Mobility management typically focuses on human services, but Marquette has the opportunity to be innovative by designing strategies that integrate human service needs with many other goals the community has identified. The 3rd Street corridor can be a catalyst for implementing mobility management strategies with impact beyond the corridor. Mobility management stakeholders can leverage a timing coincidence with the in-progress update to the Community Master Plan by incorporating ideas and recommendations form this effort.

Based on stakeholder input, the State of Practice report, findings from the existing conditions research and interviews, and consideration of the unique characteristics of Marquette, the project team developed strategies to improve mobility for Marquette. The focus was on the city core, university, and the corridor that connects them, with strategies that affect the entire county. All strategies were designed to support the vision

of a vibrant, sustainable and livable community, city and region. These strategies took the shape of alternative approaches and were prioritized into implementation priorities for the next section of this report.

Goals

The following goals were developed for mobility management and coordination in the Marquette area:

A. Improve integration of public transit into Marquette's city core

Make public transportation an essential element of an efficient, functional, and connected transportation system that helps achieve the community goals of a diverse downtown; livable neighborhoods; walkable community; and all-season quality of life. A central focus should be helping to achieve the goal of making the North 3rd Corridor a vibrant, resilient, mixed-use corridor that links downtown Marquette, Marquette General Hospital, and other large employers with Northern Michigan University (NMU) and the surrounding neighborhoods.

B. Define and coordinate services to the community core provided by NMU and Marq-Tran. Expand future coordination with Checker Cab and Bus and other county services.

Hold a series of working group meetings between Marq-Tran, the university, and Checker Cab and Bus to assess how funding, vehicles and routes could be reconfigured to provide the best possible service.

C. Improve integration of public transportation into the Marquette area's tourism economy

Make public transportation an essential element in the growth and vitality of the area's tourism services and attractions including the airport, beaches, boats, and trails

D. Coordinate and integrate human services transportation into a broader mobility management effort.

Achieve efficiencies and serve unmet needs – especially to maintain independence for the rapidly growing demographic of seniors with transportation challenges.

E. Increase the focus on public transportation and mobility management in community planning, decision-making and marketing.

Ensure that mobility management goals and objectives are included in the upcoming Community Master Plan update and other efforts to plan and implement community improvements. Also, work to increase overall community awareness and consideration of public transportation.

F. Improve marketing and communication about services

Make it easier for the public to understand and access information about transportation options.

Identified Strategies

For each strategic goal mentioned above, a series of strategies were determined based on the needs of Marquette to address the goals, as outlined in the table below. Shaded strategies were prioritized and further developed for implementation.

Table 4-1: Mobility Management Strategies

Goal	#	Strategy
A.	1	Within the city core, design and implement improved and expanded transit service based on an assessment of needs and available funding.
	2	Explore Transportation Demand Management (TDM) and Parking Management strategies
	3	Develop and implement strategies to increase commuter use of transit, carpooling and vanpooling.
	4	Improve snow management on sidewalks and at curbs
	5	Make the North 3rd Street corridor a vibrant mixed-use corridor connecting many important resources
B.	1	Define and coordinate the roles of NMU's transit system, operated by Checker Cab and Bus, and Marq-Tran's service to the community core
	2	Marq-Tran expansion of services along 3rd Street could allow further consolidation of some NMU services. Timetables should be adjusted to coordinate with class schedules. Outreach to NMU student, faculty, and staff to identify needs and build support.
C.	1	Identify optimal locations to connect transit to water transportation and bike/ped.
	2	Coordinate with other tourism opportunities
D.	1	Identify leadership for the process and identify someone who can fulfill the role of mobility manager
	2	Complete coordination plan and assess unmet needs.
	3	Identify areas where transportation services for the general public and for transportation disadvantaged populations can be combined
E.	1	Incorporate transit into community planning
	2	Incorporate bus infrastructure into design reviews, codes, and engineering standards.
	3	Infuse mobility management into the decision-making process and the organizational culture.
	4	Include buses, taxis, walking and biking when describing Marquette's transportation options.
F.	1	Find-a-Ride information on websites
	2	Continuously improve bus schedules and ways to understand how to use the bus
	3	Take advantage of opportunities for free media coverage and other free publicity
	4	Invest in on-board GPS units that allow real-time transit information

Supplement B includes a description of strategies that were discussed by the project stakeholder group but deemed to be of lower priority than those ultimately developed into recommendations.

5 Recommendations and Implementation

Marquette participants chose to focus on pursuing implementation steps by blending goals and strategies in Chapter 4 into three primary approaches:

- Complete of a Human Service Coordination Plan
- Improve marketing, information, communication, and coordination
- Build partnerships and community focus on moving forward to improve transportation and community planning along and around the 3rd Street corridor

This chapter includes a discussion of these top priorities. Each priority shows the goals and strategies they are related to from Table 4-1.

The timelines to implementation for the top three priorities listed below are expected to begin in year 1. The timeline for all other strategies mentioned in Chapter 4 are projected to be between years 2 and 5.

Priority 1: Human Service Coordination Plan

Goals and Strategies

D2; This report, a start to a complete Human Services Coordination Plan, includes all identified goals and strategies listed above, and may potentially include other goals and strategies as new conversations and coordination occur.

Identified Champions

Superior Alliance for Independent Living (SAIL), Michigan DOT, Marquette County, Marq-Tran, City of Marquette

Additional Outreach

This information is provided in Supplement A.

Implementation Steps

Inventory of Providers and Services

This information is provided in Chapter 2 of this report. A complete survey of service providers and their services is recommended. If the region wants to maintain the coordination plan as a living document, we suggest conducting this inventory by an online survey tool. To make it easier for each contact to complete the survey, the inventory administrator should pre-enter information that is already known so when the stakeholder opens the inventory known data is already entered.

We conducted research to determine appropriate tools for maintaining an ongoing inventory and chose LimeSurvey. A key advantage of this open source surveying tool over Survey Monkey, the most prevalent online survey tool, is the ability to update and import previously created data. We developed a survey tool for the Lansing region that, because of previous data collection, includes more data than the minimum required in the database. Marquette could follow a similar approach to the survey administered in Lansing at relatively low cost.

Creating an inventory electronically opens opportunities to coordinate data with other efforts to inventory and describe transportation resources. Key among these is Upper Peninsula 2-1-1, the region's information and referral service, 2-1-1 uses a standard taxonomy for classifying transportation services, and they dedicate resources to keeping information up to date.

While most 2-1-1 centers are associated with the United Way, the Upper Peninsula Commission for Area Progress (UPCAP) operates 2-1-1 for the Marquette area. At the state level, the federal Veteran's Transportation Initiative is consolidating the regional 2-1-1 databases into one statewide source of information consistently following the North American standard for indexing and accessing human services resource.[6]

The 2-1-1 center dedicates a resource specialist to keep the database updated. Typically, at least annually, each agency in the database receives a complete document of their information for review and corrections. Once the 2-1-1 center receives the updated information, it is processed within two weeks. The resource specialist also can attend community collaborative meetings and is on meeting distribution lists to learn of updates that happen throughout the year.

Coordination Meeting

A coordination meeting, leading to agreement on top strategies and necessary actions will be necessary to ensure cooperation during the implementation phase.

Documentation

The information in this report will need to be combined with the additional information collected to document the Locally Developed Public Transportation-Human Service Coordination Plan. The outline for this in included in the supplemental report Section A.

Priority 2: Marketing, information, communication, and coordination

It is unlikely that any of the strategies proposed in this document will be highly successful unless they are supported by strong efforts to make it easy for the public to learn about and use transit services as well as other transportation options. One of the

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6 www.referweb.net/up211/Subcategory.aspx?49855;Marquette;15254;;;0;2959;Shelter/Housing/Transportation

central goals of mobility management is to help people "find-a-ride". Ideally, a newcomer to your community should be able to easily find the information they need regardless of whether they are a tourist, a senior citizen, a new NMU student, a disabled veteran or a new hire at the hospital. Whether they need to find a Marq-Tran fixed route to the grocery store, a carpool for commuting, a dial-a-ride service to get to their doctor, a taxi to their hotel, or the nearest bike trail they should not have to go on a completely different and difficult search for information on each different type of service. For many people, the web will be the first place they look, but hard copy information is important as well – especially bus schedules and bus stop signs.

Goals and Strategies
A3, B1, B2, D1, D2, E3, E4, F1-4

Identified Champions
Marq-Tran, students at NMU, NMU Facilities, City of Marquette, city and county government, MDOT, SAIL

Implementation Steps
Based on recent conversations with transportation providers and NMU staff, the project team suggests the following steps for continued coordination:

Marketing Plan and Branding
Rebranding and marketing can help improve the image of transit in the Marquette area. Small transit systems across the country such as Bozeman, Montana (see Figure 5-1) offer examples which could be implemented in Marquette. Branding could include a new name, new logo, new slogan, and making buses more attractive.

Marketing goes far beyond the branding and promotion. A formal marketing plan should focus on the "Five-Ps" of marketing included in the widely-used "Marketing Mix" model. This marketing mix also highlights the importance of the quality and price of the service – in this case, public transportation.

1) **Product** – The products or services offered to your customer: Their physical attributes, what they do, how they differ from your competitors and what benefits they provide.
2) **Price** – How you price your product or service so that your price remains competitive but allows you to make a good profit.
3) **Place** (Also referred to as Distribution) – Where your business sells its products or services and how it gets those products or services to your customers.
4) **Promotion** – The methods used to communicate the features and benefits of your products or services to your target customers.
5) **People** – the level of service and the expertise and skills of the people who work for you, and how they can be used to set you apart from your competitors.

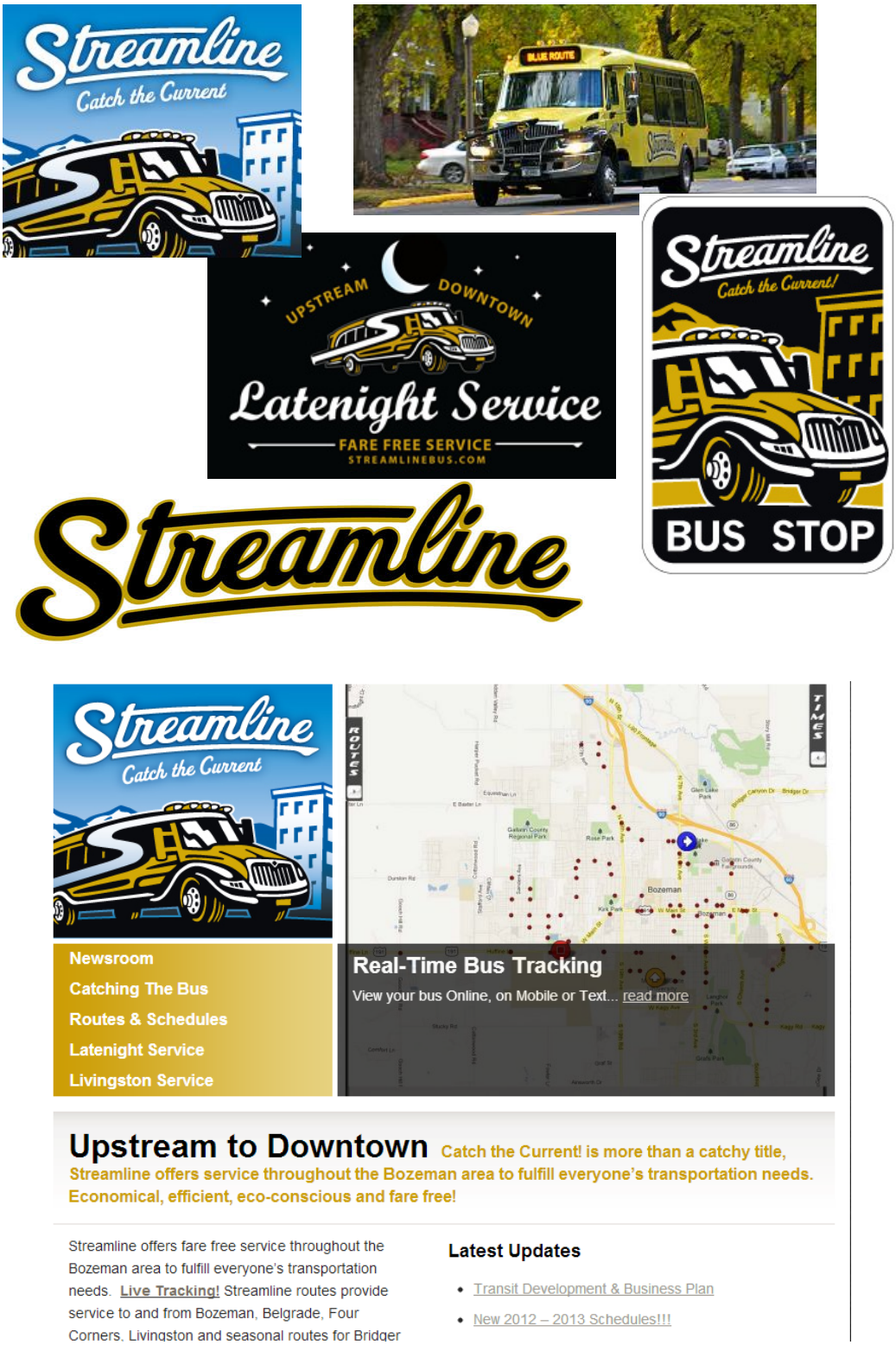


Figure 5-1: Bozeman Montana serves as a good example of a small college community with a comprehensive brand, an attractive web presence, and good community support.

A marketing plan is designed to reach the target user groups: nearby residents, people who work near the services, students, the hospital community, and visitors. The primary goal of marketing should be to ensure that the community and visitors are aware of the service and perceive the service as safe, convenient and enjoyable to use. Success will depend on marketing strategies that employ cost-effective tactics to reach prospective customers, convert them into first-time customers, and in turn, repeat customers.

Figure 5-2 (Gerber, 2005)shows the relationship between the potential for customers (the target market) and the actual customer (sales). The marketing strategy should define tactics to identify the target market, generate leads, and convert them to customers.

Figure 5-2: Sales Funnel

The marketing plan would include the development of new brochures. According to a community survey we recently conducted in Helena, MT a good brochure is the most important communications tool for the public transportation providers' current riders and was second only to the website for people who are currently not riding. Quality maps, schedules, and brochures with good information design can ease use of the system and are key in building the brand. A brochure should be attractively designed and should include one or more maps showing fixed route services, easy–to-read schedules, and a riders' guide explaining how to use the service. Color-coded route names are useful to ease understanding of the service, but be aware of the needs of people with impaired vision and color blindness when deciding how color-coded routes are described. A link to the Marq-Tran website should be included on Marq-Tran schedules and other hard copy materials.

A media strategy would also be included in a marketing plan. Transit advocacy organizations have found a wide variety of creative strategies to include transit in the media, and have acted as key players to making sure the media is aware of important events (i.e. the unveiling of newly-acquired buses). Buses have been included in parades with on-board dance parties to show them off as community-friendly forms of transportation. Buses and bus systems have also been included in radio show discussions and as off-schedule tools to get people between parking lots and fun events.

Bus stops can be the second most visible aspect of a transit business, behind the bus itself. Posting time tables at each stop is a straight-forward way to expand the communications reach of a service. Shelters in high use areas provide additional a higher level of visibility.

Other components of this section could also be included in the marketing plan.

Coordinating across providers to have transit information everywhere

The first step to attracting new ridership is to make it easier to find information about the service. Whether it is using paper products, electronic data and web pages, or even the buses and bus stops themselves, the overall approach is to make it easy to find and use transportation services.

The web, accessed from either a computer or a mobile device, is generally the first source where today's travelers will look for transportation information. It will be important to both continuously maintain up-to-date information for Marq-Tran and all other human service providers and make it easy to find this website. There should be links to other transportation resources from the Marq-Tran website, and possibly human services and other stakeholder websites. All community websites describing transportation services should include Marq-Tran. The approach can be described as "no wrong door".

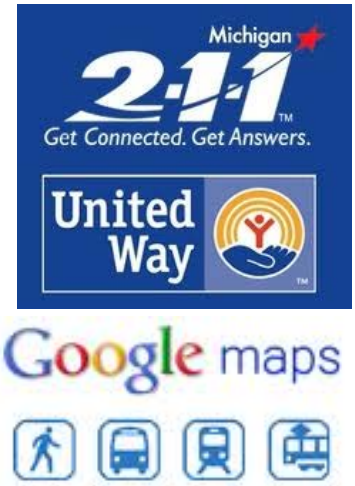
Put information where visitors can find it

Good public transportation access can be a great selling point for a tourist destination, a business or a school, but only if you make it part of your sales pitch. Not only do you need to make sure people know public transportation is available, you also have to provide information that is both easily accessible and easy to understand that explains how to use the available services.

The team should identify opportunities to market transit access to tourist destinations, including advertising transit information in hotel rooms and conference packets. Furthermore, the Visitors Bureau should include transit information on their website. Providing transit resources on websites related to other types of information can play an important role in reaching out to web users that may not think to look for transit services. Encouraging other Marquette institutions to link to transit information would also increase the number of people finding transit service.

Trip planning

We recommend developing a General Transit Feed Specification (GTFS) for Marq-Tran. Put simply, this describes fixed route service in a standard way so it can be used by multiple systems, most commonly a trip planner. Once the GTFS is set up, the task of adding the free Google Trip Planner to the web site is simple. Within the next few years this capability may also become available for demand response services.



Besides GTFS, the other big effort in Michigan is 2-1-1, a web-based, one-stop-shop for human service transportation information through the statewide Veteran's Transportation

Initiative, Michigan 2-1-1, United Way, and the Information and Referral Service. As illustrated in Figure 5-3 below the goal of a one-call or one-click service is to simplify access for customers and match their varied needs with appropriate options.

Figure 5-3: One Call – One Click

Marquette can expect and prepare for this basic capability through the Veterans Transportation Initiative, and Marquette's mobility management strategies should encompass this capability and determine how best to implement and promote the system.

A good web presence when coupled with good service and comprehensive branding can help build the stature of a bus system in a community. In updating the Marq-Tran website, the designer can refer to the existing conditions report, which includes best practices for transit websites in small communities. Recommended components include Google's transit trip planner and adding Google Translator to the website for use by non-English speakers and as required in updated FTA civil rights guidance.

We recommend working with someone who has experience with transit web sites, GTFS, and small transit systems. Building on a content management system, such as Word Press, makes it easy for Marq-Tran staff to quickly update information.

Transit service guide

The Humboldt Transit Authority in California used funds one year to design a newspaper insert, a transit services guide for transit throughout Humboldt County. The insert was

included in a paper distributed throughout the county, and also distributed by hand using local transit advocacy organizations to a wide range of popular community resources and destinations.

Real-time information

Within the next five to ten years we expect that riders (especially younger riders) will expect to have access to actual arrival times for any transportation provider regardless of size. The on-board GPS units and web-based software are currently available at a cost of $30 to $60 per bus per month. Any of these real-time traveler information systems will allow access to real-time bus arrival times by web and text message. For high-volume bus stops and other strategic locations, departure times can be displayed on monitors or LED displays.

Systems engineering process

The best way to avoid procuring or developing technology tool that doesn't perform as expected is to start with a planning process for technology. Follow an abbreviated systems engineering process to understand the relationship between the different systems and to understand needs. These relationships are shown in the following figure.

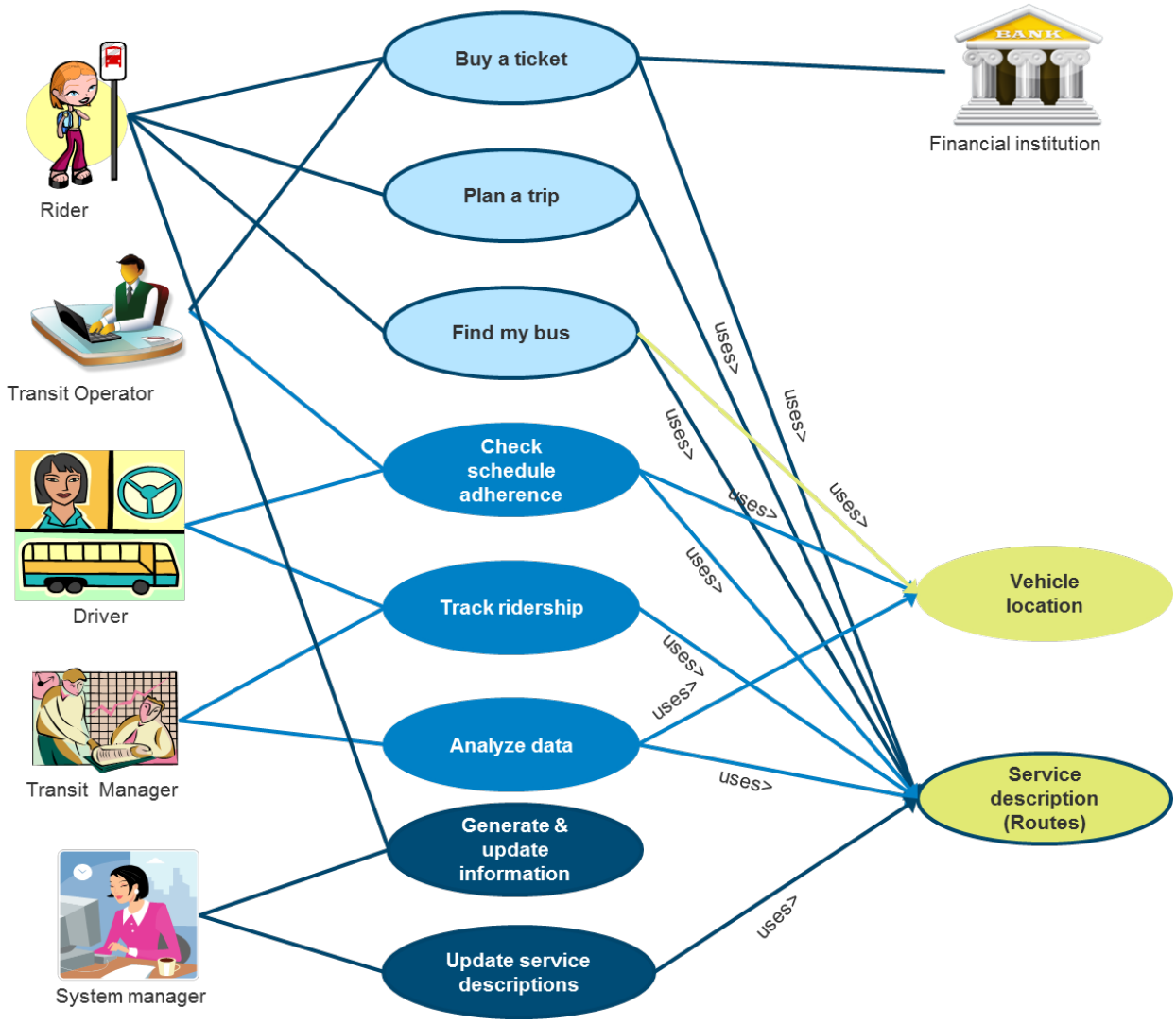


Figure 5-4: Users and activities where technology may play a role

Examples

Beyond the Marq-Tran website, examples of transportation-focused web resources include:

- Get Around the Western U.P. (http://www.getaroundwup.com/)
- Oregon TripCheck (tripcheck.com)
- Ride Connection (rideconnection.org)
- SF Bay Area 511 Traveler Information System (511.org)

Examples of successful web-based coordination tools from other areas, including other Michigan communities, are included in Supplement D of this report. Supplement E includes information about bus stop and shelter designs. Supplement F provides a sample transportation guide from Humboldt County.

Priority 3: 3rd Street Transit Corridor

Toward the beginning of this effort, many stakeholders involved in the project identified investigating a new or modified fixed-route bus route on Marquette's 3rd Street Corridor as a major priority for this initiative. After further discussion, the group deemed this priority a longer-term goal due to current lack of available funding. Pursuing Priority 1 (developing a Human Service Coordination Plan) and Priority 2 (marketing and outreach) were identified as short-term steps that would help to maximize existing resources and build the necessary ridership and demand to warrant the proposed new 3rd Street route.

Pursuing a new 3rd Street transit route would involve four stages:

- Marketing: Better utilize the existing Marq-Tran and NMU services.
- Assessment: would look at transit needs including new stops and changes in schedule, would consider the 3rd Street parking assessment recently completed, and would consider funding options.
- Service Design: would involve stakeholders working closely with Marq-Tran to redesign services within the city core to meet the identified needs.
- Implementation: can be flexibly integrated into the existing system based on the types of needs and designs that arise during the earlier two stages.

Goals and Strategies

A1, A5, B2

Identified Champions

Downtown Development Authority (DDA), City of Marquette, student leaders at NMU, Marq-Tran

Implementation Steps

During a bus tour with stakeholders toward the end of this effort, discussions between participants and the driver led to a preliminary route design that would run on a 20 minute frequency. Both the university and the hospital are going through planning processes that could be synergetic with a bus route, and which would influence a final route layout. The university may shut down the road through campus to cars. It may be useful to leave this road open to buses, emergency and service vehicles to continue serving the campus interior.

Following a bus tour with stakeholders toward the end of this planning, the 3rd Street Corridor focus fell to a position of lower importance because no one has money available for improvements, and everyone agreed there is opportunity to maximize what they already have. Pursuing Priority 1 (Human Service Coordination Plan) and Priority 2 (marketing and outreach) would help to maximize existing resources.

Better market existing services between downtown and NMU

Incorporate community and stakeholder outreach, and future planning of the 3rd Street corridor into implementation of Priority 1 and 2. Given the interest by stakeholders to

promote existing resources and pursue regional planning that integrates mobility strategies that connect people and resources, using the marketing tools and next steps recommended for marketing and development of a Human Service Coordination Plan will meet these community directions.

Assessment

First, the champions would organize a transit needs assessment focusing on target populations and locations including those discussed during the first working group meeting. Target populations could include current public transportation riders; tourists; NMU students, faculty and staff; downtown area employees; evening bar and restaurant patrons; human services agency clients; and residents who live in or near the city core. The objectives would be to identify needs; to assess the extent to which current services are meeting needs as well as barriers to using current services; and to identify options for improving and/or expanding service to best meet needs. It would be particularly important to identify high priority locations for transit stops as well as times when there would be the greatest demand for service – for example: connections to the North 3rd Corridor; connections to beaches, parks, and other in-town recreational destinations; and service for large events in the community core. The assessment can be as simple as a few meetings with key players looking at a map, or it could be expanded to be the focus of a full transit development plan.

It would be important to correlate the transit needs assessment with a consideration of the recent 3rd Street parking assessment and an assessment of parking capacity on campus, at beaches and parks, and downtown. This would help identify opportunities to attract tourists and others that may otherwise drive, who are frustrated by limited parking. It could also help guide implementation of parking-related transportation demand management strategies discussed below.

This stage would also include a two-part assessment of potential funding options for expanding and improving transit service in the city core. The first part would be a system-wide analysis of Marq-Tran's performance measures by location, time of day, and weekday/weekend to determine which routes and services are least cost effective. This data could then be compared to the estimated cost effectiveness of expanded service for the city core, providing the basis for a discussion with Marq-Tran to determine whether it would be possible to shift resources. This analysis could be conducted at any time, and could be one of the first actions taken. The second part of the funding assessment would be working with stakeholders in the city core to identify potential new funding sources. These discussions would be most productive once the needs and parking assessments are completed and there is a clear picture of the potential opportunities and benefits of expanded transit service.

Table 5-1 shows the parameters to consider when estimating costs. Based on a $60 per hour rate, the cost of adding one bus operating 12 hours a day, five days per week, would be $184,000. This does not include capital costs of bus purchase, nor does it include the cost of bus stop furniture.

Table 5-1: Assumed Values for Parameters Key to Route Design and Cost

Design Parameter	Value
Operating cost per hour (per Marq Tran)	$60
Operational Speed (mph)	12
Holidays (no service)	5
Annual weekdays in operation	256
Saturdays	52
Sundays	52
Daily hours in operation	12
Additional operational cost: 1 bus, 12 hours per day, weekdays only	$184,000

Service Design

In this stage, stakeholders would work closely with Marq-Tran to redesign services within the city core to meet the identified needs. It would be important to prioritize the needs so that, if necessary, service changes can be limited and/or staged to stay sustainable relative to available funding. As discussed at the first working group meeting, redesigning transit service within the city core will likely include priorities such as:

- Drive and time the route to develop a schedule and more accurate cost estimation.
- Determining the best stops for NMU and the North 3rd corridor, likely including a stop at the beginning of NMU's campus.
- Designing routes and identifying stops that integrate transit into the bicycle and pedestrian network, focusing on bicycle and pedestrian connectivity for students, commuters, and tourists, and identifying locations that currently have or should have bicycle parking.
- Exploring the idea of a city circulator route that changes twice a year so that it is focused on serving student needs during NMU's spring and fall semesters, and focuses on tourist needs in the summer.
- Exploring the potential for creating a late-night route for bar and restaurant patrons.
- Designing routes in consultation with large employers including hospital and NMU.
- Ensuring that routes access other destinations that meet needs of choice riders and transportation disadvantaged riders, including human services destinations, shopping, and connections to residential areas in or near the community core.
- Redesigning other Marq-Tran routes to align with the new community core routes.

Figure 5-5 shows a concept for a downtown-campus 3rd Street route. This should be considered a starting point for discussion, not a final design. The 3rd Street conceptual route is 3.8 miles round trip, starting at the Marq-Tran Transit Center at 3rd & Spring, north on 3rd to a stop near the Berry Events Center parking lot, around to the NMU

University Center, past Marquette General Hospital, and back North on 3rd to the Transit Center. Not all suggested stops are shown. Assuming a 12 mph design speed, one bus could run this service with 20-minute frequency. If the route operated 12 hours per day, 6 days per week, 9 months out of the year, it would cost approximately $166,000 (see Table 5-2). Any additional capital and infrastructure costs are not included in this estimate.

In the summer the route could be modified to serve popular parks and beaches. The core portion of this route is 6.3 miles (orange), with a possible 2-mile extension to Presque Isle Park (red). We recommend running at least 2 buses in opposite direction to avoid the pitfalls of loop routes (a short travel time in one direction, long in the other). A 6-mile route running a bus in each direction (two in total) would have 30-minute frequency in each direction. A nine-mile route would have 45-minute frequency with two buses, which is a difficult frequency to communicate and connect with other services. An extended 12-mile route would have hourly frequency with two buses, or 30-minute frequency with four buses. Cost for a 6-mile route with two total buses (one running in each direction), 30-minute frequency, operating 7 days per week, 3 months per year, would be approximately $130,000. Any additional capital and infrastructure costs are not included in this estimate.

Figure 5-5: Planning Concept for Third Street

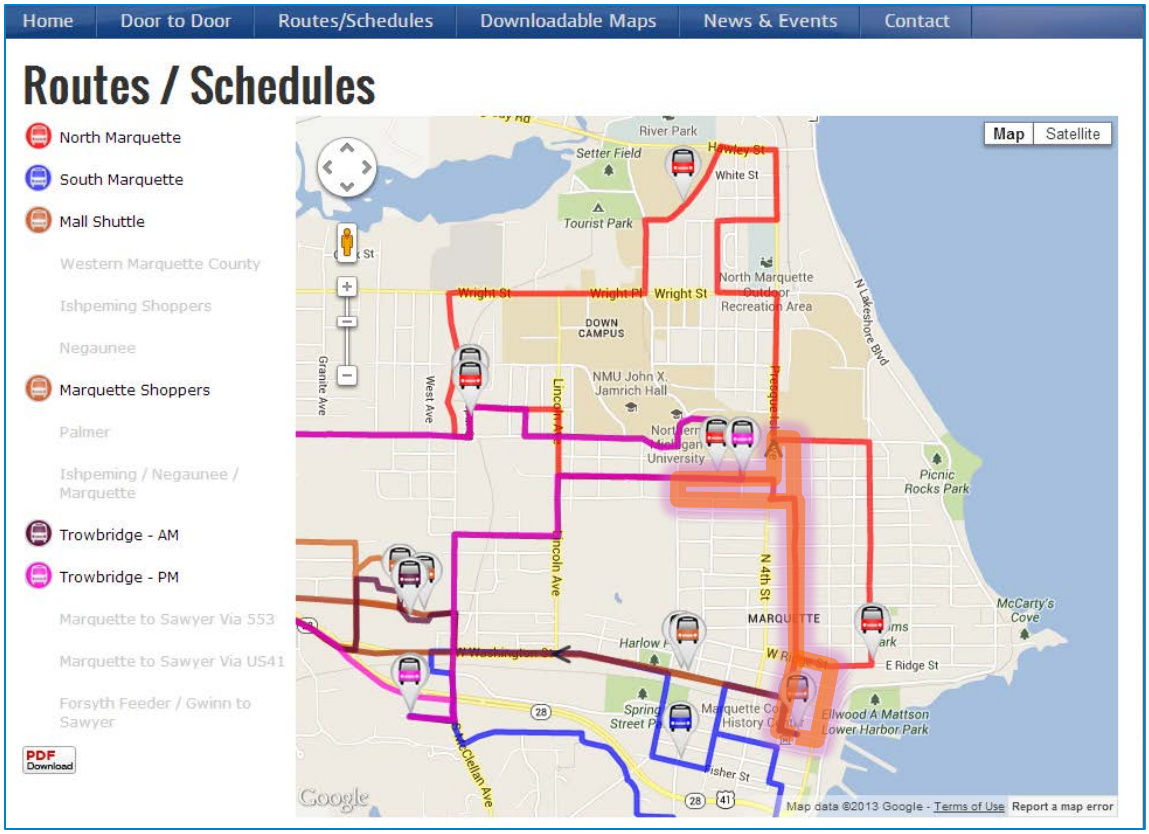


Figure 5-6: Marq-Tran city routes, with Third Street route overlay

Table 5-2: Rough Cost Estimate for Third Street Route

Design Parameter	3rd Street Trunk Route	Summer Shuttle	Total
Conceptual route length (miles)	3.8	6.3 with optional 2-mile extension	
Route length for estimate (mi)	4	6	
Vehicles in operation	1	2	
Days of service per week	6	7	
Hours per day	12	12	
Months per year	9	3	
Frequency (minutes)	20	30	
Operational cost (no additional fixed cost)	**$166,000**	**$130,000**	**$296,000**

Possibly start small

As noted above, as long as priorities have been clearly established and funding sources have been realistically assessed, there should be flexibility and opportunities for staging implementation. For example, implementing a late-night service three evenings per week can clearly be implemented before starting a full route that runs six days a week, twelve hours per day. Implementation may also be driven by funding or infrastructure

considerations. If restaurants, bars and NMU students are highly motivated for late-night service and provide funding for it, this could be the first change to be implemented. Or if the North 3rd Corridor is the first area to install high quality bus stop infrastructure, implementation could begin in that area. However, it is important to note that frequent route changes are not recommended because of the transit management and operations problems they create, and because this can be confusing and frustrating to riders. It is best to make changes no more frequently than once a year.

Timing Bus Schedules

Initial timing indicates that the bus route can operate on a 20-minute cycle, but further refinement is needed. The following guidance is from "About.com: Public Transport" (MacKetchnie, 2013).

Overall round trip running time equals the time it takes a bus to run a route, plus any required layover at the end of the route. Layover, where the bus waits at the terminus location before starting the next trip, serves two major purposes: it helps to maintain on-time performance and it serves to give the driver a break.

Initial running time is estimated by driving the route at a maximum speed of five mph below the speed limit. Drive at least three different times of day, and if feasible drive different times of the year. To take into account time at stops, either multiply the time required to drive the route by 1.3, or add 30 seconds multiplied by the number of stops.

A layover percentage equal to 10% or less of the total one-way trip time is adequate to make sure the return trip leaves on time. At some systems, the layover is the driver break time. At these systems a rule of thumb is to have a layover percentage at the end of the line between 15 and 20% of the total one-way trip time. If the one-way trip time is relatively short, less than thirty minutes, then almost all the layover time may optimally be scheduled at one end of the route as long as at least a couple of minutes are scheduled at the other end to ensure on-time performance.

To operate routes on frequencies that are divisible by 60 (i.e. buses every 10, 15, 20, 30 or 60 minutes), it is desirable to operate routes that have cycle times that are in multiples of 30 - 60. Cycle times that do not fit this pattern will result in layover percentages that are either too high or too low, which will result in unproductive layover time or deadheading to different locations if interlining is not an option.

Operator

This route could be directly operated by Marq-Tran or could be contracted out. The Third Street Connector must provide a positive customer experience. Convenience and user-friendliness includes on-time performance; clean, well-maintained vehicles; well-planned services; comfortable, attractive, well-maintained bus stops for customers waiting for rides; hard copy and web-based schedules that are easy to use; and an attractive website that is easy to navigate. Potential customers must be able to easily find and purchase tickets. Personnel who interact with the public in person or over the phone

should be friendly, knowledgeable and trained to work with people with disabilities. For information on transit marketing, please see the marketing section above.

Infrastructure

Choices regarding the location, aesthetics, and amenities of the starting point facility affect the project budget and feasibility overall, but are also critical for use by tourists. A significant proportion of tourists, especially those travelling in private vehicles, are likely to make their decisions of where to go and what to do fairly last minute, and the impression the facility makes could have a major impact on those decisions. The facility itself could possibly become a tourist attraction, offering a nice spot by a coffee shop or park with shelters and picnic tables, tied to the proposed nearby visitor center, and offering cultural tourism attractions like a small museum or a replica of a traditional dwelling. At a minimum, the facility should be clean, organized, well maintained and project a sense that “getting on this bus with my family will be safe and fun”.

In areas where parking is limited, visitors and community members provided with a transit option to a major downtown destination with good walking facilities may opt to leave the car outside of the downtown area and take transit in for a more convenient experience. In this case, it is important to provide stop locations with clear guidance on where the bus travels, how much it costs, and other information to enhance to experience of efficiency,

Bus Stop Infrastructure

The development of bus stops and shelters was a stakeholder priority. Developing and implementing a plan for fixed route bus stop improvements should be a high priority over the next five years. The following sections present an overview of bus stop infrastructure elements.

Bus Stop Signs

Bus stop signs are an important element of a transit system, making the system easier to use for customers, especially new riders. Bus stop signs are also one of the most cost effective forms of marketing. Unlike advertisements or brochures, they provide permanent visibility with minimal ongoing cost. Moreover, they target potential customers in a specific area served by the bus. Stop signs, wherever possible, should be placed even with the front door of the bus to let riders know where to stand and to serve as a guide for the operator. Trash receptacles may be mounted on the sign posts as well.

Bus Pull-outs

We recommended seeking bus pullout locations in safe sites along the road and working with MDOT and other roads project managers when roads are redesigned.

Seating at Bus Stops

Seating is an important infrastructure at bus stops. For many elderly and disabled riders they are essential, and overall they make a bus system more convenient, more visible,

and more enjoyable. Many low-maintenance, vandal-proof designs have been developed in communities around the country.

Shelters

The need for shelters at high-use bus stops was frequently cited in our public and stakeholder input. We recommend budgeting to install shelters at Marq-Tran and MSU's most important bus stops as well as locations that receive high use by seniors and that are more exposed to wind. More than any other bus stop infrastructure, attractive bus shelters provide effective high-visibility marketing, creating awareness of the bus system and sending the message that public transportation is an important part of the community.

Nine or ten shelters should be provided in the first year of service followed by additional shelters in future years. Costs can vary significantly; low-cost shelters are estimated to cost approximately $8,000 per shelter. Larger shelters, shelters with protection on three sides, and shelters with an architectural design to tie into a development's architecture or a historical district can cost more than twice that amount.

Lighting at Bus Stops

Lighting is an important consideration for high-use bus stops with benches or shelters. Lighting is important for customer safety, and is also important for marketing as it improves visibility and public awareness and helps create a welcoming atmosphere at bus stops.

Bike Racks

Transit systems nationwide are seeing increased use by bicyclists, leading to the common occurrence of demand for on-board bike racks exceeding capacity. Besides using 3-bike racks instead of 2-bike racks on the front of the bus, bike racks should be installed at stops with high bicycle use.

For design examples and cost information related to bus stops and shelters, please see Supplement D.

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Michigan Livable Communities Demonstration Project

Marquette

Mobility Management & Coordination Strategies

Report Supplements

August 14, 2013

Smart Growth America

Making Neighborhoods Great Together

Completed in collaboration with the Michigan Department of Transportation and Michigan State Housing Development Authority

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Many individuals and organizations contributed their time and expertise to the preparation of this report.

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Jim Thams	NMU Facilities
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John Kurkowski	Marquette Area Public Schools
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Any errors and all interpretations are the responsibility of Smart Growth America. Please direct questions about this report to Roger Millar, PE, AICP, Vice President: rmillar@smartgrowthamerica.org, (406) 544-1963.

TABLE OF CONTENTS

BACKGROUND INFORMATION FOR THE MARQUETTE MOBILITY MANAGEMENT REPORT

The following sections supplement the Marquette Mobility Management planning and guidance led by Smart Growth America. This information includes examples from other communities, best practices, and other useful information to consider when implementing strategies recommended in the final report.

SUPPLEMENT A: HUMAN SERVICE COORDINATION PLAN

This coordination plan outline is intended to provide a template that may be completed and updated in the future by a responsible agency (County, City or Marq-Tran). This template provides guiding information for completing the coordination planning process, and includes information from meetings and planning leading up to the SGA Marquette Implementation Report. In general, each section begins with the information already collected and documented in the Existing Conditions and Strategies reports. It then includes any additional collected information. Finally it lists areas that need to be completed. It is important to understand that one or more well-structured meetings with stakeholders, and possibly follow-up conversations, will act as the primary information used to populate this plan. The format for this coordination plan was derived from information in the MDOT Coordinated Public Transit-Human Services Transportation Plan Guidance document published in 2007. To review this document, including the original information that supports the content of this planning format, please see Supplement E of the Marquette SGA Mobility Management and Coordination Final Report.

Outreach and Data Collection

Stakeholders

MDOT Recommended Stakeholders

The MDOT coordinated plan guidance lists the following organizations to consider in the coordinated planning process:

- Transportation partners:
  - Area transportation planning agencies, including MPOs, States, and local governments;
  - Public transportation providers (including ADA paratransit providers and agencies administering the projects funded under the FTA urbanized and non-urbanized programs);
  - Private transportation providers, including private transportation brokers, taxi operators, vanpool providers, and intercity bus operators;
  - Non-profit transportation providers;
  - Past or current organizations funded under the JARC, the Elderly Individuals and Individuals with Disabilities, and/or the New Freedom programs; and
  - Human service agencies funding, operating, and/or providing access to transportation services.

- Passengers and advocates (Note: Inclusion of this group has been emphasized by FTA):
    - Existing and potential riders, including both general and targeted population passengers (individuals with disabilities, older adults, and people with low incomes);
    - Protection and advocacy organizations;
    - Representatives from independent living centers; and
    - Advocacy organizations working on behalf of targeted populations.
- Human service partners:
    - Agencies that administer health, employment, or other support programs for targeted populations. Examples of such agencies include but are not limited to Departments of Social/Human Services, Employment One- Stop Services; Vocational Rehabilitation, Medicaid, Community Action Programs, Agency on Aging; Developmental Disability Council, Community Services Board;
    - Non-profit human service provider organizations that serve the targeted populations;
    - Job training and placement agencies;
    - Housing agencies;
    - Health care facilities; and
    - Mental health providers.
- Others:
    - Security and emergency management agencies;
    - Tribes and tribal representatives;
    - Economic development organizations;
    - Faith-based and community-based organizations;
    - Representatives of the business community (e.g. employers);
    - Appropriate local or State officials and elected officials;
    - School districts; and
    - Policy analysts or experts.

SGA Mobility Management Participating Stakeholders

The following table lists the organizations that have been invited to participate in this process:

Table A-1: Project Stakeholders

Stakeholder	Contact	Active*	Transportation Partner	Passengers and Advocates	Human Service Partners	Others
Checker Cab & Bus Service	Jessie Schramm	Y	x			
Chocolay Township	Kelly Drake Woodward	Y	x			
City of Marquette Community Development Dept.	Dennis Stachewicz Jr. Dave Stensaas	Y Y	x x			
City of Marquette Traffic/Parking Advisory Comm.	Bake Rieboldt, Police Captain		x			
Indian Trails	Unknown		x			
Lamers Bus Lines	Unknown		x			
Littlez Livery	Joe Little		x			
MarqTran-Marquette Co. Transit Authority	Delynn Klein	Y	x			
Marquette County Planning - Land Use	Thyra Karlstrom	Y	x			
Marquette Township	Jason McCarthy	Y	x			
Michigan Department of Transportation	Andy Sikkema		x			
Michigan Department of Transportation	Chuck Lindstrom	Y	x			
Negaunee Township	Joseph Scanlan	Y	x			
NMU Facilities staff	Jim Thams	Y	x			
NMU Public Safety	Mike Bath		x			
Taxi Tycoon	unknown		x			
Marquette City Commission	Bill Vajda, City Manager, Robert Niemi, Commissioner			x		
NMU Student Association	unknown			x		
Student Government President	Ben Stanley			x		
The Marquette Access Group	Bob Chapman	Y		x		
the Superior Alliance for Independent Living	Sarah Puera	Y		x		
Catholic Social Services – CSS	Office				x	
Lutheran Social Services	unknown				x	
Marquette General/Duke Lifepoint Hospital	Mitch Leckett				x	
Marquette Senior Center (City staffed)	Karl Zueger				x	
President, CSS Board of Directors; City of Marquette Chief of Police	Mike Angeli				x	
Keweenaw Bay Indian Community						x

Stakeholder	Contact	Active*	Transportation Partner	Passengers and Advocates	Human Service Partners	Others
Marquette Area Public Schools	Deborah Veight					x
Marquette Area Public Schools	John Kurkowski					x
Marquette County Planning – Housing	Dotty LaJoye					x
Superior Watershed Partnership	Carl Lindquist					x
The 3rd St./DDA Business Alliance	Mona Lang	Y				x

*Attended at least one meeting

Gaps in Participation

We have identified the following organizations to reach out to in order to meet the requirements of the coordination plan, and to be inclusive:

- Transportation partners
  - The Local Rideshare Office and MichiVan (see Figure A-7)
  - Alger County Transit – ALTRAN (906) 387-4845 – service includes transportation between Munising, Marquette three times a day, Monday-Friday
- Passengers and advocates
  - Passenger representatives
- Human service partners
  - Upper Peninsula Commission for Area Progress (UPCAP),
    - U.P. 2-1-1 Call Center
    - U.P. Area Agency on Aging
    - Michigan Medicare/Medicaid Assistance Program
    - Veteran's Services
    - Other services

Survey of Inventory and Needs

The interviews and meetings conducted for this project have identified many of the transportation providers. The documentation of that information can largely be ported into the coordination plan transportation inventory of services and needs. These communications should be supplemented by an organized collection of information from each participant in a coordination plan. Page 11 of the MDOT guidance document includes the minimum information. It includes:

1. Contact information

2. For service providers:

   a. Service area, type of service, eligible customers, eligible trip purposes, funding sources, fares, service hours, miles per year, trips per year, hours per year, and a list of vehicles.

3. For all stakeholders, a series of questions assessing needs:

   a. What do you see as the public transportation needs in our area, specifically the needs of individuals with disabilities, older adults, and people with low income?

   b. What do you see as the priority actions s/strategies we must take to address these needs?

In the coordination plan, include a sample copy of the inventory tool, a list of recipients, and overview of responses here (include information about who returned completed surveys and what those surveys showed).

A complete survey of service providers and their services is recommended. This survey would be similar to the survey administered in Lansing by Current Transportation Solutions. A similar survey could be administered relatively cheaply in Marquette using a similar approach to Lansing.

If the region wants to maintain the coordination plan as a living document, we suggest conducting this inventory by an online survey tool. To make it easier for each contact to complete the survey, the inventory administrator should pre-enter information that is already known so when the stakeholder opens the inventory known data is already entered.

We conducted research to determine appropriate tools for maintaining an ongoing inventory and chose LimeSurvey. A key advantage of this open source surveying tool over Survey Monkey, the most prevalent online survey tool, is the ability to update and import previously created data. We developed a survey tool for the Lansing region that, because of previous data collection, includes more data than the minimum required in the database. This could be shared with a Marquette champion. To produce a report with the inventory of all services would require some simple programming.

Creating an inventory electronically opens opportunities to coordinate data with other efforts to inventory and describe transportation resources. Key among these is Upper Peninsula 2-1-1, the region’s information and referral service, 2-1-1 uses a standard taxonomy for classifying transportation services, and they dedicate resources to keeping information up to date.

While most 2-1-1 centers are associated with the United Way, the Upper Peninsula Commission for Area Progress (UPCAP) operates 2-1-1 for the Marquette area.. At the state level, the federal Veteran’s Transportation Initiative is consolidating the regional 2-1-1 databases into one statewide source of information consistently following the North

American standard for indexing and accessing human services resource databases (Information and Referral Federation of Los Angeles County, 2012).

The 2-1-1 center dedicates a resource specialist to keep the database updated. Typically, at least annually, each agency in the database receives a complete document of their information for review and corrections. Once the 2-1-1 center receives the updated information, it is processed within two weeks. The resource specialist also can y attend community collaborative meetings and is on meeting distribution lists to learn of updates that happen throughout the year.

Coordination Meeting

Outcomes of the coordination meeting should be included in the plan. The process for conducting this meeting is described in Supplement E of the SGA Mobility Management and Coordination Final Report.

Transit Propensity

Transit propensity is a discussion of demographics and projections of need. The Existing Conditions report includes demographic information about the area. Additional information will be collected upon implementation of a survey of providers and services. TCRP Report 49 provides instruction for projecting need based on demographic figures.

Inventory of Transportation Services

The “State of Mobility Management in Marquette County” chapter of the Final Report includes a summary table of providers that would be included in a transportation plan. In addition to the brief description of providers in that chapter, we have provided further details and identified additional transportation providers described below.

Summary of transportation services

The City of Marquette and Marquette County have a variety of public and private transportation providers. The public transit service Marq-Tran and other major providers are discussed in detail in sections below. Information about all providers is summarized in the following table.

Marq-Tran

Marq-Tran, the Marquette area’s public transit system provides fixed route and paratransit service to the City of Marquette and several surrounding communities. Marq-Tran is a mature system that has been operating since the 1970’s. The service is operated by the Marquette County Transit Authority, an independent government body funded through a county-wide property tax.

Marq-Tran uses a combination of fixed routes, a feeder, curb-to-curb, contract runs and specialized service runs. Fixed routes and curb-to-curb serves the cities and townships of Marquette County and includes the cities of Marquette, Ishpeming, Negaunee and the townships of Marquette, Ishpeming, Negaunee, Chocolay, Skandia, West Branch and Forsyth. The remainder of the county is served on a weekly basis via deviated fixed

routes, or less frequently, based on request. Marq-Tran also has specialized contracts and services which serve specific groups.

Fixed Route

Marq-Tran's fixed route buses operate throughout Marquette County every day of the week, with limited services on Sundays (one fixed route - Marquette to Ishpeming). On holidays there is no fixed route service.

Marq-Tran's fixed route service extends approximately 20 miles west to Ishpeming and approximately 25 miles south to Gwinn and the Sawyer International Airport. The Marquette routes are described below. All schedules are included in Appendix A.

- **North Marquette** operates every 30 minutes, 6:35am to 6:35pm. This is the only route that connects NMU to downtown, travelling south on 3rd Street and north on Pine. This route operates on Saturday beginning at 9:05am.
- **South Marquette** operates every hour starting at the downtown transfer. Hours are similar to North Marquette and the Mall shuttle.
- **Mall shuttle** operates hourly between downtown and the mall, 8:45am to 4:10pm. Hours are similar to North Marquette and South Marquette.
- **Marquette Shopper's Shuttle** passes by several retail areas on US 41/M-28 as well as some multi-family housing areas.
- **Trowbridge** serves the same US 41/M-28 corridor as the mall shuttle but connects to NMU. This route operates Monday through Friday 6:55am to 6:00pm and Saturdays 8:55am to 6:00pm

Across the county Marq-Tran operates the following fixed and deviated routes:

- **Ishpeming-Negaunee-Marquette** connects into Marquette and operate Monday-Saturday
- **Marquette-Sawyer-Gwinn** connects into Marquette and operate Monday-Saturday
- **Ishpeming Shoppers Shuttle** operates 8am-4:30pm Monday through Friday, 9:00am to 5:30pm on Saturday
- **Negaunee Shuttle** operates 9:55am to 3:50pm Monday through Friday
- **Western Marquette County** operates every Thursday, two runs per day
- **Palmer** every Friday, one run per day

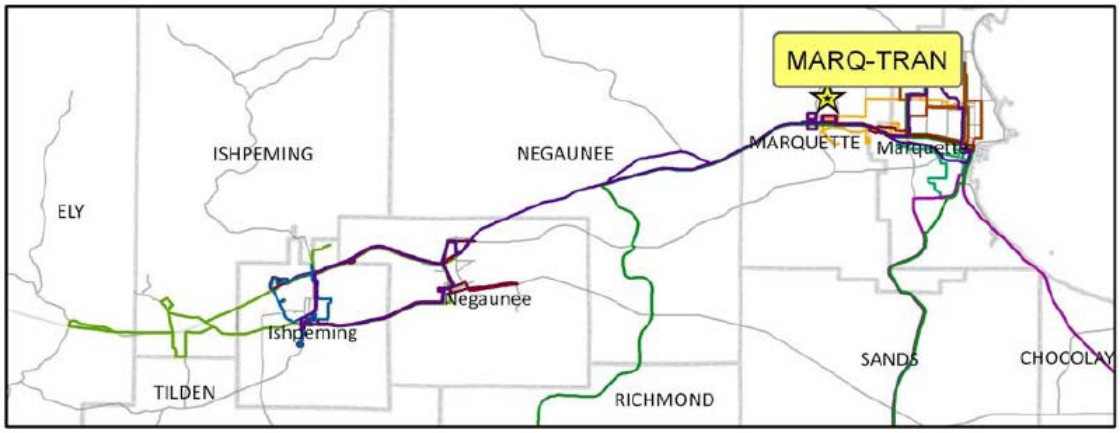

Figure A-1: Various Marq-Tran Routes (per Corridor Plan)

Paratransit

Marq-Tran operates paratransit service seven days per week including holidays. They operate two door-to-door buses in the greater Marquette area, and the two buses in Ishpeming-Negaunee area, and one bus operates in the Gwinn-Little Lake-K.I. Sawyer Area. All door-to-door buses are lift-equipped and are fully ADA accessible.

Marq-Tran's door-to-door fares are on a zone basis, i.e., the farther you travel, the more you pay. For a one-way ride in the greater Marquette area, the cost is $2.60 for the general public, $1.30 for a senior citizen / student and persons with disabilities. The maximum door-to-door fare for a one-way ride is $5.60. This would be the cost for a member of the general public to ride from one end of the county to the other. A senior citizen would pay half that cost. Persons with disabilities who require an aide to assist them may do so at no charge as long as the aide boards and disembarks at the same points as the fare paying passengers.

Reservations Policy for door-to-door buses are:

1. Up to seven days in advance for ADA Registered Persons with Disabilities.
2. Up to three days in advance for all persons for medical/dental appointments.
3. Up to two days in advance for seniors and non-ADA Registered Persons with Disabilities who work.
4. One day in advance for all others.

Marq-Tran also has a medical call-back program. If a rider is transported to a medical appointment, the doctor's office can call when the appointment is finished and the bus will come back to pick up the rider. The door-to-door drivers will load and unload up to two bags of groceries as a service to passengers, however, they will not perform the functions normally provided by an aide.

Dispatchers take reservations from 6:15 AM to 7:00 PM Monday through Friday and 8:15 AM to 4:15 PM on Saturday and Sunday.

Performance Measures

The following data was reported to Michigan Department of Transportation (MDOT) for calendar year 2012. A distribution of revenue sources is depicted in Figure 3. As a non-urbanized area with less than 50,000 people, Marq-Tran receives funds through MDOT from the FTA Section 5311 program. This funding source is administered by MDOT.

Table A-2: Marq-Tran Statistics

Line-Haul Unlinked Passenger Trips (Fixed Route)	279,074
Demand-Response Unlinked Passenger Trips	81,275
Total Trips [calculated]	360,349
Days Operated	366
Revenue	$3,157,151
Expenses	$3,516,404
Eligible for Reimbursement	$2,943,568
Line-Haul Vehicles	9
Demand-Response Vehicles	27
Vehicle Hours	47,967
Vehicle Miles	944,824
Cost per Trip [calculated]	$9.76
Cost per Mile [calculated]	$3.72
Cost per Hour [calculated]	$73.30
Passengers per Hour [calculated]	7.5

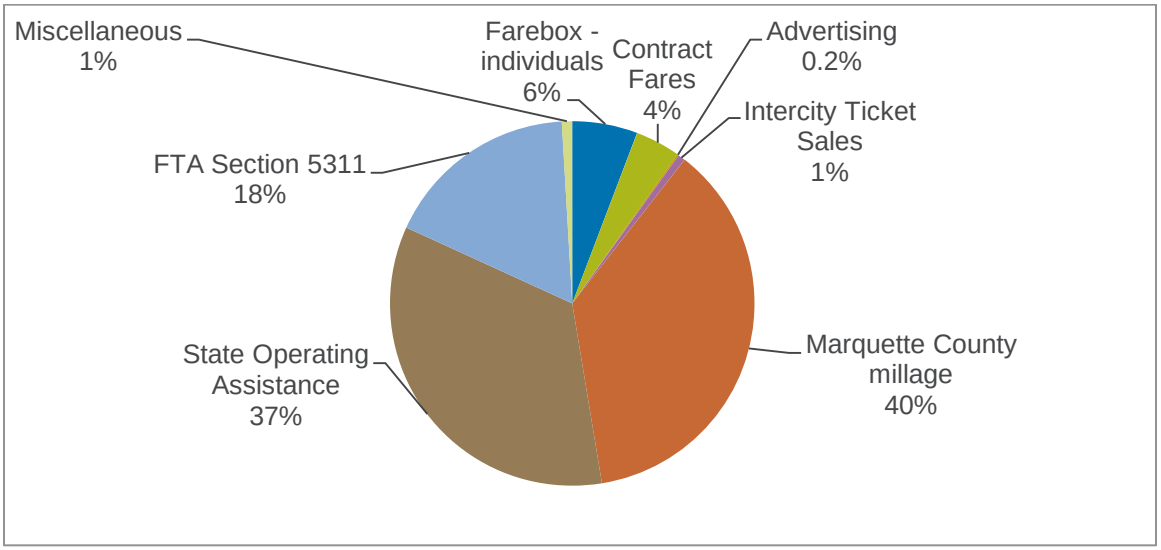

Figure A-2: Marq-Tran Revenue per Eligible Expense 2012

Equipment

Marq-Tran has 36 transit vehicles of mixed sizes, and about half are fewer than two years old. All buses are lift-equipped and accessible to persons with disabilities. Most buses have bike racks for two bikes. In the winter the bike racks are removed and replaced with ski racks, which can hold up to 6 pairs of skis or 2 snowboards. Marq-Tran successfully negotiated with the vendor to be offered the ski rack–bike rack combination.

Figure A-3: Marq-Tran busses at new Downtown transfer station

Infrastructure

The new downtown transfer station is an important, high quality addition to Marq-Tran's system as well as to downtown. This is the kind of infrastructure that is important for increasing public awareness of the transit service and also for conveying the message that the service is modern, efficient and convenient.

Marq-Tran is a flag service with limited signed bus stops. We typically recommend marked bus stops with well-maintained benches and shelters as an important part of in-town fixed route service visible to the general public.

The City's adopted complete streets policy includes transit and calls for using context sensitive design and AASHTO design standards to integrate public transit into the planning, funding, design, construction, operation and maintenance of new and modified streets.

The transit section of the US 41/M-28 Corridor Plan (page 4-24) includes the following description of Marq-Tran's services:

"Marq-Tran offers service on US-41/M-28. In some cases, the bus will pull off US-41/M-28 into a shopping center to load and unload passengers. Currently, buses stop within traffic to load and unload passengers. In the future, bus-pullout lanes may need to be discussed with Marq-Tran staff and MDOT to determine the safest areas for the bus to stop on US-41/M-28. Presently the lack of sidewalks in many areas does not promote the ease of dropping passengers at the curb. However, it is costly for the transit system to have to drop passengers in parking lots; it is more cost effective to drop passengers on the street. But if traffic speeds are too great, that is not a safe alternative without a bus-pullout lane".

Figure A-4: New Marq-Tran Downtown transfer station at South 3rd and Spring Street

One of the only discussions of transit infrastructure in the 2004 Community Master Plan is the following discussion that is included in a section on snow removal. "Modifications to current snow removal and storage patterns may be required to increase Marquette's walkabilty. These changes may include new equipment, such as smaller-scale plows that would allow for increased flexibility in the plow's movements, or a change in the general strategy for snow removal. It may also be necessary to modify the design of some traffic management strategies, such as roundabouts or on-street parking, to accommodate plow requirements. In general, these new approaches to snow removal need to balance the needs of snow maintenance providers with other desirable

characteristics such as on street parking, ease of pedestrian access, and the aesthetic implications of the roadway design."

Contracts

Marq-Tran has run the following contracts in the past year:

- Northern Michigan University – Checker Cab and Bus provides this for the 2012/2013 school year
- Northstar Academy www.nsacd.com/ - A public school chartered by Northern Michigan University serving grades K-12th; cancelled this school year but the school continues to purchase bus fares.
- Pathways Community Mental Health www.pathwaysup.org/ - A non-governmental social service organization serving approximately 3,000 people in Alger, Delta, Luce and Marquette counties in the Upper Peninsula.

Marq-Tran has no contracts with Marquette General Hospital or other large employers.

Website

A transit system's website is one of its most important communication tools. Many riders and potential riders will look for information on the website before they look at a printed schedule. Good website design for transit follows a few simple principles. The information that is most important to the rider should be "above the fold" at the top of the homepage. This can include a trip planner, a map of services, time tables, real-time bus location, and any special announcements about route or schedule changes. Marq-Trans is in the process of updating their website. The following table includes a quick assessment of the Marq-Tran's current website and can be used as a checklist in the update.

Table A-3: Marq-Tran Website Assessment

Element	Y/N	Status	Notes
Stand-alone website	Y	Could be much more attractive and inviting	Website isn't buried in City or County website. Branding is OK, but could be better. Adding a simple slogan would be good. For example: "Transportation for everyone – since 1992" "Welcome aboard!" – http://actr-vt.org/
Important information above the fold on homepage	N	Many features are missing	See notes below
Trip Planner	N	missing	Marq-Tran has not implemented GTFS so don't have capability to offer a trip planner. The site includes some elements to search schedules. A trip planner powered by Google Transit should be a prominent feature on the home page, especially because many people have a hard time understanding even the best designed schedules and timetables.
Real Time Bus Tracking	N	Missing	Marq-Tran does not appear to have this capability

Element	Y/N	Status	Notes
Mobile Interface	N	Missing	Marq-Tran does not appear to have this capability
Riders Guide: How to ride information	N	Missing	This is a feature of transit websites that is particularly helpful for first time riders. A couple good examples are: http://actr-vt.org/riders-guide/#usingtheschedules or "Riding the Bus" link on homepage at www.mountainline.com/
ADA Compliant Design	N	Much of the essential information on the website is not accessible by vision-impaired users.	Examples include the PDF route maps and the route link buttons on the Fixed Routes page. Resources for making websites ADA accessible include: http://usability.com.au/2005/06/accessible-data-tables-2005/#data http://www.ada.gov/pcatoolkit/chap5toolkit.htm
Fare Information	Y	Incomplete and hard to find	Homepage states that "Tickets and monthly or quarterly passes are available at a discount for regular riders." But there is no information about how to purchase passes. Also, much of the fare info is buried with schedules. It's not obvious how to find this info.
Route Maps	Y	Fairly easy to read and easy to find on website	Maps are unconventional but seem easy to understand. However, there is a lot of visual clutter. It would be better to have all info about stormy weather, fares, etc. on a separate "riders guide" page (see notes & examples above)
Schedules	Y	Easy to find on website, but somewhat hard to understand.	Design could be improved. Many examples are available on other transit websites. Portland's Tri-Met system has a reputation of leading the country in technology deployment and information design http://trimet.org/index.htm
Route/Schedule changes special announcements	?	?	None are posted so we don't know if this is a regular practice and what it looks like when/if such notices are posted.
Images	N	Only one small image on homepage	Pictures really are worth a thousand words and are one of the most effective ways to combat the stigma of riding the bus – the perception that "people like me" don't ride buses, riders are all homeless people etc. Every page should have a relatively large photo, ideally with people in it, conveying the message that the bus is safe, modern, convenient, and clean. It would be a much better use of space than the visually distracting little bus that drives across the bottom of the screen.
Links	N	Missing	No links to other transportation providers and resources such as: find-a-ride resources, social service transportation, ridesharing, etc.

Intercity Connections

The bus stop for intercity service is at Marq-Tran's station at 1325 Commerce Drive. The intercity service provider lists this facility as a "Travel Center" where tickets can be purchased. Departures and arrivals are scheduled at late night and early morning times when Marq-Tran's buses do not run and which are inconvenient to the traveling public. Also, there are no sidewalks accessing the Marq-Tran station and there appear to be no nearby lodging facilities.

Intercity Bus

Daily intercity service is provided by Indian Trails (Trailways)[1]. Tickets can be purchased at the station, through Indian Trails, or through Greyhound. Web purchases are currently only available through Greyhound, but the Indian Trails website indicates that online purchases will soon be available.

Indian Trails provides one daily trip between Marquette and Milwaukee. In the remainder of the state, it operates four daily trips between Chicago and Flint, with less frequent service throughout the rest of the lower and upper peninsula.

For Marquette, service is via Indian Trails' HANCOCK-MARQUETTE-GREEN BAY-MILWAUKEE Route 1490[2]. This route operates seven days a week. Greyhound offers a roundtrip web fare to Chicago for $176.40, and travel time is 12 hours.

Departures from Marquette:

- Depart 2:25 am to Milwaukee (arrives in Milwaukee at 9:15 am)
- Depart 6:15 am to Hancock, MI (arrives in Hancock at 8:49 am)

Arrivals in Marquette:

- Arrive 6:15 am from Milwaukee (leaves Milwaukee at 10:00 pm)
- Arrive 2:25 am from Hancock, MI (leaves Hancock at 11:45 pm)

Riders can get on the bus to Milwaukee and then transfer at Escanaba to travel east on Route 2 to connect to US 75 to travel south to Grand Rapids. All coaches are handicap accessible.

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[1] http://www.indiantrails.com/scheduled-service

[2] www.indiantrails.com/sites/default/files/1490_0.pdf

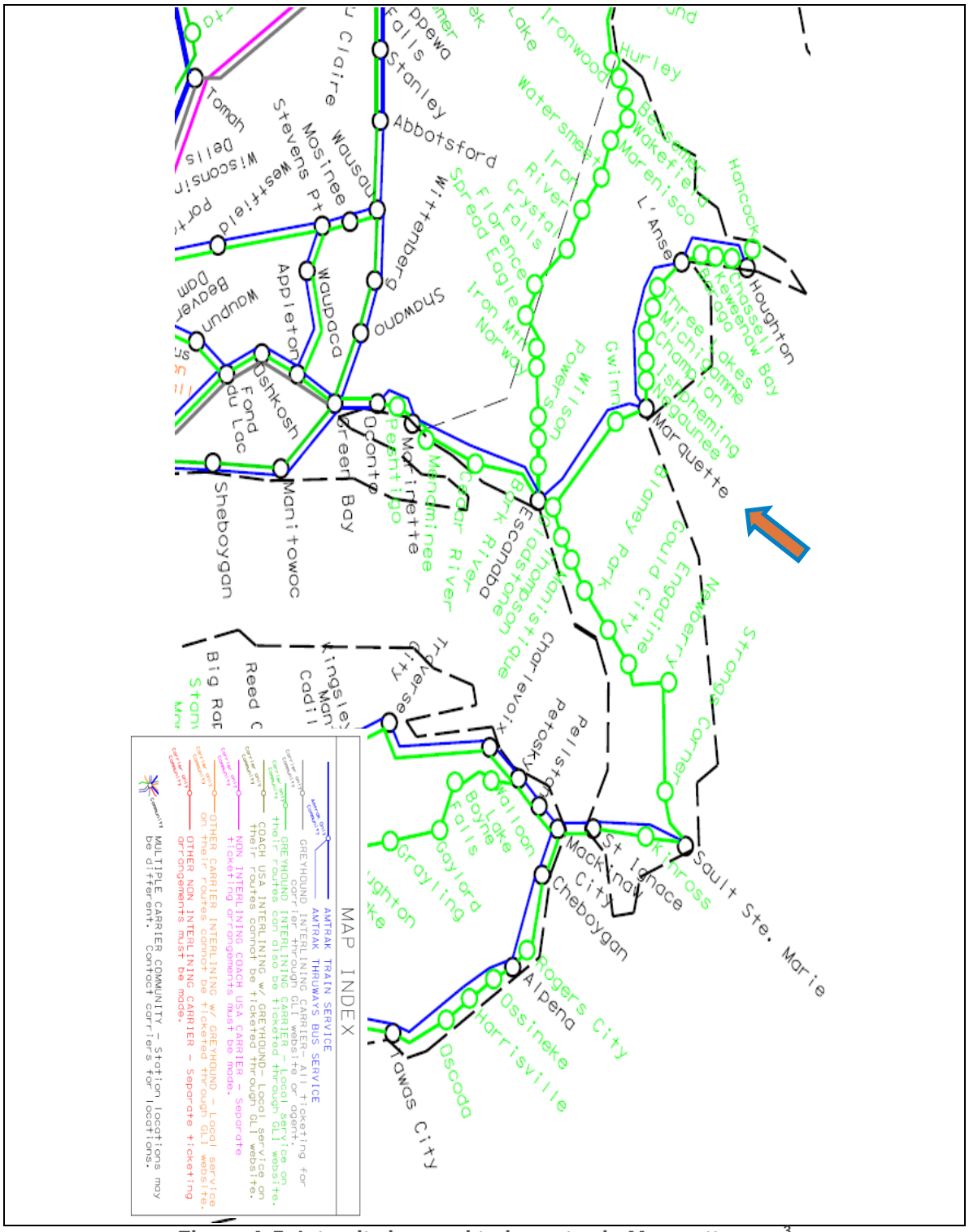


Figure A-5: Intercity bus and train routes in Marquette area[3]

[3] http://www.aibra.org/pdf/usmap.pdf

Rail

From Milwaukee or Grand Rapids, riders can access Amtrak by Thruway bus as shown on the map below. Bus 8532 departs Marquette at 2;25 am and arrives in Milwaukee at 9:15 am. The return trip arrives in Marquette at 6:15 am. A full-priced round-trip ticket to Chicago costs $89, and Amtrak requires that the Thruway ticket to Milwaukee be purchased in conjunction with a train ticket. Indian Trails apparently operates as the Amtrak Thruway bus using the same service that is part of the national intercity bus network.

Figure A-6: Michigan Amtrak Routes (red – rail, green – Thruway bus)[4]

Connections to Airports

Marq-Tran's Marquette-Sawyer-Gwinn route stops at Sawyer International Airport multiple times a day.

[4] http://tickets.amtrak.com/secure/content/routeatlas/index.html

Other Transportation Stakeholders

Northern Michigan University – Wildcat Shuttle Service

The Wildcat Shuttle Service is operated by NMU Public Safety and Police Services in conjunction with ASNMU[5]. This on-campus shuttle system transports students from the library to the Jacobetti Complex and from the library to the Superior Dome when classes are changing. This service is free for students, faculty and staff. This service was operated under contract by Marq-Tran until the 2012/2013 school year, when the contract was awarded to Checker Bus/Checker Cab.

Wildcat Shuttle Schedule Hours of operation - 7:40 am - 5:00 p.m., Monday-Thursday with a separate Friday Schedule.
Starting at **7:40 a.m. and ending at 5:00 p.m**., two Wildcat Shuttle buses will be making continuous runs from the LRC to the PEIF and the LRC to Jacobetti approximately every 10 minutes. The buses leave the LRC at the times listed below.
0:40 (starts at 7:40 a.m.)
0:50
0:00 (Last run is 5 p.m.)
No run in the **0:10** spot
0:20
0:30
0:40

FRIDAY Transportation Schedule (below)

Below Route Is Repeated Every Hour from 10 a.m. to 5 p.m.

00:00- Start at Lot 16, then Lot 8 (A and B)
00:15- Downtown Mqt. Commons (C)
00:30- Westwood Mall (D)
00:40- Target (E)
00:50- Wal-Mart (F)
Route Repeats
(Last bus leaves Wal-Mart at 4:50 p.m.and returns to campus)

Checker schedules serving NMU were acquired through the NMU website (http://www.nmu.edu/publicsafety/node/226).

[5] http://www.nmu.edu/publicsafety/node/226

ALTRAN – Alger County Transit
1604 Sandpoint Road
Munising, MI 49862
(906) 387-4845 Dispatcher
http://www.altranbus.com/
Among ALTRAN's services is a regional Marquette Schedule. Altran also contracts with Marquette General and provides rides for correctional officers.

Marquette Schedule
Monday - Friday

Leaving Munising:
6:15 a.m. - 11:15 a.m. - 3:30 p.m.

Leaving Marquette:
8:00 a.m. - 1:00 p.m. - 5:00 p.m.

Leaving Jacks IGA in Harvey for Munising
6:50 am

Return to Jacks IGA in Harvey from Munising
4:30 pm

Marquette Fees

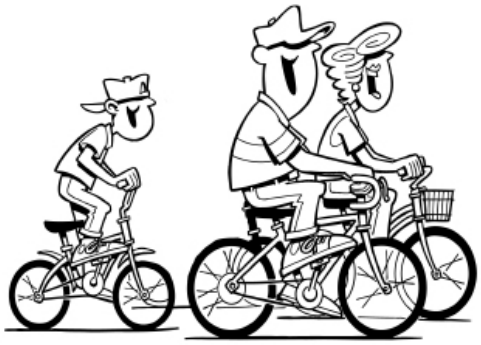
40 Trip pass - $100.00
10 Trip pass - $40.00
One Way Cash Fare - $6.00
Package Delivery (under 50 lbs) - $7.50
Marquette General Medical Pass - please call for information

Altran may serve as a good local example for tourism transportation. They operate Grand Island Bus Transportation June 15th thru October 5th, once per day. Their National Lakeshore Backpacker Transportation operates Mid-June through the end of September. Reservations are required. http://www.nps.gov/piro/planyourvisit/shuttle-service.htm. Finally, Altran promotes a bike-ride experience to Grand Sable Dunes.

Bicycle racks are back on the bus!

Ride the newly completed H-58, only want to ride one way?
No problem, transport your bicycle with ALTRAN.

Between June 13th and September 30th Alger County residents can take advantage of the transportation service between Munising and Grand Marais every Monday, Thursday and Saturday. The bus leaves from Munising Falls at 10:00 a.m. and leaves Grand Sable Visitors Center in Grand Marais at 11:45 a.m. The cost is $10, which is half the normal fare for Alger County residents only. ALTRAN will transport you and your bike one way and you can pedal your way home!



If you would like service on a different day of the week, special arrangements can be made at an additional cost.

Space is limited to 3 bikes per trip and reservations are required.
Call to make your reservations today at (906) 387-4845.

Marquette County Aging Services - RSVP

This organization offers ground transportation services to seniors age 60 and older. The RSVP Transporters provide seniors living in Marquette County with a ride to their non-emergency medical appointments. Occasionally this may also include a stop at the pharmacy to pick up needed prescriptions.

Non-Governmental Organizations

There do not appear to be any non-governmental organizations providing transportation.

Veterans' Services

The Marquette Clinic provides community-based outpatient service. The U.S. Department of Veterans Affairs webpage for this clinic gives driving directions but no information about public transportation or other transportation assistance/options.

The parent facility is Oscar G. Johnson VAMC, Iron Mountain, Michigan, approximately 60 miles away. Oscar G. Johnson VA Medical Center serves veterans from a 32-county area in the upper peninsula of Michigan and northeastern Wisconsin.[6]

[6] www.ironmountain.va.gov/services/

Transportation assistance is available to and from scheduled appointments through the Center Transportation Coordinator at 1-800-215-8262 or 906-774-3300, ext. 33849.

The American Cancer Society's web-based geographic search feature provides the following contact information for the Marquette area: Veteran Affairs, Ann Arbor Healthcare System offers transportation coordination services for Veterans. For assistance, please call the Social Work Department at 1-800-361-8387, ext. 53417.

Non-Emergency Medical Transportation (NEMT) Providers

We have found contact information for two NEMT providers, one local and one statewide.

Mediride http://mediride.com/index.html
925 West Washington Street
Marquette, MI 49855
(906) 226-4565

Provides Advanced Life Support emergency services, available for non-emergency medical transportation and special events coverage.

Michigan Transportation Services
www.michigantransportation.com/michigan_transportation_services_about_us.php
P.O. Box 1032
Brighton, MI 48116
877-777-7900

Private statewide service providing non-emergency transportation services for ambulatory and non-ambulatory patients.

Taxi Services

A web search identified four taxi services in Marquette.
http://www.yellowpages.com/marquette-mi/taxis

Further research and interviews with social service providers would be needed to determine whether Marquette has similar issues to many other communities around the nation where low-cost, unregulated taxis are providing the majority of Medicaid-funded transportation with no minimum standards for safety and quality of service due no requirement for driver background checks and driver training, and limited vehicle inspections.

Businesses that charge on a per-ride basis as opposed to a meter are considered limousine services and are required to register with the state. We are still in the process of researching whether such businesses provide a significant number of rides in the Marquette area.

Other

The American Cancer Society's web-based geographic search feature provides the following contact information for other transportation providers in the Marquette area. We have not yet researched these organizations:

Sault Tribe Elder Care - Organization offering ground transportation services for Native American seniors to non-emergency medical appointments.

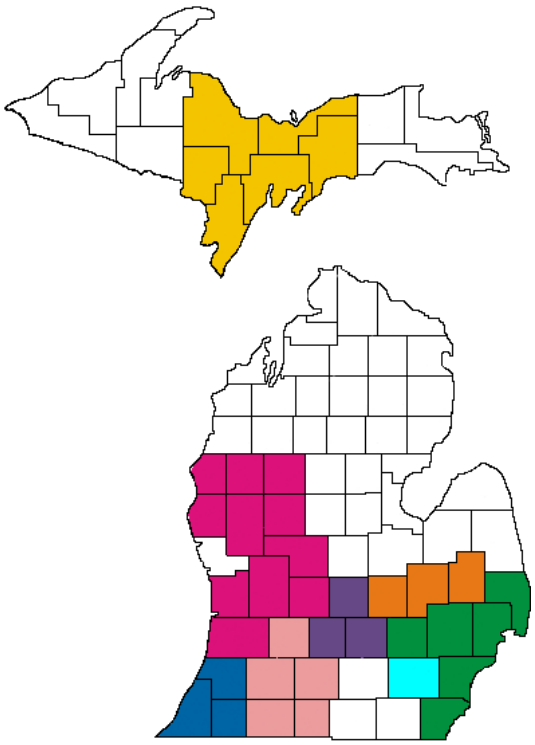
Upper Peninsula Health Plan - Organization offering ground transportation services for UP Health Plan members to and from medical appointments throughout all counties in the Upper Peninsula.

Rideshare programs

MDOT helps fund rideshare programs, carpool parking lots, and the MichiVan Commuter Vanpools. Statewide information is at: http://www.michigan.gov/mdot/0,4616,7-151-9615_11228---,00.html.

Among the options available for Marquette County are:

- A Local Rideshare Office
- MichiVan Commuter Vanpools
- Carpool parking lots
- The Guaranteed Ride Home Program (GRH). This program, operated through the Local Rideshare Office, offers reimbursement for taxi fare or car rental for registered carpool and vanpool participants who face an emergency or unexpected overtime.
- NMU operates a web-based carpool network www.nmu.edu/dso/node/55.



Counties shown in white are not currently served by a Local Rideshare Office, but do offer MichiVan service for groups of five or more.

Local Office Information:

Central Upper Peninsula Planning & Development Regional Commission
2415 14th Avenue South
Escanaba, MI 49829

Toll Free Phone Number: 877-956-POOL
Local Phone Number: 906-786-9234
Fax Number: 906-786-4442
Website: www.cuppad.org/michiganrideshare.html

MichiVan Commuter Vanpools, contact vRide:
Toll Free Phone Number: 800-VAN-RIDE
Local Phone Number: 248-539-0627
Fax Number: 248-539-0961
E-mail: michelle.romano@vride.com
Website: www.michivan.com

Figure A-7: Areas served by Local Rideshare Offices and Marquette contacts

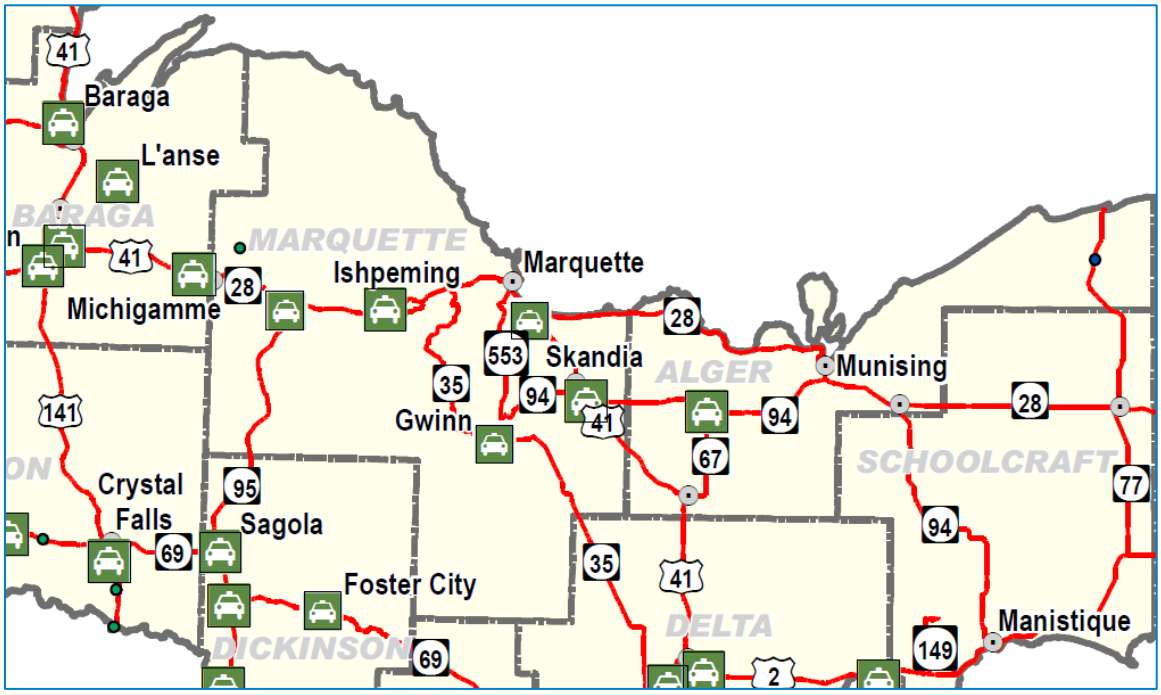


Figure A-8: Carpool Parking Lots
Source: http://mdotcf.state.mi.us/public/carpoolpark/maps/superior.pdf

Table A-4: Descriptions of Marquette County Lots

Ishpeming

Facility Name: Ishpeming
County: Marquette
Primary Route: US-41
Local Route: Cooper Lake Road
Exit Number:
Quad: NE

Capacity: 39
Count: 10
Surface Type: Paved
Entrance Sign: No
Light: Yes

Directions:
From northbound US-41/westbound M-28 lot is last right/north (about 1000 feet) before Cooper Lake Road on west side of Ishpeming. From southbound US-41/eastbound M-28 lot is first left/north (about 1000 feet) past Cooper Lake Road on west side of Ishpeming.

Harvey

Facility Name: Harvey
County: Marquette
Primary Route: US-41/M-28
Local Route: Cherry Creek Rd
Exit Number:
Quad: SW

Capacity: 22
Count: 12
Surface Type: Paved
Entrance Sign: Yes
Light: Near

Directions:
Lot is in the front of the Jack's IGA grocery store parking lot in the south west corner of the US-41/M-28/Cherry Creek Road intersection in Harvey. Turn on Cherry Creek Road and drive west approximately 100 ft to Jack's IGA entrance on the left.

Koski Corners

Facility Name: Koski Corners
County: Marquette
Primary Route: M-95
Local Route: US-41
Exit Number:
Quad: SW

Capacity: 11
Count: 3
Surface Type: Paved
Entrance Sign: No
Light: Near

Skandia

Facility Name: Skandia
County: Marquette
Primary Route: US-41
Local Route: M-94
Exit Number:
Quad: NE

Capacity: 20
Count: 2
Surface Type: Paved
Entrance Sign: No
Light: Yes

Directions:
From northbound US-41 turn right/east onto M-94 north of Kiva. Lot is 300 feet beyond intersection on left/north side of road. From southbound US-41 turn left/east onto M-94 south of Skandia. Lot is 300 feet beyond intersection on left/north side of road. From westbound M-94 lot is located on right/north side of road 300 feet before intersection with US-41 west of Sundell.

No data for the lot south of Gwinn

Complete Streets

Pedestrian and bicycle connectivity are important elements of an integrated multi-modal system. Pedestrian and bicycle facilities are particularly important for transit-dependent populations who use this infrastructure to access bus stops and other services, and active transportation is critical for a healthy community.

While pedestrian and bicycle connectivity is clearly a priority for the City of Marquette, transit and ridesharing appear to have been low priorities in planning efforts to date. Both are rarely mentioned.

Marquette's 2004 Community Master Plan includes extensive complete streets and walkability recommendations, many of which appear to have been implemented. However, except for a few isolated mentions there is no discussion of integrating transit as an important element of walkability.

City's adopted complete streets policy includes transit and calls for using context sensitive design and AASHTO standards to integrate pedestrian and bicycle needs into the planning, funding, design, construction, operation and maintenance of new and modified streets.

The September 2010 US 41 Corridor Plan states that Marq-Tran received funding to add bike racks on buses and these racks were expected to be installed sometime in 2010. Based on recent photos of the buses it appears that the racks have been installed.

Marquette was designated a "Bicycle Friendly Community" by the League of American Bicyclists in April 2010.

Snow removal is a significant issue for bicycle-pedestrian connectivity as Marquette averages 141 inches of snow a year.

Assessment of Need

This chapter includes information on goals and strategies working toward meeting the needs identified in the Strategies document. The MDOT needs assessment process includes transportation needs for individuals with disabilities, older adults and people with low incomes. The assessment of needs, including gaps in service, may be based on the experiences and perceptions of the planning partners, or on more sophisticated data collection efforts. MDOT does note that a community not pursuing specific types of funding, including 5310, JARC or New Freedom, is not required to include an assessment of targeted populations in its coordinated plan.

MDOT identified the following process for an assessment of need:

- Send out a survey to all identified stakeholders in preparation for 1st meeting
- Hold a public meeting
- Review background documentation
- Compile a complete list of needs
- Pursue compiling any additional information determined by meeting participants
- Compile complete body of information on needs
- Prepare an Assessment of Transportation Needs document with the following elements:
    - Description of needs
    - Services that could provide solutions to those needs

In support of a current and future needs assessment, this chapter includes information on:

- Transit Propensity, including demographics and TCRP demand modeling
- Identified Needs from Meetings, including needs identified in this planning (1st round) and a discussion of needs that will be identified during plan update meetings as this coordination plan is revised over time

The needs of the Marquette community led directly to the goals identified in the Strategies Report. Meetings held for this SGA planning effort in Marquette are considered the first meetings to determine need within an ongoing Marquette coordination planning process. However, a large public outreach meeting is encouraged to continue this Human Service Coordination planning effort. While the needs described below may be used as a baseline, it is important to be flexible and consider changing them as new community needs arise.

A. Integrate transportation into and within Marquette's city core

Public transportation needs to be an essential element of an efficient, functional, and connected transportation network helping to achieve community goals of a diverse downtown; livable neighborhoods; walkable community; and all-season quality of life. This need includes making the South 3rd Corridor a vibrant, resilient, mixed-use corridor

that links downtown Marquette, Marquette General Hospital, and other large employers with Northern Michigan University (NMU) and the surrounding neighborhoods.

B. Define and coordinate transportation services to the community core

There is a need for coordination between Marq-Trans and the university. Other existing providers, including Checker Cab, also fall into this need to coordinate. This need to coordinate includes ongoing discussions between transportation providers to resolve how funding, vehicles and routes could be reconfigured to provide the best possible service.

C. Improve integration of public transportation and tourism

Foster the vitality of local and regional tourism by linking it to the transportation services provided by the local transit provider. Transit can funnel visitors into the established tourism service industry and attractions in a coordinated way.

D. Coordinate and integrate human services transportation into a broader mobility management effort

Looking at efficiencies and serve unmet needs through the broader lens of mobility management, especially to maintain independence for the rapidly growing demographic of seniors with transportation challenges, is a need. A similar need arose in Lansing and other Michigan communities during this SGA planning process, where a mobility manager could potentially coordinate the needs and existing services over a much wider demographic.

E. Increase the focus on public transportation and mobility management in community planning, decision-making and marketing

Inclusion of mobility management goals and objectives in the upcoming Community Master Plan update and other efforts to plan and implement community improvements is an identified need. Also, there is a need to increase overall community awareness and consideration of public transportation.

F. Improve marketing and communication access to services

There is a need to make it easier for the public to understand and access information about transportation options.

As coordination plan update meetings occur in the future, and as needs are met and/or change, it will be important to update the needs described in this section.

Strategies and Opportunities

Strategies

An example of strategies discussion can be found in the Strategies chapter, and Supplement C and D in the SGA Mobility Management and Coordination Final Report. This section will include all potential strategies identified in meetings and follow-up conversations during the planning. This section may also include any stakeholder idea that addresses an identified need. It is important to note as many details as possible

under each strategy for future reference by stakeholders and other plan readers and users. The outline below is provided as a template. It is okay to simply list a strategy with no additional information, but more information can be useful if available.

Information in the Marquette SGA Final Report may be updated and used to meet this requirement.

Strategy 1: (List Strategy)

Addressed Need(s):
Source (who mentioned it?):
Identified champion:
Details:

Strategy 2:

Addressed Need(s):
Source (who mentioned it?):
Identified champion:
Details:

Priorities for Implementation

An example of content for this chapter may be reviewed in the Implementation chapter of the Marquette SGA Final Report. Prioritization is determined with stakeholders during a meeting. Stakeholders can be asked how important they feel each strategy is to form an understanding of its level of support. Other factors should be weighed in including availability of resources, time and other factors of feasibility.

Priority 1:

Goals and Strategies:
Identified Champions:
Funding and Resource Availability:
Timeline:
Implementation Stages:
Other information:

Priority 2:

Goals and Strategies:
Identified Champions:
Funding and Resource Availability:
Timeline:
Implementation Stages:
Other information:

Plan Adoption Process

Include board meeting minutes or other information providing details about the process by which this plan was adopted. To ensure commitment to the completion of implementation priorities, this section may also include agency memorandums detailing commitments to the details of projects they will implement, including timelines. This section may also house information regarding how often the coordination plan is updated, how amendments may occur, and other technical information, including:

- What additional data gathering is needed to complete the plan?
- Who is responsible for that data gathering?
- Are additional meetings/workshops needed?
- Who is responsible for writing the plan?
- What will the process be for review and comment on the draft plan?
    - By meeting/workshop participants
    - By Others
- What is the timeline for submitting the plan to MDOT?
- What will the process be for adopting the plan?
- How often will the plan be updated?
- What will the process be for updating the plan?
- How will implementation of the plan be monitored?

This information should be discussed during the stakeholder meeting(s). Work toward clear agreements on transportation services to be provided by the public and private sectors, according to demonstrated community needs.

Coordinated Public Transit-Human Services Transportation Plan Guidance

Michigan Department of Transportation
Bureau of Passenger Transportation
May 2007

The Michigan Department of Transportation's (MDOT) Bureau of Passenger Transportation is providing this information to assist transit agencies in development of their Coordinated Public Transit-Human Services Transportation Plan. We have included both federal requirements and MDOT guidance for plan development.

Coordinated Plan Overview

The Safe, Affordable, Flexible, Efficient Transportation Equity Act, A Legacy for Users (SAFETEA-LU) requires that projects selected for funding under the Elderly Individuals and Individuals with Disabilities Program (Section 5310); the Job Access Reverse Commute (JARC) (Section 5316); and the New Freedom Program (Section 5317) be derived from a locally developed, coordinated public transit-human services transportation plan. The plan is to be developed through a process that includes representatives of public, private, and non-profit and human services transportation providers and participation by the public.

Plan Participants

While the plan is only required in communities seeking funding under one or more of the three specified Federal Transit Administration (FTA) programs, FTA expects public transit systems funded under both the Section 5307 and Section 5311 formula programs to participate in the local planning process for coordinated public transit-human service transportation in those areas applying for funds under Sections 5310, 5316, or 5317.

To the extent feasible other transportation providers, advocacy groups, human service agencies, and passengers are encouraged to participate and coordinate with recipients of FTA assistance for New Freedom, Job Access and Reverse Commute, and the Elderly Individuals and Individuals with Disabilities (Section 5310) programs in the planning for and delivery of special transportation services.

FTA also encourages the inclusion of intercity bus mobility needs in the coordinated planning process.

Plan Definition

A locally developed, coordinated, public transit-human services transportation plan identifies the transportation needs of individuals with disabilities, older adults, and people with low incomes, provides strategies for meeting those local needs, and prioritizes transportation services for funding and implementation. A coordinated plan

should also incorporate activities offered under other transportation programs sponsored by Federal, State, and Local agencies to greatly strengthen its impact.

Lead Agency

Each county or region needs to determine which agency will have the lead for the development and coordination of the planning process. The lead agency may be different from the agency that will serve as the designated recipient in urbanized areas. MDOT strongly encourages the public transit provider, or the Section 5310 recipient in counties that do not have a public transit agency, to act as the lead agency for development of this coordination plan. In the large urbanized areas of the state, the Metropolitan Planning Organization (MPO) will also be involved.

Required Coordinated Plan Elements

The following elements at a level consistent with available resources and the complexity of the local institutional environment are required for the coordination plan and must be submitted to MDOT:

1. Description of outreach showing a good faith effort to get participation from the identified stakeholders. Please include a list of identified stakeholders and their level of participation.

2. An assessment of available services that identifies current providers (public, private, and nonprofit);

3. An assessment of transportation needs for individuals with disabilities, older adults, and people with low incomes. This assessment may be based on the experiences and perceptions of the planning partners or on more sophisticated data collection efforts, and gaps in service (Note: If a community does not intend to seek funding for a particular program, (Section 5310, JARC, or New Freedom), then the community is not required to include an assessment of the targeted population in its coordinated plan.);

4. Strategies and/or activities to address the identified gaps between current services and needs, as well as opportunities to achieve efficiencies in service delivery; and

5. Priorities for implementation based on resources, time, and feasibility for implementing specific strategies/activities identified.

6. Describe the plan adoption process – who was involved, what was approved, how it was approved, etc.

Planning Process

Identify Stakeholders

Outreach is a very important aspect of the process. Every effort should be made to get broad participation in the coordination process. It would be a good idea to start with the membership of your Local Advisory Council or Coordination Committee. However, based on the participant listing below, additional agencies and/or individuals will need to be added to either of these groups to meet the intent of the coordinated plan process. Consideration should be given to including groups and organizations such as the following in the coordinated planning process if present in the community:

(1) Transportation partners:

(a) Area transportation planning agencies, including MPOs, States, and local governments;
(b) Public transportation providers (including ADA paratransit providers and agencies administering the projects funded under the FTA urbanized and non-urbanized programs);
(c) Private transportation providers, including private transportation brokers, taxi operators, vanpool providers, and intercity bus operators;
(d) Non-profit transportation providers;
(e) Past or current organizations funded under the JARC, the Elderly Individuals and Individuals with Disabilities, and/or the New Freedom programs; and
(f) Human service agencies funding, operating, and/or providing access to transportation services.

(2) Passengers and advocates (Note: Inclusion of this group has been emphasized by FTA):

(a) Existing and potential riders, including both general and targeted population passengers (individuals with disabilities, older adults, and people with low incomes);
(b) Protection and advocacy organizations;
(c) Representatives from independent living centers; and
(d) Advocacy organizations working on behalf of targeted populations.

(3) Human service partners:

(a) Agencies that administer health, employment, or other support programs for targeted populations. Examples of such agencies include but are not limited to Departments of Social/Human Services, Employment One-Stop Services; Vocational Rehabilitation, Medicaid, Community Action Programs, Agency on Aging; Developmental Disability Council, Community Services Board;

(b) Non-profit human service provider organizations that serve the targeted populations;
(c) Job training and placement agencies;
(d) Housing agencies;
(e) Health care facilities; and
(f) Mental health providers.

(4) Others:

(a) Security and emergency management agencies;
(b) Tribes and tribal representatives;
(c) Economic development organizations;
(d) Faith-based and community-based organizations;
(e) Representatives of the business community (e.g. employers);
(f) Appropriate local or State officials and elected officials;
(g) School districts; and
(h) Policy analysts or experts.

Please note that the required participants include not only transportation providers but also providers of human services, and members of the public (e.g., individuals with disabilities, older adults, and individuals with low incomes) who can provide insights into local transportation needs. It is important that stakeholders be included in the development and implementation of the local coordinated public transit-human services transportation plan. Please invite the MDOT project manager to your initial meeting (they will attend if possible).

Development of Outreach Plan

Participants in your planning process will include the groups and organizations you have identified from the list above. As described under "Planning Process," MDOT recommends you conduct one or more meetings/workshops and perform some data gathering activities to complete your plan. However, you may also need additional methods to involve your participants.

You will need to develop an outreach plan to make contact with your participants. At a minimum you will need to develop a mailing list to invite your participants to your meeting(s)/workshop(s) and to solicit information from them. You should also strive to ensure everyone in your area is aware of the planning process and has the opportunity to participate. You may want to use the following outreach strategies to make others aware of the planning process and to inform them of how they can get involved.

- Notice or flyers in centers of community activities
- Newspaper or radio announcements
- Articles in local newsletters or newspapers
- Web postings

In addition to participating in the meeting(s)/workshop(s) other methods should be made available for people to participate, such as sending in ideas or information by letter or reviewing and providing comments on the draft plan. Attachment 1 includes a sample meeting/workshop invitation letter. You can excerpt information from this letter and use it to produce a flyer, a newspaper notice and or a posting on your website. Just add information about how the public can get involved – i.e., attend the meeting, sending in ideas by letter or requesting a copy of the draft plan to review.

Please remember that not all potential participants have access to the Internet and you should not rely exclusively on electronic communications to provide information or to seek comments.

Track and Document Participation

Keep track of individuals that have RSVP'ed for the meetings/workshops or that have opted to provide input through other methods. Communities will have different types of participants depending on population and size of community, geographic location, and services provided at the local level. If groups or individuals that you had identified as stakeholders in the planning are not participating, you should make contact by telephone to reach out and encourage participation in the plan. Participation may remain low, however be sure you have made a good faith effort to involve passengers, representatives of public, private, and non-profit transportation and human services providers, and others.

The lead agency convening the coordinated planning process should document the efforts they utilized, including keeping a log showing to whom and when letters were sent out and what replies were received if any. FTA further proposes that recipients demonstrate a good faith effort to reach out to specific targeted partners by maintaining copies of notices, newspaper ads, letters, etc., to document their outreach efforts. Federal guidance on participation in the planning process emphasizes: (1) Ensuring adequate outreach efforts; (2) recognition of outreach efforts; and (3) participation from non-DOT funded partner agencies and organizations.

Meeting/Workshop Arrangements

Any public meetings regarding the plan should be held in a location and time where accessible transportation services can be made available and adequately advertised to the general public using techniques such as those listed above. Additionally, interpreters for individuals with hearing impairments and English as a second language and accessible formats (e.g., large print, Braille, electronic versions) should be provided as required by law.

Pre-Meeting Data Collection

Your meeting/workshop participants, in particular service providers, will be an important source of information for your plan. Therefore, MDOT recommends you solicit specific information from your participants prior to the meeting/workshop. An example

"information sheet" of the information you should solicit from each participant prior to the meeting/workshop is included with the sample invitation letter in Attachment 1.

Developing Plan Content

Planning Meeting/Workshop

See Attachment 1 for a sample meeting/workshop invitation letter and participant information sheet.

Be sure you provide adequate lead time for this mailing – remember you want people to provide you information prior to the meeting/workshop that you will need to compile.

SAMPLE FIRST MEETING/WORKSHOP AGENDA

1. Introductions, Purpose of Meeting/Workshop
2. Coordinated Plan Requirements
3. How Stakeholders Were Notified
4. Assessment of Available Services
5. Transportation Services That Are Doing Well
6. Assessment of Transportation Needs
7. Transportation Services We Need to do Better
8. Identify Gaps
9. Develop Strategies to Address the Gaps
10. Develop Priorities for Implementation Based on Resources, Time, and Feasibility
11. Put Coordination Plan Together

It is expected that planning participants will have an active role in the development, adoption, and implementation of the plan, so your meeting/workshop should be structured to ensure their active participation. Consult the United We Ride Framework for Action: Facilitators Guide for tips on how to conduct the meeting.

An Assessment of Available Services (Element 2)

Prior to the meeting/workshop, compile the information about existing services that you received from the information sheets sent in by stakeholders. Provide copies at the meeting/workshop and review the materials to ensure it is complete. Be sure the information shows all service that is being provided, highlights the things that are being

done well, and helps you see where there is duplication and gaps. If the information is incomplete, you may need to take additional efforts after the meeting/workshop to collect the information.

This information will result in an "Assessment of Available Services" which is one of the required elements of your plan (Element 2). See Attachment 2 for a Sample Assessment of Available Services.

An Assessment of Transportation Needs (for individuals with disabilities, older adults, and people with low incomes) (Element 3)

Prior to the meeting/workshop, compile the information about needs that you received from the information sheets sent in by stakeholders. Provide copies at the meeting/workshop and use the information to have an active discussion about transportation needs. Use the professional and personal experience of the people attending the meeting/workshop to develop a comprehensive list of needs. Discuss/determine if there are common origins and destinations that people requiring transportation services need. Also determine if there are any existing planning documents that address transportation mobility issues these should be made available at the meeting/workshop.

If you had made an initial decision to have the plan only focus on the needs of one or two of the targeted population groups, you may receive feedback at the meeting/workshop that the plan should be expanded to address all three targeted population groups.

It is likely that meeting/workshop participants may decide that additional information should be gathered regarding needs. For example, they may decide that a survey of existing transportation users should be completed to obtain further information regarding existing service and unmet transportation needs. If the need information is incomplete (or if you are missing key stakeholders at the meeting/workshop), you may need to take additional efforts after the meeting/workshop to collect the information.

Once you have compiled all the information on needs you will use it to prepare an "Assessment of Transportation Needs, which is a required element of your plan (Element 3). See Attachment 3 for a sample assessment of transportation needs.

Strategies and/or Activities to Address the Identified Gaps (Element 4)

One of the primary goals of your meeting/workshop will be to prepare a list of strategies or activities that will address gaps in service. It is recommended you compile an initial list prior to the meeting/workshop to initiate discussion. See Attachment 4 for a sample listing of strategies and/or activities to address identified gaps in service. Customize this list to be reflective of your area and hand it out at the meeting/workshop. The final list you prepare at the meeting/workshop will be included as one of the elements of the plan.

Priorities for Implementation Based on Resources, Time, and Feasibility (Element 5)

Engage the group in a discussion to prioritize the strategies and/or activities above. Classify each strategy or activity as a high, medium, or low priority. Establish timelines and action steps for high priority strategies and assign the responsibility for carrying them out. Some strategies may be immediate (something you implement right away) and therefore are more detailed; others may be ideas that need more thought or development.

Remember, agencies that intend to apply to MDOT (or a large urban transit agency) for funding under the Elderly Individuals and Individuals with Disabilities Program (Section 5310); the Job Access Reverse Commute (JARC) (Section 5316); and the New Freedom Program (Section 5317) have to show that their application was derived from this plan. Therefore, the high priority strategies should clearly support any intended funding applications.

Writing and Updating Your Plan

At the close or your meeting/workshop, you should have a good beginning on your plan content.

The meeting/workshop participants should determine the following:

- What additional data gathering is needed to complete the plan?
- Who is responsible for that data gathering?
- Are additional meetings/workshops needed?
- Who is responsible for writing the plan?
- What will the process be for review and comment on the draft plan?
    - By meeting/workshop participants
    - By Others
- What is the timeline for submitting the plan to MDOT?
- What will the process be for adopting the plan?
- How often will the plan be updated?
- What will the process be for updating the plan?
- How will implementation of the plan be monitored?

Remember – coordination is an ongoing process – it does not end with the plan. You may want to form a smaller, permanent implementation group to oversee plan activities as they progress.

You must submit to MDOT the Required Coordinated Plan Elements listed on Page 2 of this document.

ATTACHMENT 1

Sample Meeting/workshop Invitation Letter

Date of Letter

You are invited to participate in a meeting/workshop to identify the human service transportation needs of Midville County. The meeting/workshop will be held on date of meeting, time of meeting, place of meeting. Please RSVP to: (*insert name and contact information of person to RSVP to*).

The Safe, Affordable, Flexible, Efficient Transportation Equity Act, A Legacy for Users (SAFETEA-LU) requires that projects selected for funding under the Elderly Individuals and Individuals with Disabilities Program (Section 5310); the Job Access Reverse Commute (JARC) (Section 5316); and/or the New Freedom Program (Section 5317) be derived from a locally developed, coordinated public transit-human services transportation plan, and that the plan be developed through a process that includes representatives of public, private, and non-profit and human services transportation providers and participation by the public.

*Insert a paragraph describing why this plan is important to your community, such as – it is **required** for your agency to apply for federal and state funds to continue existing transportation to work services your agency is providing (describe them briefly)… or it will allow you to make application for new federal funds for new or expanded transportation services aimed at low income individuals and/or persons with disabilities… or it is **required** for your agency to apply for federal and state funds to replace vehicles currently be used by ….. For services aimed at persons with disabilities and the elderly.*

In addition to making us eligible to apply for federal and state funds, coordinated planning is important to our community on a long term basis. Remember the old adage, "the whole is greater than the sum of its parts?" The effect of a coordinated system multiples the service provided by individual providers. There are unmet transportation needs in all communities that we should be working together to meet. Repeated studies identify the lack of transportation as among the top obstacles to employment and full participation in community life for older adults, persons with disability, low income families and others. Coordination is the best way to stretch scare transportation resources and improve mobility for everyone.

You have been identified as a provider of transportation or someone interested in transportation issues for people living in the county. We are inviting you to participate

in a meeting/workshop to develop a plan to identify the transportation needs of the county and to help improve services.

To facilitate discussion at the meeting/workshop, we would like to gather some information prior to the meeting/workshop. Part of the process is an assessment or inventory of available services in the county. Please complete the attached information sheet regarding any transportation services you provide. The plan will also identify transportation needs in the county and develop priorities to address the needs. Please provide an explanation of any needs and ideas to address these needs. The information sheets are due on (*insert date that sheets should be returned by*).

We look forward to seeing you at the meeting/workshop.

Sincerely,

Enclosure: Information Sheet

Coordinated Plan – Stakeholder Information Sheet

Please complete this sheet and submit it to *(insert name and address)* by (*insert due date*):

Name of Person/Agency:

For Service Providers:

Service Area:

Type of Service (DR, Fixed Route, Vanpool, etc):

Customers: (Elderly, Disabled, General Public, etc.):

Trip Purpose(s): (Employment, Shopping, Medical, etc.):

Funding Sources: (5310, 5307, 5311, Non FTA, Specialized Services, etc.):

Fares:

Service Hours:

Miles per year: Trips per year: Hours per year:

List of Vehicles (include size, lifts, etc.)

For all Stakeholders:

What do you see as the public transportation needs in our area, specifically the needs of individuals with disabilities, older adults, and people with low income?

What do you see as the priority actions/strategies we must take to address these needs:

ATTACHMENT 2

Sample Assessment of Current Services

The total county population, according to the 2000 US Census, is 100,000. The following table provides an indication of the number of transportation disadvantaged persons in Midville County.

TABLE I

Transportation Disadvantaged Population, Midville County

	Actual	Percent of Total
Elderly (age 65 and over)	12,000	12
Persons with Disabilities	4,000	4
Unemployed Individuals	5,000	5
Households with incomes below poverty level	3,000	10
Households with no automobile available	1,500	5

Source: U.S. CENSUS OF POPULATION, 2000 U.S. Bureau of the Census.

Of the total county population, 40,000 (40 percent) persons reside in urban places greater than 7,500, and 60,000 (60 percent) reside in rural areas. The city of Midville (population 30,000) is the seat of county government and houses the majority of retail businesses, health care facilities, governmental services, human service agencies, and employers in Midville County. Many elderly persons and persons with disabilities reside in isolated rural areas of the county. The lack of mobility has prevented significant numbers of these individuals from obtaining essential goods and services. 1,500, or 50 percent of the households with incomes below the poverty level also live in the rural areas of the county. 4,000, or 80 percent of unemployed individuals live in the rural area or can't find transportation to go to and from jobs in the city. The great majority of travel demand is, therefore, for service from rural outlying county areas to the city of Midville. There also exists a need, however, to transport persons to senior citizen nutrition program meal sites in the smaller communities of Normal, Parker, and Williams.[1]
Demand also exists for social and recreational group outings to various county locations. Proposed additions to the Midville Community Hospital in the city of Midville include

[1] See accompanying location map.

plans to add a physical therapy/rehabilitation unit which is expected to generate additional travel demand from out-county areas.

Cooper Tire Company is going to build a manufacturing plant in the city that will employ 450 people.

Existing Transit Services

The city of Midville has had public transportation since November 1976 when a public demand-responsive (door-to-door) service was initiated. The Midville Transit System provides service to city residents with a fleet of five 8 to 12 passenger small buses, three of which are equipped to accommodate wheelchair users. This system has provided city residents a high level of public transportation service. It operates seven days a week during the following hours:

Monday - Friday	6:00 a.m. to 6:00 p.m.
Saturday - Sunday	7:30 a.m. to 6:00 p.m.

Its fare structure is $1.50 for adults and students, and 75 cents for the elderly or persons with disabilities and children under 12 years.

The Salvation Army has two 5310 vehicles, one station wagon and one 8 passenger van, which are used in support of that agency's programs. The vehicles are driven by volunteers with no charge to the passenger. The transportation provided by the Salvation Army program is on an "as-needed" basis and is not regularly scheduled. Most trips occur within the City of Midville.

The Midville County Council on Aging has two Section 5310 lift-equipped small buses. These vehicles are used mainly for trips within the city.

Many times the Salvation Army and the Council on Aging vehicles travel to the same places when they take their clients for medical appointments and other things.

At present, no transit services are available in any area of the county outside of the City of Midville.

ATTACHMENT 3

Sample Assessment of Transportation Needs

There is a demonstrated need for transportation service in rural portions of Midville County to accommodate elderly persons, persons with disabilities, and low income individuals. The use of volunteer drivers, reimbursed for driving their own vehicles, has been considered to help in the transportation of elderly persons and persons with disabilities. There is not a sufficient number of these drivers to meet existing needs, nor is such a practice deemed sufficiently reliable to provide the needed level of service. Volunteer drivers do not have accessible vehicles that would be needed for people with disabilities.

There is also a great need for reliable transportation for low income individuals seeking employment in the city, especially with the opening of the new tire manufacturing plant. The service provided for employment will have to include late hours and weekends to accommodate different shifts at the plant. The plant has agreed to help defray the cost of some of the services provided.

By identifying the unmet needs of the county, stakeholders were able to ascertain the services that are most appropriate and useful to provide access to the community. In light of the unmet needs, an array of service alternatives to accommodate varying transportation needs of the area was considered.

ATTACHMENT 4

Sample Listing of Strategies and/or Activities to Address Identified Gaps.

- Coordinated effort to inform the public of all transportation alternatives in the county.
- Explore ways that the Midville Transit System can expand its service to start providing service outside the city. One suggestion was for the transit system to become a county wide transit authority.
- Fixed routes going from the city and back to bring people in for jobs and services.
- Coordinating all scheduling and dispatching functions under the transit system to eliminate duplication of service.
- Provide demand response service outside of the city.
- Provide transportation to jobs in the city, especially to the new tire manufacturing plant.
- Coordinate scheduling with tire manufacturing plant.
- Provide better coordination of 5310 vehicles to avoid duplication of service.
- Purchase more vehicles.
- Employer vanpool services.

SUPPLEMENT B: NON-PRIORITIZED STRATEGIES

A series of strategies were determined based on the needs of Marquette to address the goals, as outlined in the table below. Shaded strategies were prioritized and further developed for implementation. This supplement describes the un-shaded strategies, those that were developed for consideration by Marquette stakeholders to furthering a mobility management strategy in the region but were not prioritized for Year 1 implementation.

Approaches are based on the State of the Practice report, discussions from the Existing Conditions meeting, and consideration of the unique characteristics of Marquette. The focus is on the city core, university, and the corridor that connects them, with strategies that affect the entire county. All strategies support the goal of a vibrant, sustainable and livable community, city and region.

Table B-1: Mobility Management Strategies

Goal	#	Strategy
A.	1	Within the city core, design and implement improved and expanded transit service based on an assessment of needs and available funding.
	2	Explore Transportation Demand Management (TDM) and Parking Management strategies
	3	Develop and implement strategies to increase commuter use of transit, carpooling and vanpooling.
	4	Improve snow management on sidewalks and at curbs
	5	Make the south 3rd Street corridor a vibrant mixed-use corridor connecting many important resources
B.	1	Define and coordinate the roles of NMU's transit system and Marq-Tran's service to the community core
	2	Marq-Tran expansion of services along 3rd Street could allow further consolidation of some NMU services. Timetables should be adjusted to coordinate with class schedules. Outreach to NMU student, faculty, and staff to identify needs and build support.
C.	1	Identify optimal locations to connect transit to water transportation and bike/ped.
	2	Coordinate with other tourism opportunities
D.	1	Identify leadership for the process and identify someone who can fulfill the role of mobility manager
	2	Complete coordination plan and assess unmet needs.
	3	Identify areas where transportation services for the general public and for transportation disadvantaged populations can be combined
E.	1	Incorporate transit into community planning
	2	Incorporate bus infrastructure into design reviews, codes, and engineering standards.
	3	Infuse mobility management into the decision-making process and the organizational culture.
	4	Include buses, taxis, walking and biking when describing Marquette's transportation options.
F.	1	Find-a-Ride information on websites
	2	Continuously improve bus schedules and ways to understand how to use the bus
	3	Take advantage of opportunities for free media coverage and other free publicity
	4	Invest in on-board GPS units that allow real-time transit information

A. Improve integration of public transportation into Marquette's city core

2. Explore Transportation Demand Management (TDM) and Parking Management strategies

TDM is complementary and closely related to mobility management. While mobility management has a strong focus on meeting the needs of transportation disadvantaged populations, TDM primarily targets choice riders, creating incentives to use transit, carpooling, vanpooling and other modes instead of personal vehicles. There are a number of TDM strategies that have the potential to encourage transit ridership in the city core.

For the South 3rd Corridor, TDM and transit design strategies should be explored as part of the process of developing a parking plan. Nelson\Nygaard recently completed a parking assessment for the corridor that concluded there is not a parking shortage. The objectives of the parking plan should be to ensure that parking is appropriately distributed throughout the corridor; that there is a good balance of different types of parking; and that parking does not unnecessarily consume space that could be used for higher value purposes that support the community's goals and vision. Because transit service will help reduce the need for parking, ideally bus stops should be planned before the parking plan is finalized and should be prioritized over new parking. Other suggestions that were discussed at the first working group meeting included designating parking spaces specifically for employers and employees; increasing on-street parking by removing curb cuts; and identifying areas where small parking lots could be developed on underutilized land through public-private partnerships.

Ideas out of the first stakeholder meeting are listed below. For further TDM discussion, refer to project reports from Grand Rapids and Ann Arbor.

- Outreach and education to employers/employees about incentives, tax breaks, etc.
- Explore the potential for employers to purchase transit passes for employees and/or invest directly in expanded transit service.
- Explore the potential to fund expanded transit service through revenue generated by parking meters and by charging fees for public parking lots.
- Discounted passes for Downtown development Authority members.
- Work with large employers to organize and promote carpooling and vanpooling.

The addition of street furniture (benches, shelters, and bus stop signs), and further marketing will attract more commuters to transit. Complete sidewalks, safe bicycle facilities, and land use decisions that allow people to live close to work will further help in providing transportation options.

For those who commute to the core of Marquette from outlying areas, the region could evaluate the effectiveness of current park-and-ride lots, and plan for improvement and expansion as appropriate. One location identified in our discussions was Chocolay Township. Each location should be assessed for installation of bike racks, bike lockers, benches and shelters. Finally, park-and-ride locations should be considered in any TDM effort to develop a vanpool network.

4. Improve snow management on sidewalks and at curbs

Snow berms left by street plows and snow-covered or icy sidewalks leave Marquette short of the vision of being "the premier livable / walkable winter city in North America" (2004 CMP). The community can look to Madison, Wisconsin for some of the best practices in the country; Duluth, Minnesota recently conducted a transportation study that included a sidewalk snow removal analysis, which could be a good methodology to measure Marquette's snow removal, and an ordinance comparison[7].

The community could investigate practices that would reduce snow berms in the core of the community. Snow gates mounted on graders reduce, but do not eliminate, the size of a berm left in a driveway or intersection. In some downtown areas, snow is plowed to the center of the street then periodically removed by dump truck.

For sidewalks, the 3rd Street Corridor could be added to the DDA snow removal service. Other parts of the downtown walkable core outside the DDA district could be assessed for snow removal. Marquette has a snow removal ordinance that allows the City to clear snow or ice at the owner's/occupant's expense, but based on the conditions we experienced during our January visit, this ordinance is not enforced.

Snow banks and snow covered sidewalks can be considered an obstacle to ADA access to buses. A bus stop snow removal plan for Marq-Tran would include an inventory of existing and proposed bus stop locations, and could include a prioritization of areas with high pedestrian volume and/or users with limited mobility. Working in cooperation with property owners, local jurisdictions, and contractors, responsibility and time requirements for clearance would be established.

5. Students as Partners for Change

On many campuses across the country, student groups have played important roles in the coordination of existing transit providers with their school to create better services. Student organizations focused on environmental causes, sustainability practices, city planning and transportation can create positive and long-lasting relationships through advocacy actions and partnership-building exercises, asking for improvements to local transit services. Students have been effective at approaching university leadership, using community connections to work with local transit providers, and bridge historic gaps in thinking about how transit can serve student populations. One example is the

[7] http://www.dsmic.org/Default.asp?PageID=448

creation of an unlimited-use student pass where students pay a mandatory fee at the beginning of each semester and ride on and off campus anywhere they need to travel.

6. Coordination of NMU services and Marq-Tran

NMU and Marq-Tran could work together to assess needs and determine how to allocate resources to configure service between campus and other destinations in the community core. Objectives would include avoiding providing parallel or duplicate services and seeking cost efficiencies. For example, on Friday the NMU service runs from campus to The Commons downtown and to Walmart. Questions that may be asked could include: "Would it make more sense for NMU to add stops, or is this a better role for Marq-Tran? Could NMU shift funding to Marq-Tran to incorporate this service into its routes on a daily instead of weekly basis?"

Marq-Tran had the contract to provide student shuttle services around campus. Marq-Tran lost their contract with NMU to Checker Transport, a UP operated motorcoach, tour and bus company (For more information on NMU bus services please see the site http://www.nmu.edu/publicsafety/node/226). Checker, according to their website, seeks to provide a wide array of transportation services including school buses, trolleys, tour buses, limos, and on-demand passenger car service. If coordinating, Marq-Tran and Checker may be able to provide a more diverse network of transportation services to the Marquette area covering a wider range of needs.

If a mobility manager was instituted, both providers could communicate through that person as a method of coordination. Providers could also participate in the Human Service Coordination planning process, where they would interact with the communities they serve and coordinate to come to conclusions about how to provide higher quality, more efficient service. Both providers should be involved in coordination efforts to improve the 3rd Street corridor.

C. Improve integration of public transportation into the Marquette area's tourism economy

1. Identify optimal locations to connect transit to water transportation and bike/ped.

Section 1 addresses the opportunity to design routes that serve the parks and beaches near the Marquette core. Opportunities can expand further when multiple modes of transport are connected. For example, as the Iron Ore Heritage Trail is planned spur development at key locations (trailheads 9, 10, and 11) could ensure transit stops along the trail with connections to the downtown area.

Kayak lockers at the two harbors in Marquette could encourage taking the bus or walking to downtown for dinner and a drink. Similarly, a bus stop at the snowmobile parking lot could enable access to downtown. Finally, parking lots downtown and at the university could be park-and-ride locations for transit access to beaches and waterfront areas, easing congestion and increasing downtown visitation.

2. Coordinate with other tourism opportunities.

The attractiveness of Marquette as a tourist destination for foreign travelers and others who prefer to travel car free could be enhanced by effectively marketing the transportation options and coordinating between all public and private carriers. This includes reviewing Marq-Tran service to coordinate with the casino shuttle and with services provided by taxis. There was some interest in improving Marq-Tran's airport service, specifically for the early morning flight schedules.

Besides providing convenient service, the key to attracting tourists is to provide better information at the airports, hotels, visitor centers, attractors, and transportation websites about all of the available transportation options.

D. Coordinate and integrate human services transportation into a broader mobility management effort.

3 Identify areas where transportation services for the general public and for transportation disadvantaged populations can be combined.

Although this is the area where some of the greatest cost efficiencies and service improvements can be achieved, these strategies cannot be developed until the previous stages have been completed and a clear picture of needs and opportunities has emerged.

Transit service involving the hospital, NMU and the South 3rd Corridor could provide an example of the potential efficiencies and improved service that may be possible. If fixed route transit service is expanded and improved for hospital and NMU employees as well as NMU students, the service changes should also be designed to expand opportunities for social service clients to access the hospital. Social service agencies will save money on every rider who is eligible to use demand response service to access the hospital, but who can instead switch to the fixed route service. If a route was designed to meet all these needs while also running on the South 3rd Corridor the high passenger volumes such a route would likely attract could help support economic development along the corridor.

E. Increase the focus on public transportation and mobility management in community planning, decision-making and marketing.

1. Incorporate transit into community planning.

The Community Master Plan update and the economic development planning process are both great opportunities to increase community awareness of the potential of public transportation and mobility management. Additionally, they may be excellent opportunities to combine resources and actually undertake some of the planning work needed to implement mobility management strategies. There was very limited focus on public transportation in the City's 2004 Master Plan, and out of 274 questions in the October 2012 Community Economic Development Assessment only one mentions

"transit", "bus" or "public transportation" [8]: By actively participating and working to increase the focus on public transportation in important planning efforts such as these, mobility management stakeholders can discover new opportunities, and ensure that opportunities are not missed and mistakes are not made. Planners need to be aware of the needs of transit in order to ensure that roads, developments and individual facilities are designed and sited so that they are "transit oriented" and do not create barriers to transit service.

2. Incorporate bus infrastructure into design reviews, codes, and engineering standards.

We have worked in communities where transit needs are acknowledged in planning documents, but no standards or requirements have been codified. As a result, many opportunities are missed – especially for construction of bus stop infrastructure. For example, in a community where we recently worked, planners and engineers were frustrated that they could not require installation of a bus pull-out with a shelter and lighting when a large commercial development was proposed at an important intersection. They felt their hands were tied because the transit operator did not participate in the development review process, there were no regulations in the city codes nor any engineering standards for installing such infrastructure, and the bus stop was not included in any plans for the street even though buses are currently stopping there by pulling onto the shoulder in high speed traffic.

3. Infuse mobility management into the decision-making process and the organizational culture.

By becoming more involved in the community at all levels, mobility management stakeholders will gradually achieve a shift in organizational culture so that whenever there is a relevant public discussion, there will be an assumption that public transportation will be part of the discussion and that public transportation representatives and stakeholders should be at the table. In many communities, public transportation is at best an afterthought, if it is considered at all when important plans and decisions are being made – such as facility siting decisions. While it is possible to a certain extent to require consideration of public transportation, it is more effective when it becomes a standard part of the process because stakeholders have earned consideration through consistent, constructive participation over time.

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8 http://www.mqtcty.org/Departments/Planning/Files/Community%20Economic%20Development%20Capacity%20Assessment%20-%20Marquette%201%20-%20Final.pdf. "Does the community provide public transportation available to workers within the community?" (question 142)

SUPPLEMENT C: WEB-BASED COORDINATION TOOLS FROM OTHER AREAS

The web, accessed from either a computer or a mobile device, is generally the first source where today's travelers will look for transportation information. In Michigan there is an effort to create a web-based, one-stop-shop for human service transportation information through the statewide Veteran's Transportation Initiative, Michigan 2-1-1, United Way, and the Information and Referral Service as they implement a statewide upgrade of the 2-1-1 website. It will be important to both continuously maintain up-to-date information for Marq-Tran and all other human service providers and make it easy to find this website. There should be links to the revised 2-1-1 site from the Marq-Tran website, all human services websites and possibly other stakeholder websites. This link should also be included on hard copy materials such as Marq-Tran schedules.

The Visitors Bureau doesn't have transit information on their website. Providing transit resources on websites related to other types of information can play an important role in reaching out to web users that may not think to look for transit services. Encouraging other Marquette institutions to link to transit information would also improve the Google analytics for the site holding the transit information (i.e. marqtran.com).

Beyond the Marq-Tran website, examples of transportation-focused web resources include:

- Get Around the Western U.P. (http://www.getaroundwup.com/)
- Oregon TripCheck (tripcheck.com)
- Ride Connection (rideconnection.org)
- SF Bay Area 511 Traveler Information System (511.org)

Get Around the Western U.P.

Serving five counties in Michigan's Western Upper Peninsula, the "Get Around the Western U.P." website appears to be a good model for the Marquette region. Unlike many one call – one click resources, it is not primarily focused on human services transportation and offers a homepage that appears welcoming and relevant for tourists and commuters as well as seniors and people with disabilities.

We believe the Marquette area could make a number of improvements on this model. Most significantly, Get Around the Western U.P. lacks true trip planning capabilities for fixed routes and ideally should connect with Google Maps trip planning capabilities. Other improvements could include a stronger, more explicit tourist/visitor emphasis; eliminating the large amounts of wordy text on some pages; and providing maps that are

easier to use online. Additionally, it would be easier to use if it incorporated data elements such as those included in Oregon's TripCheck described below.

Figure 9: Trip planner example from the Upper Peninsula
http://www.getaroundwup.com/

Oregon TripCheck

Oregon's Trip Check was among the first in the country to take on regional trip planning including human service transportation. As described in a 2003 planning document,

> *"The long term goal is to develop a system that will allow anyone wishing to take a trip within the region to log on to an internet site, access a kiosk, or from their PDA and easily get information on multiple travel options, plan the trip itinerary, and reserve/pay for that trip. In the event that no public transit services are available or the user is interested in other available options, the system will be able to provide rideshare, carpool or shuttle/taxi choices."*

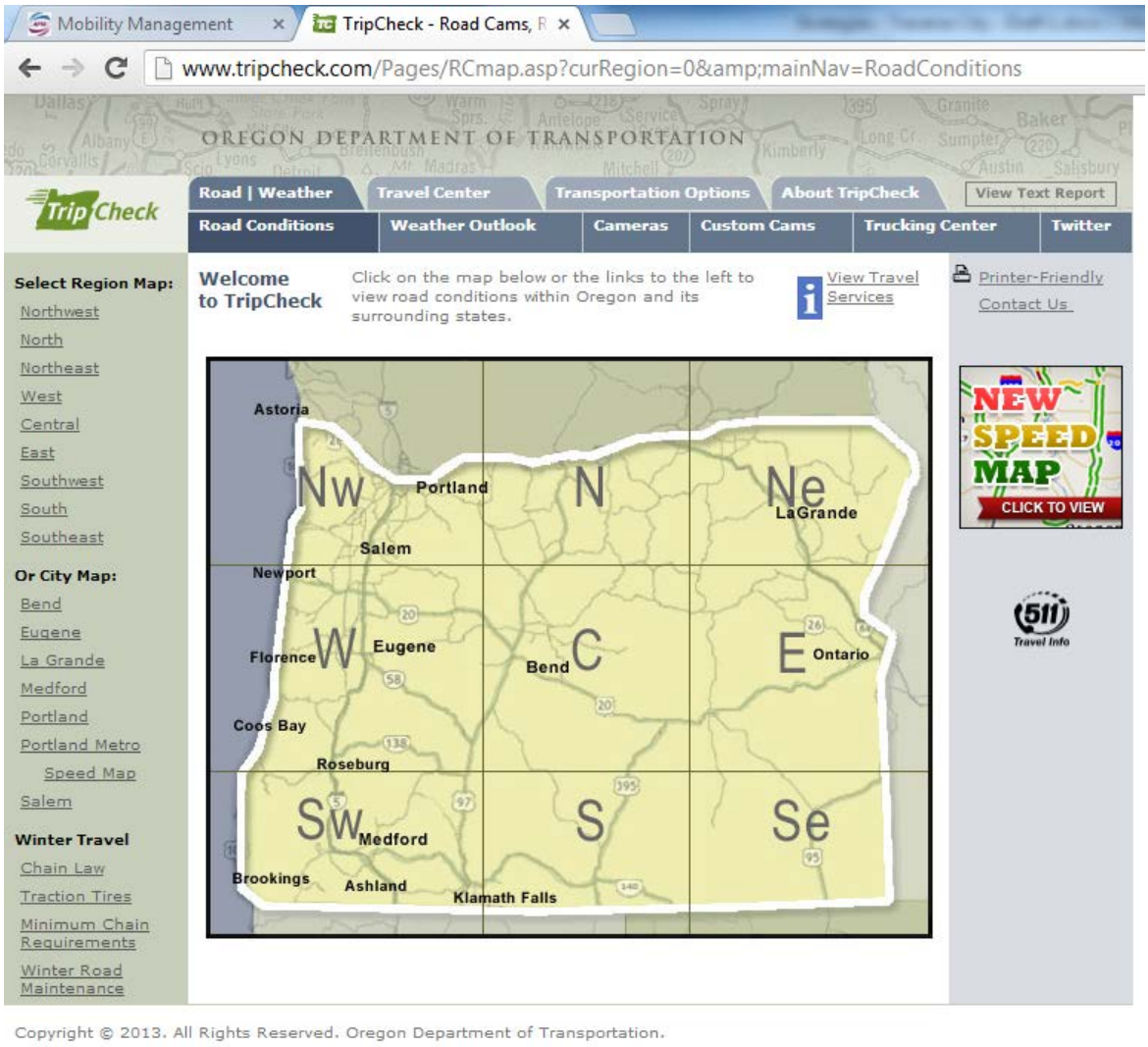


Figure 10: Oregon Trip Check

TripCheck has been developed in stages. The first stage was a web-based clearinghouse. As stated in its System Recommendations document, it included:

- Interactive tools to locate appropriate service provider:
  - Map based interface to identify a list of transit service providers by clicking on a map of the state
  - Zone-to-zone intercity carrier identification based on the trip origin and destination (trip origins/destinations can be selected via a map or through a pick list of cities)
  - Map based interface to identify demand responsive/dial-a-ride service providers through a map of service area boundaries
- List of all public/private transit service providers within the State of Oregon, organized by sub-regions, including:

- Heavy rail
- Long distance bus service
- Local public fixed route service providers (IntraCity)
- Private fixed route intercity providers
- Demand responsive services
- Special need brokerages
- Shuttle/taxi services
- Web-based rideshare or service planning services offered by partner agencies
- Links to sites with useful content
- Comprehensive transit data for each of the transit providers
- Announcements/holiday schedules
- General service area map and description
- Contact information, service hours, etc.
- Routes, schedules, stops, time points, fare structures, connection points
- Maps of routes/patterns
- Maps of stop locations
- Ticket sale locations
- Interactive GIS maps and tools
- Service area boundaries for all transportation providers
- Bike maps and trails
- Key landmarks and activity locations.

For a website like this, the data collection and database design is essential for the ultimate vision to be reached. One of the lessons learned from the implementation of this project was that ODOT identified the importance of using automated tools for importing and maintaining the data.

The second phase of TripCheck's trip planning capabilities allowed the traveler to automatically generate a trip from their origin to their destination. This capability included trips using multiple providers. (Kamm 2003)

This was made more feasible by Google Transit coming onto the scene in 2007. Oregon assisted all of its transit providers in developing a GTFS feed by putting together a contract for developing those feeds; northern California and Idaho also put together contracts for this data development. As a result, more west coast transit systems have GTFS feeds than anywhere else in the country. According to City go Round, as of April 23, 2013, 62 of 128 California transit agencies have open GTFS data; 30 of 39 Oregon transit agencies have open data; 14 of 30 Washington agencies have open data; all Idaho transit agencies use GTFS but none have open data.

We recommend that transit services be described with data elements that match those that are used by Oregon Trip Check human service providers, and that all fixed routes are put into GTFS.

The following example shows TripCheck's trip planning capability for options within or near Bend. Options for travelling between cities look similar to those within a city but include a trip planner and links to the transportation options within the communities where the trip begins and ends. Public transportation options between cities utilize the Google trip planner. If the option is Greyhound or Amtrak, Trip Check links to their trip planners.

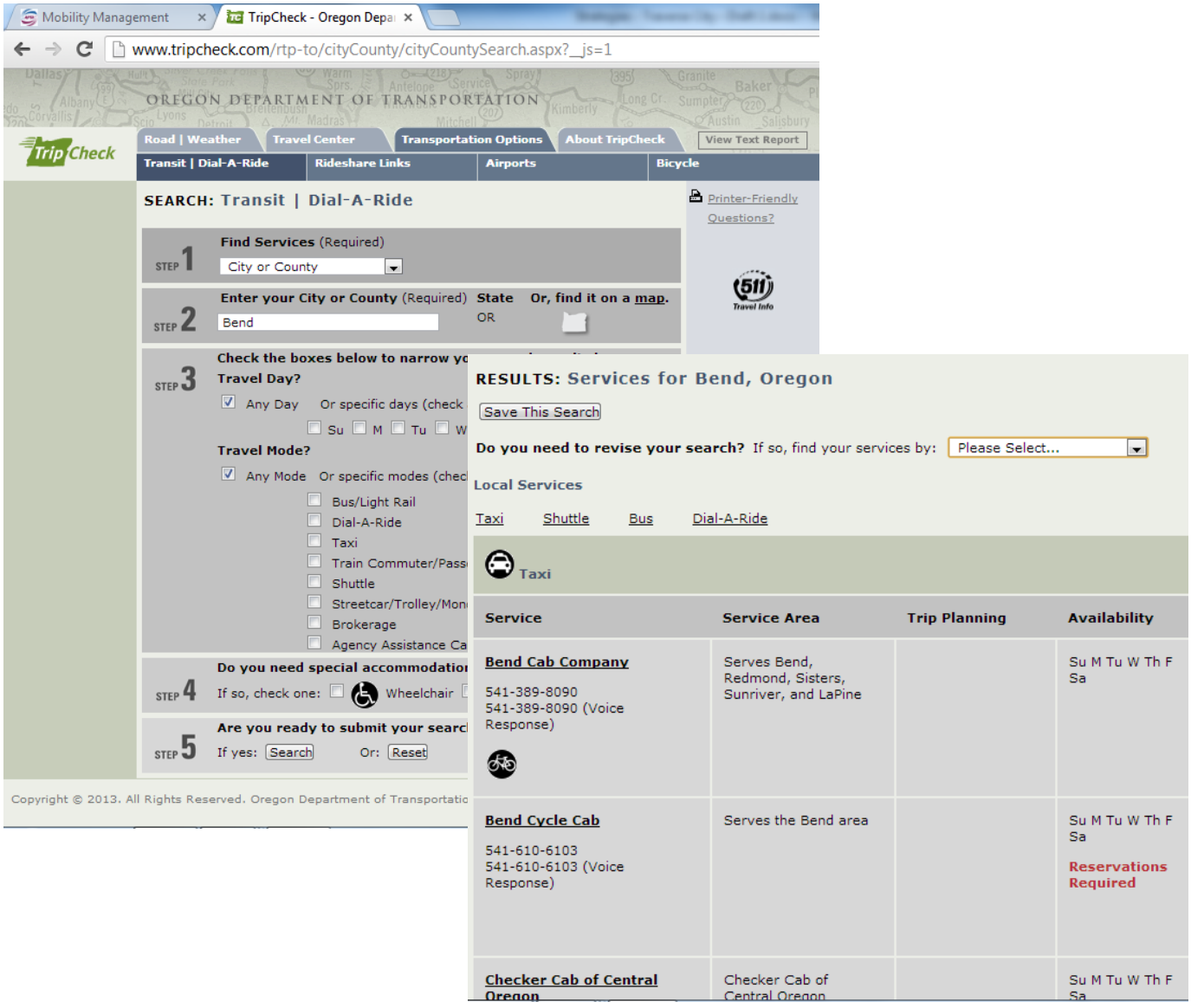


Figure 11: Oregon Trip Check search and results for transportation options within a community

Mobility Management Center for Santa Clara County

The Mobility Management Center for Santa Clara County has produced a document summarizing mobility management capabilities for the rural part of the county: http://www.outreach1.org/public/OutreachMobilityManagementPlanningStudy.pdf. This document is among the most thorough we have seen as it relates to the functionality of a mobility management center. It describes the relationship to 2-1-1, 511, and mobility management. It is important to note that although this area is considered "rural" it is very different from the Marquette area – it covers the area in and around Gilroy, population 90,000, which is within 20 minutes of the 10th largest city in the country.

Glacier National Park and National Park Service

Glacier National Park (and other national parks) offer some of the best models for a tourist-oriented service seeking to integrate traveler information and interpretive information. In 2007, Glacier's Dave Restivo received a national award from NPS for his interpretive work related to the shuttle. He and his team created a series of innovative interpretive exhibits for the park's Going-to-the-Sun Road that convey trip planning information while also providing visitors with information about things to and experience at each stop. Following is an example of the type of information provided on the Glacier web site regarding bus stops – information that could also be included in a brochure or at visitor center kiosks. Each bus stop also includes an activity for kids (e.g., how many different types of plants can you see from here), and a footprint of a Glacier animal.

The Loop

The Loop represents a very significant location on the Going-to-the-Sun Road. This is the only switchback on the Going-to-the-Sun Road and contains many architectural features. The Trapper Fire of 2003 swept through this area and opened up vistas of distant mountains. Heavens Peak dominates the landscape and a hiking trail at this spot maps the course to hikers to the historic Granite Park Chalet.

Specific Location:

Next to the restrooms.

Restrooms:

Yes

Drinking Water:

No - please plan accordingly and bring plenty of water with you to this destination.

Day Hikes (one-way):

Granite Park Chalet - 4.0 mi. (one-way)

Logan Pass via The Loop and Highline Trails - 11.6 mi. Catch another shuttle at Logan Pass.

Besides the signs, the Glacier project incorporated technology in a variety of ways – some of which would be more realistic for Grand Traverse than others. For each stop they developed an iTunes podcast and the main transit center include interactive computer kiosks and flat-panel LCD screens.

The picture below shows the shelter at the main transit center on the west side of Glacier. Instead of separate benches, seating is built into the structure. Interpretive displays provide enough information to keep riders occupied while waiting for the next bus. Next bus departure signs were installed but are not always functioning due to factors that would not apply in the Marquette region – such as the need to run off radio signals in an area with complex topography that creates dead zones.

Figure 12: Apgar Transit Center, Dave Restivo, NPS

Example: Shoreline Explorer, Maine

Figure 13: Shoreline Explorer, Maine
www.shorelineexplorer.com/

A regional coordination model that could be researched further is Maine's Shoreline Explorer. This service is a public-private partnership between a regional public transit service, intercity bus, Amtrak and three private trolley services. It features unified branding, a centralized website, coordinated schedules and mobility management by a non-profit human services agency.

The Shoreline Explorer connects the coastal communities in York County, Maine and is operated by the York County Community Action Corporation (YCCAC). YCCAC delivers a range of transportation services including trolley, demand-response, and deviated fixed-routes (flex routes). YCCAC also relies on a large volunteer driver system to fill gaps in service. The Shoreline Explorer serves key area tourist destinations in coastal communities, and also includes coordinated connections with local and regional private transportation providers, along with Amtrak's *Downeaster* trains between Portland and Boston. The service is provided with six trolley buses, and began operations in 2006.

Located on the southern end of Maine the county and is home to approximately 197,000 residents with small towns, widely separated from each other, many of which do not have a grocery store, bank, or other basic services. Tourism is a major driver for the local economy, however the service workers tend to live in inland communities with high unemployment. The YCCAC, in collaboration with the chambers of commerce and other

stakeholders, created the Shoreline Explorer with the goal of providing a transportation option that would help residents get to work and connect the various communities together. Their goal was not only to increase access to jobs for residents, but also to contribute to the economic viability of local businesses. They focused on creating mobility for three target groups: tourists, workers, and local residents with children, who needed a way to go shopping, visit the beach, or go to the museum. (Reconnecting America and Community Trasportation Association of America, 2012)

Example: Ride Connection

Ride Connection out of Portland, Oregon offers one of the best models in the country for a one call – one click resource with a strong emphasis on human service needs. Ride Connection is a non-profit that works with community partners to provide and coordinate transportation options primarily for older adults and people with disabilities. The key to Ride Connection's success has been a customer focus, and high quality service. They also work hard to avoid acting in a silo.

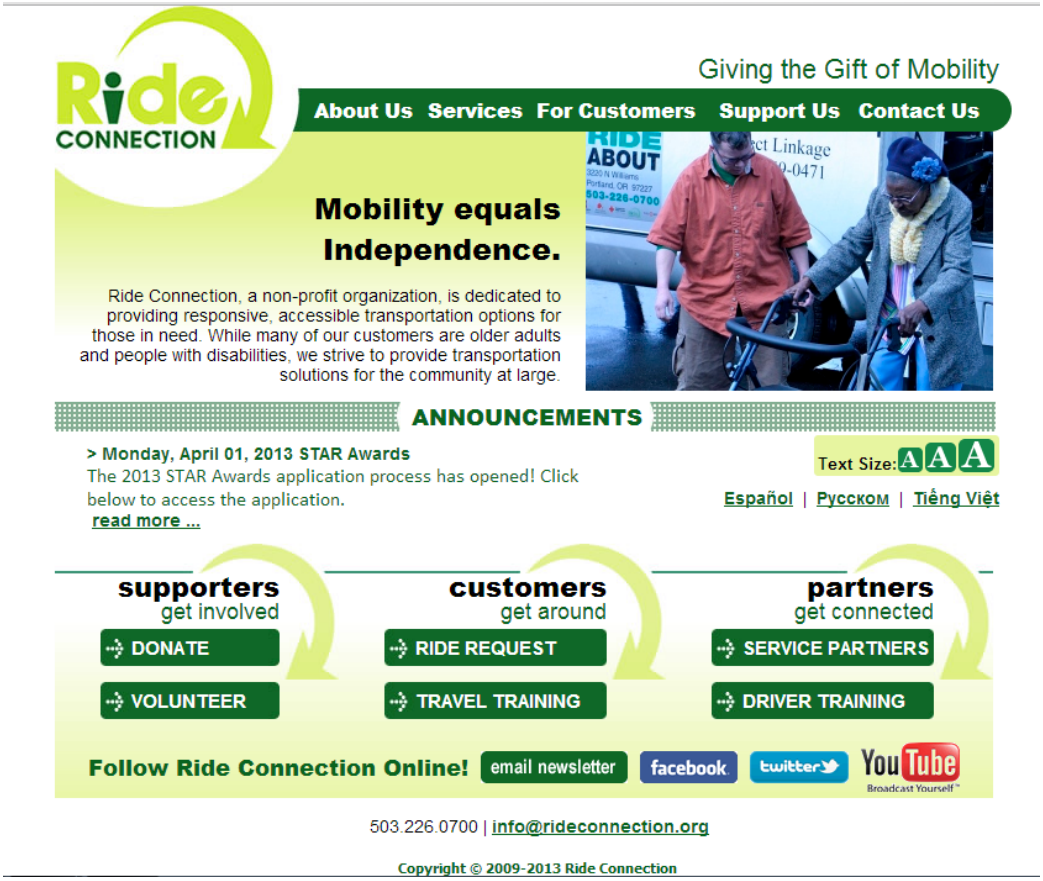


Figure 14: Ride Connection web page shows innovative programs
www.rideconnection.org

Ride Connection started as a volunteer driving program more than 30 years ago as Tri Met, Portland's public transportation service was considering options for managing paratransit. It has now evolved into a quasi-brokerage that connects various human service transportation providers.

Ride Connection offers a high quality demand response trip planning through the web interface shown below.

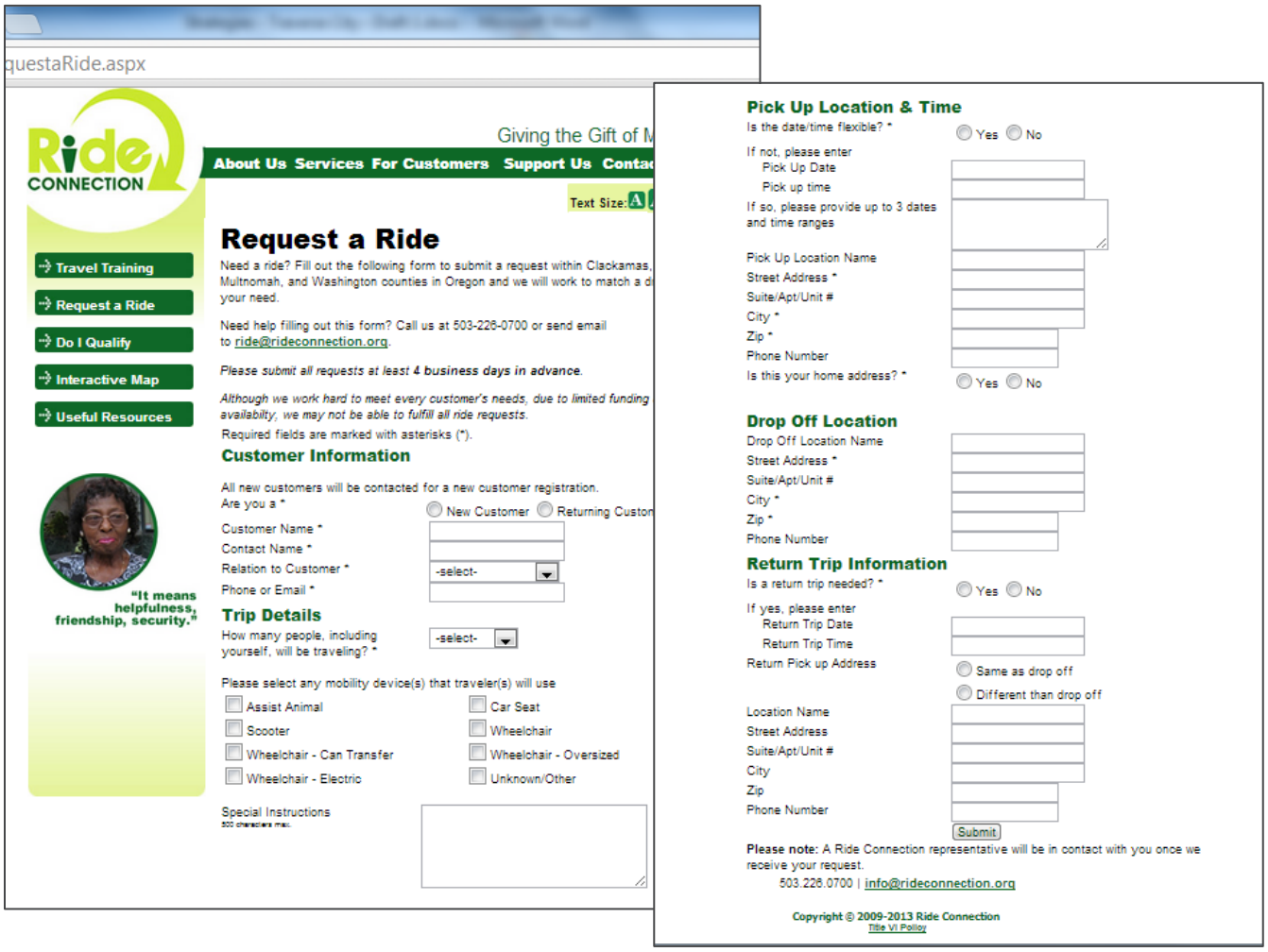


Figure 15: Ride Connection interface for requesting a ride

Example: San Francisco Bay Area 511 Traveler Information System

The San Francisco Bay Area was among the first areas in the country to implement the 511 traveler information system. It remains at the cutting edge of traveler information. By phone or web, people in the Bay Area can access planning and real-time information about all modes of transportation and parking.

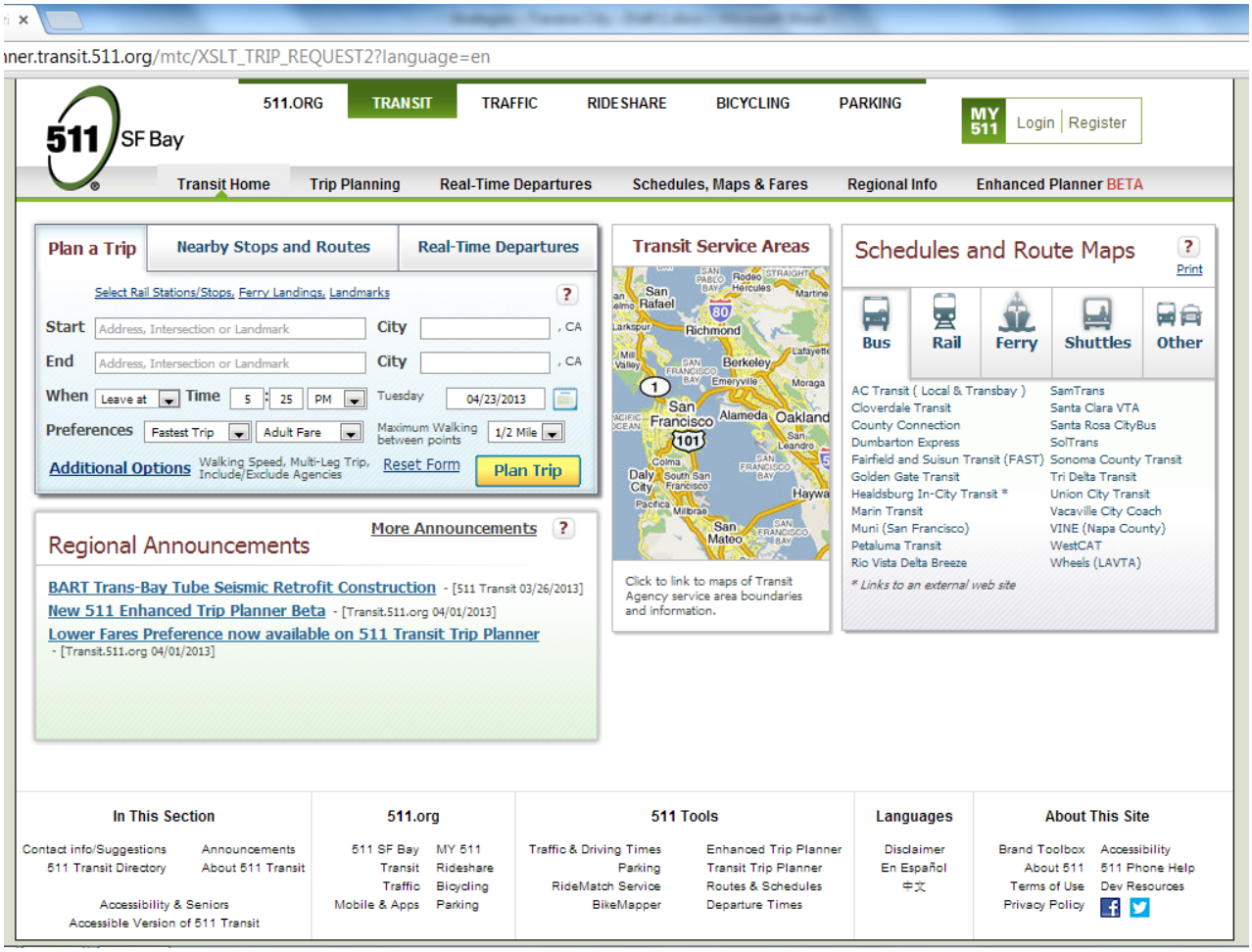


Figure 16: 511 transit trip planner for the San Francisco Bay Area

Example: Michigan MI Commute Website

MI Commute is Michigan's statewide trip planning one call – one click resource. It includes good educational content. However, it's effectiveness for helping people find rides is dependent on the quality of the local websites it links to.

Figure 17: Mi Commute

SUPPLEMENT D: BUS STOP AND SHELTER SAMPLE DESIGNS

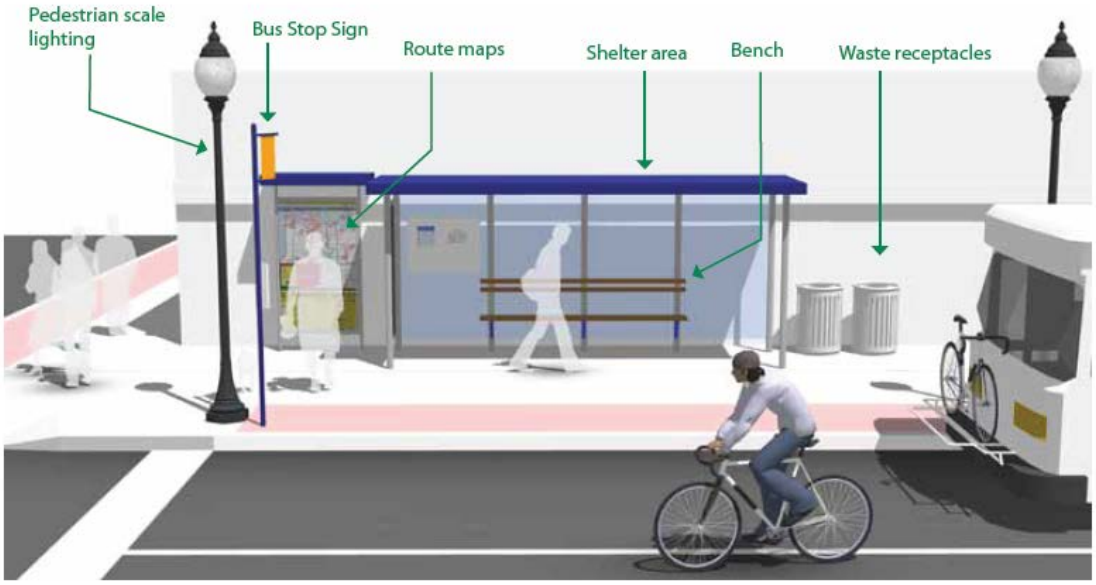


Figure 18: Components of a bus stop
http://www.mtnapa.org/images/Montana%20Complete%20Streets%20Toolkit-August_23_small.pdf

Figure 19: Accessibility improvements at a bus stop
Transit in Small Cities: A Primer for Planning ... - State of Oregon
www.oregon.gov/LCD/TGM/docs/fulltransitprimer4-4-13.pdf Apr 4, 2013 –

Table D-1: Cost ranges for one bus shelter (from 2008 estimates)

Description	Cost	
	Low	High
1- Shelter	$5,000	$12,500
2- Solar panel	none	$3,500
3. Bench Wood, plastic, or steel	$450	$2,200
4- Map frame or totem 32" x 32"	none	$375
Bike rack	none	$500
Trash receptacle	none	$500
Load and transport	none	$1,752
Concrete foundation	$320	$320
Installation	$3,500	$6,300
Total	**$9,270**	**$27,947**

Table D-2: Maintenance estimate per shelter

Janitorial cost estimates				
Cleans per week		1		
Weeks per month		4.33		
Cleans per month		4.33		
Time per cleaning		0.75	hours	
Salary	$	12.00	per hour	
Overhead multiplier		1.75		
Cost per hour	$	21.00		
Estimated monthly cost	$	68.20		
Error value per month	$	20.46		30%
Monthly janitorial cost estimate per shelter	$	88.66		

Figure 20: Brasco 5' x 10'shelter with tinted acrylic hip roof, powder coated blue. Charlotte NC. Cost: about $5,000, not including installation, concrete pad, power, bike rack (not shown) trash receptacle

Figure 21: Locally designed and sourced bus shelter in Bozeman, Montana. Cost estimate: $17,000 including installation, concrete pad, trash receptacle, and bike rack.

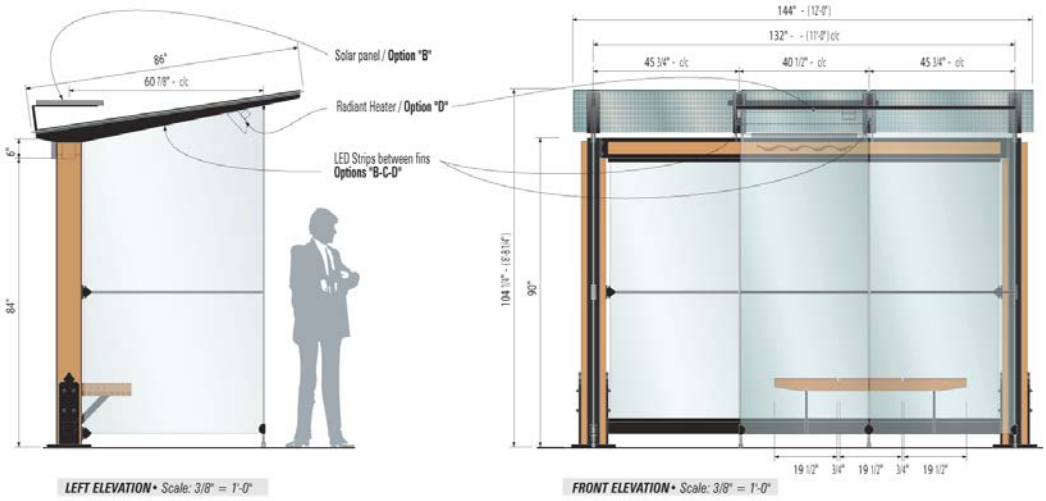
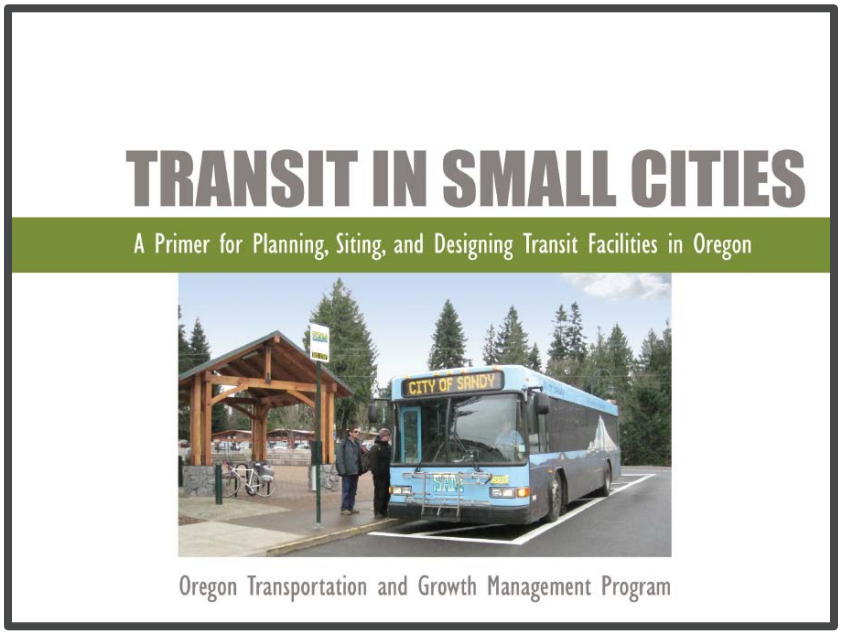


Figure 22: Custom shelters for Jackson, Wyoming were selected to maximize transparency and minimize elements that could obstruct scenic views. Cost: $24,300 installed.

Enseicom 85” x 144” shelter, solar panel, bench, map frame, & transport: $18,000 (not installed). Double shelter: 85” x 276”: $32,000 (not installed). Jackson has stringent design standards; design minimizes elements that would obstruct views of the mountains that surround town.



DESIGN ANALYSIS:
Balancing Benefits

Circuitous Routes:

- pull activity from business core
- atrophy main street businesses
- lengthen routes and create less efficient service

Direct Routes:

- bring people to and from main street
- encourage patronage and vibrancy
- shorten routes for faster service

Main Street, Port Orford, AKA U.S. 101

SUPPLEMENT E: SAMPLE DIRECTORY OF TRANSPORTATION SERVICES

Humboldt Transportation Services Guide
http://www.trilliumtransit.com/trillium-wordpress/wp-content/uploads/2010/01/Humboldt-County-Transportation-Guide-FINAL-low-resolution.pdf

Humboldt County Transportation Services Guide

for public transit and human services transportation

Published January 2010

RIDE THE BUS
HTA
HUMBOLDT TRANSIT AUTHORITY

Table of contents

Cover photo by Jarad Petroske

Transit services

Humboldt County

Redwood Transit System (RTS)

Includes Mainline, Willow Creek Extension, and Southern Humboldt Transit System services. Inter-city service between Garberville and other Southern Humboldt locations, Scotia, Fortuna, Loleta, Fields Landing, Eureka, Arcata, McKinleyville, Westhaven, and Trinidad.

www.redwoodtransit.org
707-443-0826

Eureka Transit Service (ETS)

www.eurekatransit.org
707-443-0826

Arcata and Mad River Transit System (AMRTS)

www.arcatatransit.org
707-822-3775

Blue Lake Rancheria Transit System (BLRTS)

Service between Blue Lake and Arcata

bluelakerancheria-nsn.gov/boTransit.html
707-668-5101

Klamath-Trinity Non-emergency Transportation (KT-NET)

530-629-1192

Human service transportation

See directory, page 23.

Out-of-county transit services

Redwood Coast Transit (RTC)

Mon-Fri twice-daily round-trips between Arcata and Crescent City.

www.redwoodcoasttransit.org
707-464-9314

Trinity Transit

Mon, Wed, Fri service from Willow Creek to Weaverville and Redding.

www.trinitytransportation.org
530-623-LIFT

Amtrak

Daily service to/from Martinez. Northern-most Humboldt stop is the Arcata Airport.

www.amtrak.com
800-USA-RAIL

Greyhound

Daily service to/from Arcata connecting to the San Francisco Bay Area.

www.greyhound.com
800-231-2222

Humboldt County Transit: Overview

Fares

Mainline RTS service (Scotia/Trinidad)

Fare type	1 ride	Multi-ride rate (Transit pass)	Monthly pass
Adult (18-62)	$2.50	$1.50	$50
Youth (3-17)	$2.25	$1.25	$45
Senior (62+)	$2.25	$1.25	$45
Disabled (with valid ID card)	$2.25	$1.25	$45

Other fares:
In-town $1.50 - cash only (rides taking place inside only 1 city)
Day Passes $4.00 - give you unlimited travel anywhere between Scotia and Trinidad. See purchasing passes, below.

Southern Humboldt Transit System

Fare type	1 ride	Multi-ride rate (Transit pass)	Monthly pass
GARBERVILLE/EUREKA INTERCITY SERVICE			
Adult (18-62)	$4.50	$3.00	$90
Youth (3-17)	$4.00	$2.50	$80
Senior (62+)	$4.00	$2.50	$80
Disabled (with valid ID card)	$4.00	$2.50	$80
LOCAL SOUTHERN HUMBOLDT SERVICE			
Adult (18-62)	$1.25	$1.00	
Youth (3-17)	$1.00	$0.75	
Senior (62+)	$1.00	$0.75	
Disabled (with valid ID card)	$1.00	$0.75	

RTS Extension: Willow Creek service

Fare type	1 ride	Multi-ride rate (Transit pass)	Monthly pass
Adult (18-62)	$3.50	$2.50	$70
Youth (3-17)	$3.00	$2.00	$65
Senior (62+)	$3.00	$2.00	$65
Disabled (with valid ID card)	$3.00	$2.00	$65

Eureka Transit Service

Fare type	1 ride	Mult-ride rate (Transit pass)	Monthly pass
Adult (18-62)	$1.40	$1.10	$43
Youth (3-17)	$1.10	$0.80	$38
Senior (62+)	$1.10	$0.80	$38
Disabled (with valid ID card)	$1.10	$0.80	$38

Arcata and Mad River Transit System

Fare type	1 ride	Multi-ride rate (Transit pass)	Monthly pass
Adult (18-62)	$1.40	$0.75	$30
Youth (3-17)	$0.75	$0.60	$25
Senior (62+)	$0.75	$0.60	$25
Disabled (with valid ID card)	$0.75	$0.60	$25

Klamath-Trinity Non-emergency Transportation

Fare type	1 ride	Day pass	10 one-way tickets
BETWEEN WILLOW CREEK AND HOOPA			
Adult	$2.00	$3.00	$13
Reduced	$1.75	$2.75	$12
BETWEEN WILLOW CREEK AND WEITCHPEC			
Adult	$3.00	$4.00	$17
Reduced	$2.75	$3.75	$16
BETWEEN HOOPA AND WEITCHPEC			
Adult	$2.00	$3.00	$13
Reduced	$1.75	$2.75	$12

KT-NET reduced fares for youth (3-12), senior (62+), and disabled (with valid ID)

Regional transit passes

$10 or $20 stored value magnetic media cards that allow you to ride the four regional transit systems at a discounted rate.

Your magnetic pass can be used on any system at any time. Just swipe the card when you board the bus and it will deduct the correct discounted rate for that system. Let the driver know if you are entiled to a reduced fare before you board.

Day passes & month passes

Day & Month Passes are valid for unlimited rides until the date and time of expiration printed on the back of the pass. Each time you wish to use the pass after purchasing it, simply swipe it through the card reader.

Transfers

Free transfers are provided between routes of the same system for a single trip. No free inter-agency transfers are available. For example, if you transfer from one ETS to another ETS route, then the transfer is free. However, for a transfer from Redwood Transit System to the Eureka Transit Service, passengers are required to pay the full one-way fare when boarding the ETS bus.

Tell the driver you want a transfer when you board the bus. You can only get a transfer upon boarding. To use a transfer when you board a bus on another route simply insert it into the card reader. When you hear a beep the transfer is recognized as valid and you may proceed to board the bus.

Purchasing passes

You can puchase passes online with a credit card and have them mailed to you. See the HTA online store (*www.hta.org*).

You can purchase passes from the bus driver using cash. Important note: If you are not paying a cash fare do not put your money in the farebox until you tell the driver what you want to buy. You will not be refunded for money placed in farebox accidently.

Passes can also be purchased at the Humboldt Transit Authority office at 133 V Street in Eureka using Visa, Mastercard, or a personal check. Passes can also be purchased at the Arcata Transit Center at 925 E Street, Arcata.

Using the fareboxes

Have your exact fare ready to insert into the farebox before boarding the bus. Neither the driver nor the new farebox can make change or refund money put into the farebox by accident.

Paper money (bills) - Feed unfolded bills into the bill slot. The farebox will not accept bills larger than $20.

Coins - Drop coins, one at a time, into the coin slot. Coins accepted are: nickels, dimes, quarters, halves & small dollar coins. Fareboxes do not accept pennies or large dollar coins.

A digital display shows the exact amount deposited. When you hear a beep you have paid the correct fare and may proceed to board the bus. If you are entitled to a reduced cash fare be sure to tell the driver before you place your money in the farebox.

Humboldt State University students ride RTS, ETS, AMRTS free

Matriculated Students: If you are registered for the current semester, swipe your HSU ID card in the card reader as you board the bus for a free "Jack Pass" ride. Extended Ed students, OLLI students, faculty, and staff may purchase the Jack Pass privilege to be linked to their ID card each semester at HSU's Student and Business Services Building (SBSB).

College of the Redwoods students ride with discounts

Inquire with parking and transportation services for further information.

Use "commuter checks" to apply tax-free income to commuter expenses

For more information, see www.hta.org/commuter_benefits.html

How To Ride The Bus

Simple steps you can follow that help make your trip a safe one:

- Plan your route ahead of time.
- Locate your origin and destination bus stops prior to your first day of commuting on the bus.
- Get to the bus stop at least five minutes early. If you're sitting on a bench, stand when you see the bus approaching to signal the driver to stop.
- Never walk directly in front of or behind a bus. The operator and other drivers may not see you.
- Check the headsign listed above the windshield to make sure you board the right bus.
- Have your correct fare ready. Drivers cannot take checks and do not carry change.
- When the bus arrives, step aboard through the front door. If you need any assistance with a connecting route, ask the driver. Once completed, find a comfortable location for your ride.
- In slippery winter conditions, be extra careful getting on and off the bus.
- Depending on the bus, there may be different mechanisms to request your stop. As your stop approaches, press the yellow strip or pull the signal cord located along the interior windows. You will hear a chime and see the "stop requested" sign illuminate. This signals the driver to stop at the next stop.
- Exit through the rear door.

Bus stop locations

Bus stop signs are installed for most stops on Redwood Transit System, Arcata and Mad River Transit, and Eureka Transit Service routes. These signs indicate where to wait for and board the bus. On Redwood Transit System the bus headsign will display the location farthest north or south that the bus will travel. Since there may be other people standing by the stop who do not want to ride the bus, be sure to wave at the bus as it approaches. Flagging eliminates unnecessary stops and enables faster, more efficient service.

Bike racks

RTS buses are all equipped with bike racks in front of the bus, each holding two bikes. See "How to bike and ride on Redwood Transit System," next page for more information on how to utilize these racks. ETS and AMRTS buses do not have bike racks.

On the bus

- Keep the aisle clear of tripping hazards such as bags, backpacks, and briefcases.
- Stand back from the front of the bus so the operator has a clear view of the doorway and mirrors.
- Sit where you can see your upcoming stop.

For safety reasons, you cannot go barefoot on the bus, nor wear skates or rollerblades.

Children

- Take extra care when traveling with young children. Hold their hand when boarding and exiting. Keep them seated to avoid falls and bumps, and watch that they don't put their hands and head out the window.
- Hold strollers securely, put on their brakes and keep the aisle clear, or hold your child and fold the stroller.

Lost and found

Please check your seat before leaving the bus and make sure you have all your belongings. However, if you do leave something on RTS or ETS, you may call the HTA office at (707) 443-0826. For Arcata and Mad River Transit, phone (707) 822-3775. Every attempt will be made to recover your lost item. Items will be kept up to 30 days, so please pick up your items within that time.

Reduced fares for seniors & disabled

Reduced fares on fixed route buses are available to senior citizens and disabled persons who have been certified. Forms are available at the HTA office. I.D. cards from other systems will be honored.

We can help

- If you feel uncomfortable because of other individuals onboard, or are unsure about stops and bus riding logistics, sit near the front of the bus.
- If you're lost or feel sick, harassed or threatened, speak to the operator who will help or radio for help.

If you have any concerns please call HTA at 707-443-0826.

Redwood Transit System Mainline holidays

New Year's Day	No service
Martin Luther King, Jr. Day	Saturday service
Memorial Day	Saturday service
Labor Day	Saturday service
Independence Day	No service
Thanksgiving Day	No service
Day after Thanksgiving	Saturday service
Christmas Day	No service
Day after Christmas	Saturday service

RTS Willow Creek Extension and Southern Humboldt Transit System holidays

New Year's Day	No service
Martin Luther King, Jr. Day	No service
Memorial Day	No service
Labor Day	No service
Independence Day	No service
Thanksgiving Day	No service
Day after Thanksgiving	No service
Christmas Day	No service
Day after Christmas	No service

Eureka Transit Service holidays

New Year's Day	No service
Martin Luther King, Jr. Day	Saturday service
Memorial Day	Saturday service
Labor Day	Saturday service
Independence Day	No service
Thanksgiving Day	No service
Day after Thanksgiving	Saturday service
Christmas Day	No service
Day after Christmas	Saturday service

Arcata and Mad River Transit holidays

New Year's Day	No service
Martin Luther King, Jr. Day	Saturday service
Memorial Day	Saturday service
Labor Day	Saturday service
Independence Day	No service
Thanksgiving Day	No service
Day after Thanksgiving	Saturday service
Christmas Day	No service

How to bike and ride on Redwood Transit System

1. When the bus approaches and stops, have the bike ready to load, then let the driver know that you will be loading a bike.
2. Approaching from the curbside, lower the rack with one hand while supporting the bike with the other hand.
3. After lowering the rack, place the bike into either of the rack's wheel wells. Both bike positions are completely independent of each other, making it easy to load in seconds.
4. After the bike is positioned in the rack's wheel wells, pull the support arm out and up over the front tire of the bike. The rack contacts the bicycle's tires only, no contact is made with the bicycle frame.
5. After quickly raising the support arm up and over the front tire, be ready to board the bus. Bikes should be loaded from the front or curbside of the bus for safe, efficient operation.

If bike racks are full: Ask the driver if you make bring your bike onboard. Whether you may transport your bike onboard depends on driver discretion and available onboard space. It is illegal for anything to block the aisles of a transit bus.

Information for riders with limited mobility

If you use a wheelchair or scooter, or have limited mobility, you can ride transit.

- All buses and transit centers are fully accessible.
- You can board ETS, RTS, and AMRTS directly from the station platform. Buses have a ramp that extends for easier boarding if you need it.
- Buses are equipped with either a boarding ramp or power lift. Some of our buses are low-floor buses that can "kneel", lowering the first step closer to the curb for easier boarding. Just ask the operator.
- All buses have priority seating areas inside by the door for seniors and riders with limited mobility, and spaces for mobility devices.

Types of mobility devices allowed

Wheelchairs and Scooters
The power lifts on buses can hold mobility devices up to 30 inches wide and 48 inches long, weighing less than 600 pounds when occupied.

Scooters
You can bring an electric scooters on the buses as long as they meet the same physical specifications of a common wheelchair. If your electric scooter cannot be properly secured, the driver will ask that you place your mobility device in the space provided on the bus.

Straps for mobility devices on buses
We offer special straps that attach to the corners of your mobility device, making securing your mobility device on the bus easier and faster. For more details call 707-443-0826 or email info@hta.org.

Riders Who are Blind or Low-Vision

If you are blind or have a vision impairment, you can ride transit.

- All ticket machines have audio/indicators for inserting bus tickets.
- All of the electronic media has a 'side cut' for visually impaired persons so they can identify which direction to slide the card.
- Bus drivers announce major bus stops and transfer points. (You can also ask your operator to announce when your specific stop is coming.)
- Service animals are permitted on all buses. Learn more about bringing your service animal on board.

Travel Aids Available
- Local: Rose Communication Services provides training and services for the visually impaired. Call to discuss your service needs at 707-839-0588.
- Location and amenity information for every stop and station is available for users of Sendero Group's BrailleNote or VoiceNote GPS wayfinding devices.

Bringing a Service Animal on the Bus

Service animals are welcome, but you may be asked to confirm that your animal is a service animal.

You are responsible for the care and supervision of your animal while on board. If you are planning on riding the bus with a service animal, please follow these guidelines:

1. Your animal must be on a leash or in a pet carrier, remain under your control and behave appropriately.
2. The animal must remain at your feet. The animal may not sit on a vehicle seat.
3. The animal must not be aggressive toward people or other animals.
4. You are responsible for any damage or soiling caused by the animal.

Advertise in this guide

Your message here.

Let transit riders know you are are on the way.
Your business or organization can purchase advertising in future editions of this guide.

For more information, contact Humboldt Transit Authority.
(707) 443-0826
info@hta.org

Redwood Transit System - *Weekday schedule*

www.redwoodtransit.org
(707) 443-0826

RTS Mainline: Southbound

Weekday

	2	4	6	8	10*	12	14	16	18	20	22	24	26	28	30
Trinidad Park & Ride						6:52				9:12					11:34
6th Ave at Spring Ln, Westhaven						6:56				9:16					11:38
Scenic Dr. at Moonstone Beach Rd						6:59				9:19					11:41
Clam Beach Road						7:03				9:23					11:45
Central Ave at Grange Road						7:06				9:26					11:48
Arcata/Eureka Airport		5:59				7:09		7:56		9:29		10:01		11:23	11:51
Central & Murray, McKinleyville		6:03				7:13		8:00		9:33		10:05		11:25	11:55
McKinleyville High School		6:05			7:05*	7:15		8:02		9:35		10:07		11:27	11:57
Railroad Drive & Central Ave		6:07			7:07*	7:17		8:05		9:37		10:09		11:29	11:59
McKinleyville Shopping Center		6:10			7:10*	7:20		8:08		9:40		10:12		11:32	**12:02**
School Road, McKinleyville		6:12			7:12*	7:22		8:10		9:43		10:14		11:36	**12:04**
Bella Vista Avenue		6:14			7:14*	7:24		8:12		9:44		10:16		11:38	**12:06**
Valley West Blvd		6:19						8:17				10:22		11:42	**12:11**
Valley East Blvd		6:22						8:20				10:25		11:45	**12:14**
HSU Library Circle		6:28		7:10	7:21*	7:31	8:08	8:26	8:57	9:53		10:31	11:40	11:51	**12:20**
14th & B Streets, Arcata		6:30		7:12	7:25*	7:33	8:10	8:28	8:59	9:55		10:33	11:42	11:53	**12:22**
Arcata Transit Center		6:33		7:16	7:29*	7:37	8:14	8:33	9:03	9:59		10:37	11:46	11:57	**12:26**
H & 6th, Arcata		6:35		7:18		7:39	8:16	8:35	9:05	10:01		10:39	11:48	11:59	**12:28**
Manila Community Center		6:44						8:44							**12:37**
4th & U Streets, Eureka				7:29	7:42*	7:50	8:27		9:16	10:13		10:50	**12:00**	**12:11**	
Greyhound Station		6:52		7:30	7:43*	7:52	8:28	8:52	9:17	10:15		10:52	**12:02**	**12:13**	**12:45**
4th & K Streets, Eureka		6:54		7:32	7:45*	7:54	8:30	8:54	9:19	10:16		10:54	**12:04**	**12:15**	**12:47**
4th & H Streets, Eureka		6:57		7:33	7:46*	7:57	8:31	8:57	9:20	10:19		10:57	**12:07**	**12:18**	**12:50**
4th & D Streets, Eureka		6:58		7:34	7:47*	7:58	8:32	8:58	9:21	10:20		10:58	**12:08**	**12:19**	**12:51**
Broadway & Del Norte, Eureka		7:03		7:39	7:52*	8:03	8:37	9:03	9:26	10:25		11:03	**12:13**	**12:24**	**12:56**
Bayshore Mall	6:05	7:08	7:20	7:44	7:57*	8:08	8:42	9:08	9:31	10:30	11:30	11:08	**12:18**	**12:31**	**1:01**
Broadway St & McCullen Ave		7:10		7:46	7:59*	8:10	8:44	9:10	9:33	10:32		11:10	**12:20**	**12:33**	**1:03**
Spruce Point / Humboldt Hill						8:14				10:36			**12:24**		
King Salmon Avenue						8:16				10:38			**12:26**		
Fields Landing Dr & Central Ave		7:15				8:17		9:15		10:39		11:15	**12:27**	**12:38**	**1:08**
College of the Redwoods		7:20		7:54	8:07*	8:22	8:52	9:20	9:41	10:44	11:40	11:21	**12:32**	**12:43**	**1:13**
Scenic and Loleta Drive						8:33		9:31				11:32			**1:24**
Fernbridge Dr @ Rt 211						8:38		9:36				11:37			**1:29**
Plamer Creek Rd @ Palmer Blvd, Fortuna						8:41		9:39				11:40			**1:32**
11th & N Streets, Fortuna	6:25	7:35	7:40			8:45		9:43	9:56	10:59	11:55	11:44		**12:58**	**1:36**
Fortuna Blvd. & Smith Lane	6:28	7:38	7:43			8:48		9:46	9:59	11:02	11:58	11:47		**1:01**	**1:39**
Redwood Village Shopping Center, Fortuna	6:30	7:40	7:45					9:48			**12:00**				**1:41**
Redwood Memorial Hospital, Fortuna	6:31	7:41	7:46					9:49			**12:01**				**1:42**
Rohnerville Rd. & School St., Fortuna		7:45						9:53							**1:46**
Campton Heights Market, Fortuna		7:46						9:54							**1:47**
S. Fortuna Blvd (Kragen Auto Parts)						8:50			10:01	11:04		11:49		**1:03**	
Kenmar Rd (Fortuna Overlook)		7:50				8:53		9:58	10:04	11:07		11:52		**1:06**	**1:51**
Rigby Ave & Center Street, Rio Dell		8:02						10:08							**2:03**
Rigby Ave & Davis Street		8:04						10:09							**2:05**
Wildwood & Davis (Rio Dell City Hall)		8:05						10:10							**2:06**
Hoby's Market, Scotia		8:08						10:13							**2:09**
Weott offramp	7:01		8:16								**12:31**				
Myers Flat	7:07		8:22								**12:37**				
Miranda offramp	7:14		8:29								**12:44**				
Shop Smart, Redway	7:24		8:39								**12:54**				
Melville and Redwood Dr, Garberville	7:34		8:49								**1:04**				

* Trip 10 is Monday - Thursday, and only when HSU is in session (Spring + Fall semseter)

PM times in bold.

RTS MAINLINE SOUTHBOUND WEEKDAY SCHEDULE CONTINUED ON NEXT PAGE

[Timetables removed for brevity]

RTS Extension: To Arcata

Weekday

	1	3	5	7
Willow Creek	6:30	9:40	**4:40**	**6:45**
Valley West	7:20	10:30		**7:35**
Arcata Transit Center	7:30	10:35	**5:30**	**7:40**

RTS Extension: To Willow Creek

Weekday

	2	4	6
McKinleyville High		**3:22**	
H & 16th (Arcata High)		**3:32**	
Arcata Transit Center	8:25	**3:40**	**5:40**
Valley West	8:30		**5:45**
Willow Creek	9:25	**4:30**	**6:35**

Redwood Transit System Willow Creek Extension service operates Monday - Friday. Phone Humboldt Transit Authority, at 707-443-0826, for more information.

Klamath-Trinity Non-emergency Transportation

Weekday

	AM-1	PM-2	PM-1
Willow Creek	7:00	**12:35**	**6:25**
Larson's Trailer Park		**12:50**	
Ray's Food Place	8:00		**6:55**
Weitchpec	8:25		**7:20**
Norton Field	call night before		
Ray's Food Place (arrive)	8:25	**12:55**	**7:45**
Ray's Food Place (depart)	9:00	**1:10**	**7:50**
Willow Creek	9:20	**1:30**	**8:10**

AM-1 schedule connects with RTS Extension service in Willow Creek. KT-NET will make a return trip to Hoopa or Weitchpec for passengers arriving on the RTS Extension service.
PM-1 schedule connects with coast-bound RTS Extension service in Willow Creek
KT-NET can be reached at (530) 629-1192.

Willow Creek

Connecting services in Willow Creek

Redwood Transit System (RTS)
Weekday service to/from Willow Creek on RTS Extension.
www.redwoodtransit.org
707-443-0826

Trinity Transit
Monday, Wednesday, and Friday service between Willow Creek, Weaverville, and Redding.
www.trinitytransportation.org
530-623-LIFT (5438)

Klamath-Trinity Non-emergency Transportation
Weekday service between Willow Creek, Weitchpec, and Hoopa.
530-629-1192

Connecting services in Redding, CA

Service to Redding is available from Willow Creek via Trinity Transit (above).

Redding Area Bus Authority
Mon-Sat service in the Redding area.
www.rabaride.com
530-241-2877

Amtrak
Coast Starlight route with service to major destinations in California, Oregon, and Washington.
www.amtrak.com
800-USA-RAIL

Greyhound
Daily service to/from Redding, Portland, Sacramento, and other locations in the Greyhound network.
www.greyhound.com
800-231-2222

McKinleyville

Arcata


McKinleyville
Blue Lake
Mad River
Giuntoli
Boyd Rd
Heindon Rd
Valley West
Valley East
Alder Grove Rd
299
Janes Rd
Edith
West End Rd
101
Arcata
Spear Ave
Camp Curtis
Redwood Ave
Diamond Dr
Alliance Rd
27th St
Hilfiker
Stromberg
Ridge
Baldwin
Sunset
Foster
California Ave
Library Circle
Arcata High School
Humboldt State University
Arcata Community Forest
Zehndner
18th
16th St
14th St
11th St
12th St
10th St
9th St
8th St
7th St
6th St
5th St
14th
11th
Union St
Manila
255
Arcata Marsh
Community Pkwy
Bayside Rd
Beverly Dr
Samoa Blvd
Crescent Way
Buttermilk Ln
Eureka
N
0
0.25
0.5 Miles
Highway
City Street
Arcata Transit Center
Multi-Line Stop
Redwood Transit System (RTS)
RTS Route
RTS Route (Extension)
Arcata & Mad River Transit Service (AMRTS)
Gold Route
Red Route
Orange Route
Blue Lake Rancheria Transit System
BLRTS Route

Arcata & Mad River Transit Service

www.arcatatransit.org
(707) 822-3775

Weekday services: Gold, Red
Saturday services: Orange
General fare: $1.40

Red Route

Weekday service

Transit Center	:05
G at 10th	:06
11th at H	:07
11th at K	:08
11th at Q	:09
Greenview Market	:10
Zehndner & S	:11
Zehndner & Q	:12
11th & Q	:13
11th and K	:14
H St / 11th St	:15
H & 9th (Plaza)	:16
H & 6th	:17
Uniontown Shopping Center	:18
City Hall 7th & F Streets	:19
Transit Center	:20
G at 10th	:21
G at 12th	:22
6 at 14th	:23
6 at 16th	:24
HSU Library Circle	:25
L.K. Wood Blvd.	:27
HSU Library Circle	:34
14th & B Streets	:36
14th & Union	:37
Union at 11th	:38
Union at Seventh	:39
Parkway Apartments	:42
Sunnybrae Prof. Bldg.	:44
Sunny Brae Centre	:45
Beverly & Buttermilk	:46
Chester & Beverly	:47
Crescent Way	:48
Union Street Charter School	:49
14th & Union	:50
14th & B	:51
HSU Library Circle	:53
14th & B	:55
Transit Center	:57

The Red Route runs hourly from 7:05a to 9:57p on weekdays.

Gold Route

Weekday service

Transit Center	:05
G at 10th	:06
G at 12th	:07
G at 14th	:08
G at 16th	:09
G at 18th	:10
HSU Library Circle	:11
L.K. Wood Blvd	:12
Sunset & Baldwin	:17
Sunset at Eastern	
Alliance & Foster Ave	
Alliance & Stromberg	:22
Alliance at Hilfiker Dr	:23
Alliance at Spear Ave	:24
Mad River Hospital	:26
Lazy J. Tr. Ranch	:27
McDonalds (Valleywest)	:31
Valleywest Blvd. (south corner)	
Valleyeast	:32
Boyd Road & Giuntoli	:35
Renner Station	:37
West End & Spear Ave	:38
Spear & Alliance	:39
Alliance & 27th	:41
Alliance at Stromberg	:42
Alliance & Foster Ave	:43
Sunset at Baldwin	
HSU Library Circle	:47
H & 18th	:49
H & 16th	:50
H & 14th	:51
H & 11th	:52
H & 9th (Plaza)	:53
H & 6th	:54
Uniontown	:55
City Hall	:56
Transit Center	:57

The Gold Route runs hourly from 7:05a to 9:57p on weekdays.

Orange Route

Saturday service

Transit Center	:05
Parkway Apartments	:07
Sunny Brae Centre	:09
Chester Ave & Beverly Drive	:11
Crescent Way	:12
Greenview Market	:18
Zehndner & S	:19
Zehndner at Q	:20
11th & Q	:21
11th & K	:22
H St / 11th St	:23
H & 9th (Plaza)	:24
H & 6th	:25
Uniontown Shopping Center	:26
City Hall 7th & F Streets	:27
Transit Center	:28
G at 10th	:29
G at 12th	:30
G at 14th	:31
G at 16th	:32
G at 18th	:33
HSU Library Circle	:34
CourtYard Apt	:37
McDonalds (Valleywest)	:38
Valleywest Blvd. (south corner)	:39
Valleyeast	:40
Lazy J. Tr. Ranch	:41
Janes & Edith: Mad River Hospital	:42
Spear Ave at Alliance Road	:44
Alliance & Hilfiker Dr	:45
Alliance at Stromberg	:46
Alliance & Foster Ave	:47
Sunset Avenue & Baldwin St	
HSU Library Circle	:54
14th & B Streets	:56
Transit Center	:58

The Orange Route runs hourly from 7:05a to 6:58p on Saturdays.

Connecting services at Arcata Transit Center

Redwood Transit System (RTS)
Mon-Sat service to points throughout Humboldt County. Weekday service to/from Willow Creek on RTS Extension.
www.redwoodtransit.org
707-443-0826

Redwood Coast Transit (RTC)
Mon-Fri twice-daily round-trips between Arcata and Crescent City.
www.redwoodcoasttransit.org
707-464-9314

Amtrak
Daily service to/from Martinez. Northern-most Humboldt stop is the Arcata Airport.
www.amtrak.com
800-USA-RAIL

Greyhound
Daily service to/from Arcata connecting to the San Francisco Bay Area.
www.greyhound.com
800-231-2222

Blue Lake

Blue Lake Rancheria Transit

Weekday	To Arcata
Blue Lake Rancheria	:05
Rancheria Road	:06
Chartin & Broderick	:07
Blue Lake Fire Dept.	:08
Blue Lake Post Office	:09
Railroad & First Street	:10
Railroad and Raymar	:11
J Street & B.Lake Blvd.	:12
B. Lake Blvd. & 76 Stn.	:13
Glendale	call for pickup
Arcata, 16th & H Street	:23
Arcata, Transit Center	:28

Blue Lake Rancheria Transit

Weekday	To Blue Lake
Arcata Transit Center	:32
HSU Library Circle	:35
Mad River Hospital	call for pickup
Erickson Court	call for pickup
Vly West & Guintoli Ln.	:40
Blue Lake Rancheria	:05

Blue Lake Rancheria Transit Systems operates service Mon-Friday, 7:05 A.M. to 10:05 A.M. and 1:05 P.M. to 5:40 P.M.

Phone (707) 668-5101x1033 for call-in stops or more information.

How is transportation planned in Humboldt County?

HCAOG

Regional transportation planning in Humboldt County is led by the Humboldt County Association of Governments. Individual municipalities and transit agencies also engage in their own transportation planning efforts.

You can learn more about current planning efforts at ***www.hcaog.net.***

Among the regional planning efforts you may find information on are:

Regional Transportation Plan

Humboldt County Coordinated Public Transit Human Services Transportation Plan

Humboldt's Proposed Regional Housing Needs Allocation Plan

Regional Pedestrian Needs Assessment

Eureka


Highway
City Street
Multi-Line Stop
Major Hub
Redwood Transit System (RTS)
RTS Route
Eureka Transit Service (ETS)
Gold Route
Rainbow Route
Green Route
Red Route
Purple Route
Manila
Arcata
Arcata Bay
255
101
Waterfront Dr
2nd St
3rd St
4th St
5th St
6th St
7th St
9th St
12th St
13th St
15th St
14th St
17th St
18th St
D St
E St
F St
G St
H St
I St
J St
K St
L St
M St
N St
O St
P St
Q St
R St
S St
T St
U St
V St
W St
Y St
Myrtle Ave
Tydd St
Searles St
Bay St
Santa Clara St
Terrace Way
Park St
Lucas St
Harrison Ave
Glenwood St
Erie St
Russ St
Oriel Ln
Hall Ave
Harris St
Redwood Acres Fairgrounds
Cooper Gulch Park
Sequoia Park Zoo
Chester St
Dolbeer St
Hemlock
Redwood St
Cutten
Walnut Dr
Cypress St
Holly St
Excelsior Rd
Hodgson St
Wood St
Henderson St
Dollison St
Long St
Buhne St
Huntoon
Del Norte St
Wabash St
Clark St
Washington St
Summer
California
Koster St
Railroad Ave
Waterfront Dr
Broadway St
Bayshore Mall
Eureka Mall
Spring
Pine
Lowell
Harris St
Nevada St
Central Ave
Union St
McCullens Ave
Allard Ave
Silva
Lewis Ave
Alpha
Meyers Ave
Eureka St
Herrick Ave
Pound Rd
King Salmon
Manzanita
Oak
Campton Rd
Leslie
La Pointe
Madrone Ave
Eureka
N
0
0.5
1 Miles
0
0.5
1 Kilometers

Eureka Transit Service

www.eurekatransit.org
(707) 443-0826

Weekday services: Purple, Gold, Red, Green
Saturday services: Purple, Gold, Rainbow
General fare: $1.40
map is on previous page

Purple Route	
H & 3rd	:59
Waterfront & L	:00
3rd & T	:03
3rd & V	:04
2nd & Y	:04
2nd & V	:05
Tydd near West	:09
Myrtle & Sunny	:11
Myrtle & Dean	:12
Harrison & 18th	:13
General Hospital Campus	:15
Buhne & Harrison	:16
Buhne & S	:17
Buhne & N	:18
Buhne & J	:19
Buhne & F	:20
E & Dollison	:21
F & Harris (arrives)	:24
F & Harris (departs)	:32
I & Huntoon	:33
I & Del Norte	:34
I & 15th	:35
I & 12th	:35
H & 9th	:37
H & 12th	:37
H & 15th	:38
H & Del Norte	:38
H & Huntoon	:39
H & Russ	:39
F & Harris	:44
Harris & K	:44
Harris & Q	:45
S & Wood	:46
S & Carson	:46
S & Huntoon	:47
West & 17th	:48
West & 13th	:48
Myrtle & Tydd	:49
6th & O	:51
6th & L	:52
H & 3rd	:59

Gold Route	
H & 3rd	:00
6th & G	:02
6th & C	:03
Summer & 7th	:04
Summer & Clark	:05
Summer & 15th	:06
Summer & Wabash	:07
California & Del Norte	:08
California & Buhne	:09
California & Dollison	:09
Henderson & Summer	:10
Spring & Harris	:12
Union & West Everding	:13
Union & Highland	:13
Union & Silva	:14
Spring near Allard	:15
Little Fairfield & Allard	:15
Little Fairfield & Sea	:16
Bingen & Lewis	:16
Alpha & Myers	:19
Eureka & Leonard	:20
Vance & Herrick	:21
Herrick & Elk River Rd.	:22
K Mart	:24
Broadway St & McCullen Ave	:26
Bayshore Mall	:31
Eureka Mall	:35
Central near W Henderson	:36
Harris & Elizabeth	:37
Harris & Summer	:38
Harris & Lowell	:38
F & Harris (arrives)	:40
F & Harris (departs)	:48
E & Dollison	:49
E & Huntoon	:50
E & Del Norte	:51
E & 15th	:52
E & Clark	:53
E & 9th	:53
H & 3rd	:59

Red Route	
H & 3rd	:00
4th & D Streets	:01
Waterfront & Marina	:02
Koster & Washington	:04
Short near W 15th	:05
Broadway & Del Norte	:06
Bayshore Way	:08
Bayshore Mall	:14
Harris & Nevada	:16
Harris & Elizabeth	:16
Harris & Summer	:17
Harris & Lowell	:17
F & Harris (arrives)	:18
F & Harris (departs)	:27
H & Manzanita	:28
H & Oak	:29
Moose Lodge on Campton	:31
Campton & Leslie	:31
Campton & Herron	:32
Excelsior & Campton	:32
Excelsior & Holly	:33
Holly & Walnut	:33
Walnut & Cypress	:34
Walnut & Fern	:35
Walnut & Redwood	:35
Sequoia Park on W	:36
W & Chester	:36
Hodgson & T	:37
Hodgson & Q	:38
Hodgson & J	:39
F & Harris	:45
Henderson & Lowell	:46
Henderson & A	:47
California & Long	:48
California & Del Norte	:49
California & 15th	:50
California & Simpson	:51
California & 7th	:52
7th & C	:52
H & 3rd	:59

Weekdays, Purple Route begins service at H & 9th @ 6:39 A.M. and ends service at H & 3rd @ 7:00 P.M. Saturdays, Purple Route begins service at H & 3rd at 10 A.M. and ends at H & 3rd @ 5:00 P.M.

Gold Route begins service on weekdays at Adult Ed School @ 6:15 a.m. and ends service @ 7:00 p.m. at H & 3rd. The Gold Route also operates on Saturday, beginning at H & 3rd at 10am and running until 5pm.

The Red Route runs on weekdays only, beginning service at H & Manzanita @ 6:28 a.m. and ends service @7:00 p.m. at H & 3rd.

Eureka Transit Service

www.eurekatransit.org
(707) 443-0826

Weekday services: Purple, Gold, Red, Green
Saturday services: Purple, Gold, Rainbow
General fare: $1.40
map is on page 18

Green Route

Buhne & Harrison	:01
Harrison & 18th	:02
Tydd near West	:09
Myrtle & Sunny	:10
Myrtle & Dean	:11
Park & Myrtle	:12
Park near Vernon	:13
Park & Nedra	:14
Nedra & 18th	:14
18th & Myrtle	:15
Myrtle & Glenwood	:16
Myrtle & Hubbard	:16
Myrtle & Hall	:17
Hall & Viale	:18
Harris & Granada	:19
Harris & U	:20
Harris & P	:21
Harris & K	:22
F & Harris	:26
F & Harris (departs)	:28
Henderson & Lowell	:29
Henderson & A	:30
Henderson & Summer	:30
Henderson & Spring	:31
Henderson & Central	:31
Bayshore Way	:34
Bayshore Mall	:37
Harris & Nevada	:39
Harris & Elizabeth	:40
Harris & Summer	:41
Harris & Lowell	:41
F & Harris (arrives)	:44
F & Harris (departs)	:52
Harris & K	:52
Harris & Q	:53
Harris & U	:54
Harrison & Harris	:56
St. Joseph's Hospital	:58
General Hospital Campus	:59

Green Route begins at Bayshore Mall @ 6:37 a.m. and ends service @ 6:44 @ Harris & F

Rainbow Route

H & 3rd	:00
4th & D Streets	:02
Waterfront & Marina	:03
Broadway & Del Norte	:06
Bayshore Way	:08
Bayshore Mall	:14
Harris & Nevada	:18
Harris & Elizabeth	:19
Harris & Summer	:20
Harris & Lowell	:21
F & Harris	:22
Harris & K	:23
Harris & Q	:24
Harris & U	:25
Dolbeer & Chester	:26
Hemlock & Walnut	:27
Sequoia Park on W	:28
W & Chester	:29
Harrison & Harris	:30
Harrison & Erie	:31
General Hospital Campus	:33
Harrison & 18th	:34
Myrtle near Vernon	:35
18th & Myrtle	:37
Myrtle & Hubbard	:37
Myrtle & Hall	:38
Hall & Viale	:39
Harris & Granada	:40
Harris & U	:41
Harris & P	:42
Harris & K	:43
F & Harris (arrives)	:44
F & Harris (departs)	:52
I & Huntoon	:54
I & Del Norte	:55
I & 15th	:56
I & 12th	:56
H & 3rd	:59

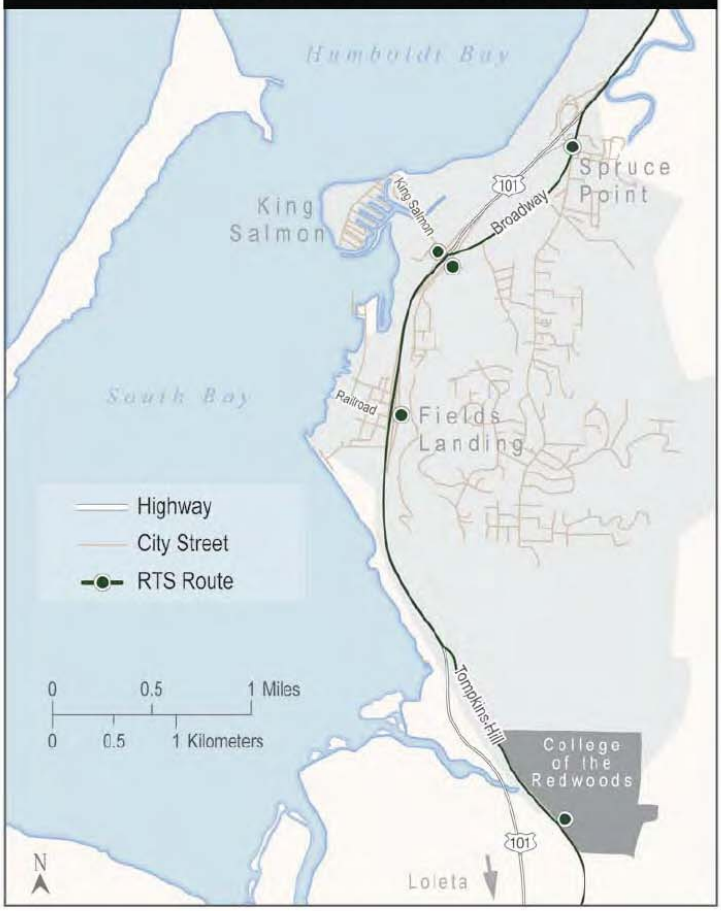
The rainbow route operates on Saturdays only, beginning at H & 3rd at 10am, and running hourly until 5pm.

Eureka Transit landmarks

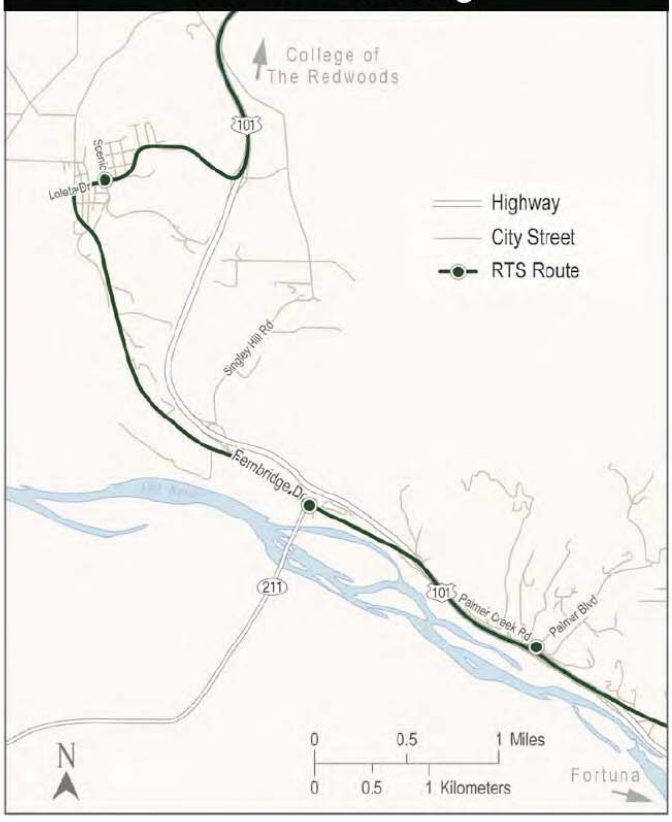
For location...	Use bus stop:
Adorni Center	Waterfront & L *served by Purple Route*
Adult Education School	Walnut & Cypress *Red*
Burre Center	Myrtle & Tydd *Purple*
Costco	Short near W. 15th *Red*
Eureka Zoo	W near Chester *Red, Rainbow*
Dept. of Motor Vehicles	Summer & 15th *Gold*
Forest Service	Bayshore Way *Red, Green, Rainbow*
Humboldt County Courthouse	H & 3rd *Gold, Purple, Rainbow, Red*
Moose Lodge	Moose Lodge on Campton *Red*
Myrtletown Shops	Myrtle near Vernon *Rainbow*
Redwood Acres	Harris & Hall *Green, Rainbow*
Senior Resouce Center	California & Sonoma *Gold, Red*
Sequoia Park	Sequoia Park on W St *Red, Rainbow*
Social Services	Koster and Washington *Red*
Silvercrest	Tydd near West *Purple, Green*
St. Joseph Hospital	Dolbeer & Russ *Green*
Target	2nd and Y *Purple*
Wharfinger Building	Waterfront Drive & Marina Way *Red, Rainbow*
WinCo	Harris & Elizabeth *Gold, Red, Green, Rainbow*
Zane Junior High	S & Huntoon *Purple*

Manila

Spruce Point, Fields Landing, C.R.



Loleta - Fernbridge

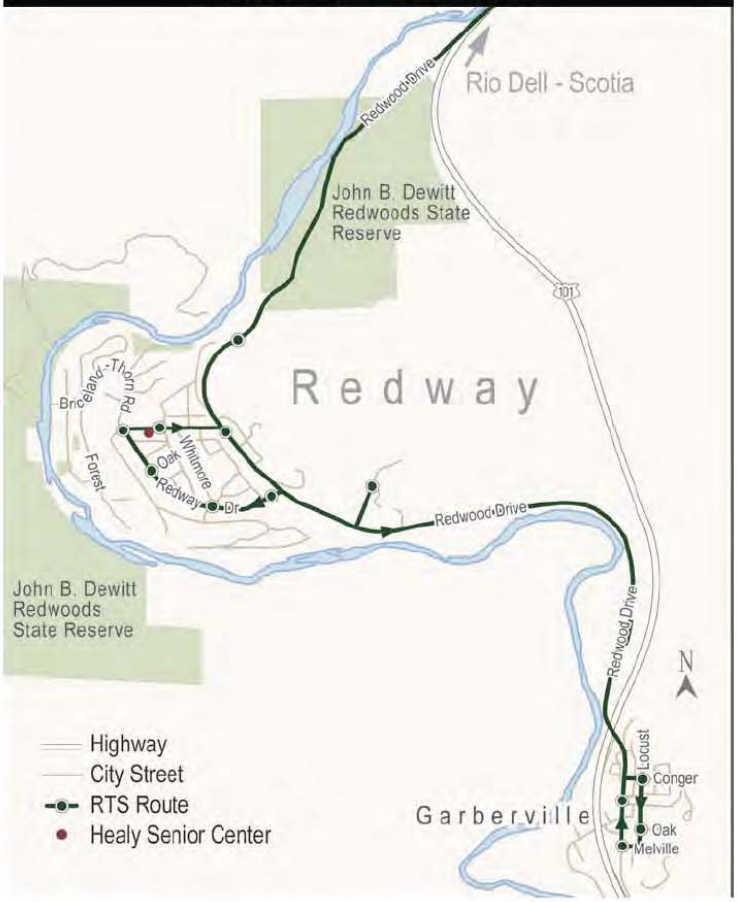


Fortuna


Loleta
Palmer Boulevard
101
Main St
Fortuna
Rohner
Park
N St
11th St
Main St
Fortuna Blvd
Smith Lane
Rohnerville Rd
12th St
Newburg Rd
Redwood Way
Redwood Village
Shopping Center
Redwood
Memorial Hospital
Kenmar Rd
Kenmar Rd
Rohnerville Rd
Ross Hill Rd
School St
Eel River
Eel River Dr
Wood St
Ronald Ave
Drake Hill Rd
Rio Dell /
Scotia
101
Highway
City Street
Multi-Line Stop
RTS Route
RTS Southern Humboldt
N
0
.5
1 Miles
0
.5
1 Kilometers

Rio Dell / Scotia

Garberville / Redway

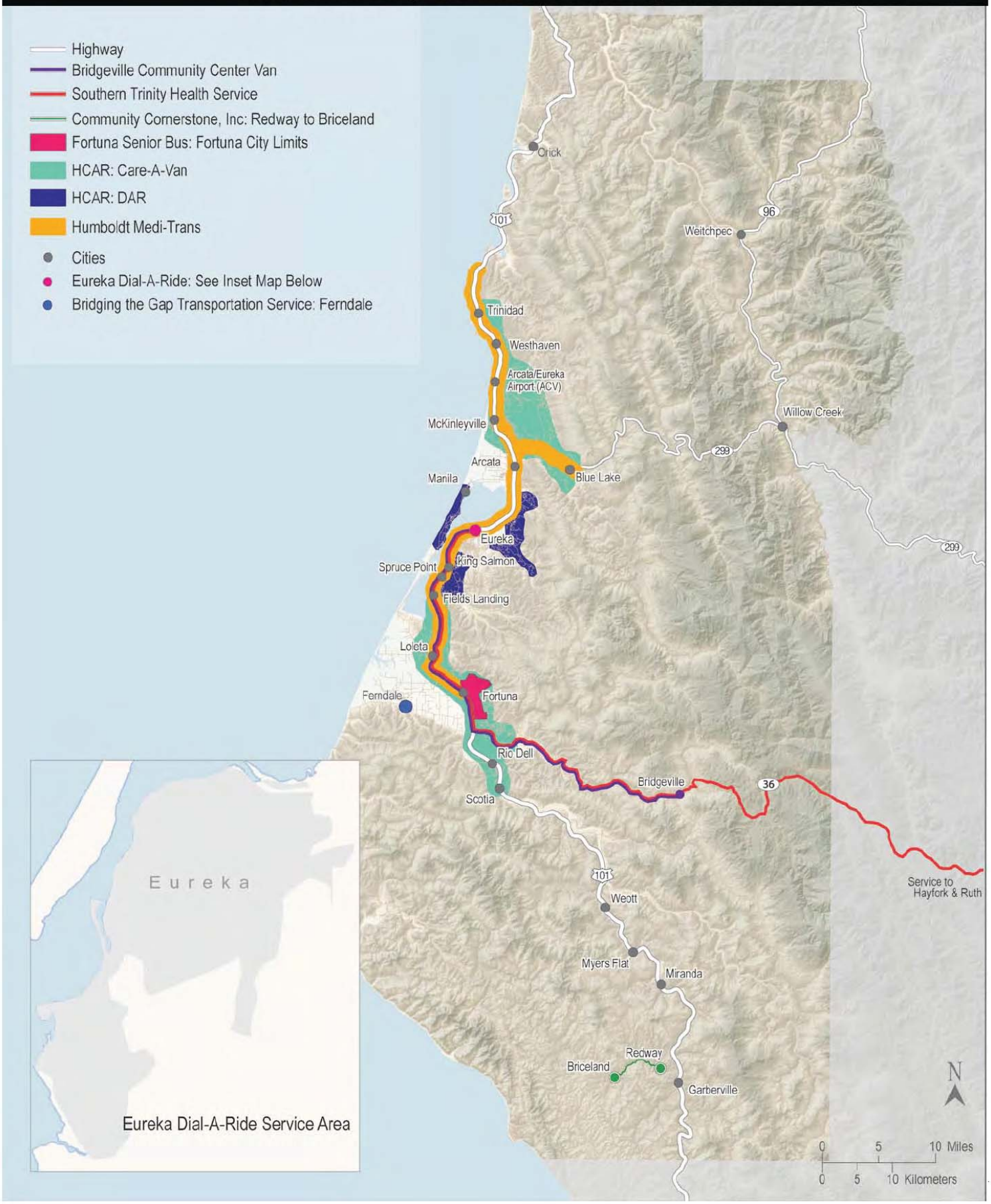


Southern Humboldt Transit System service is shown in the RTS Mainline schedule with trips serving towns between the Bayshore Mall and Garberville.

Southern Humboldt Transit System
Northbound stops
Melville and Redwood Dr, Garberville
Garberville Shell
Conger and Locust Streets, Garberville
Redway Shell
Redway & Whitmore
Redway & Oak
Briceland Rd & Redwood
Healy Senior Center
Phillipsville Fire Department
Miranda offramp
South Fork High School
Myers Flat
Miranda Jr. High
Weott offramp

Southern Humboldt Transit System
Southbound stops
Weott offramp
Miranda Jr. High
Myers Flat
Miranda General Store
Miranda offramp
Phillipsville Post Office
Redway/Shop Smart
Redway Clinic
Conger and Locust Streets, Garberville
Locust & Oak
Melville and Redwood Dr, Garberville

Humboldt County: Human Service Transportation



Demand-response, flexible, and specialized services

In addition to scheduled fixed-route services in Humboldt County, there are many “human services transportation” options and on-demand services available. Many of these services are designed to meet particular needs and may be eligibility restricted. The map and tables on this, and the following two pages show available transportation services.

Humboldt Bay Area transportation services

Service	Service area	Service hours	Eligibility	Accessibility	Cost	Contact	Other services	Reservations
Bridging the Gap Transportation Service (Ferndale Senior Resource Agency)	Service area: Humboldt Bay Area for shopping trips and medical appointments.		Residents of Ferndale only. 62 years and older or must have a disability.	No information.	In-ferndale trips are cost-free. Siding fee for inter-city travel: Ferndale to Fortuna: $4 (round trip) Ferndale to Eureka: $8 round trip (provided trips are no more than 2 hours -	707-786-4141	Bi-monthly sit down lunch program, home-delivered meais, STRONG exercise class, information and resource referral	24 hour advance reservations required. Recommend reserving travel as far in advance as possible. Service is subject to availability.
CARE-A-VAN (operated by Humboldt Community Access and Resource Center)	CARE-A-VAN:south of Fields Landing to Scotia as well as the communities of Blue Lake, Trinidad, &	Mon-Sat 7am to 7 pm	Requires dial-a-ride certification from Humboldt Transit Authority	ADA accessible.	No cost	707-443-7077 ats@hcar.us www.hcar.us	We have the following departments: Respite, On Going Support, Employment Services, Art Studio, & 3 day programs.	24 hour advance reservations required.
Dial-a-ride (operated by Eureka City Ambulance)	From from Herrick Ave, Eureka to Clam Beach, McKinleyville	Mon-Fri, 6am-7pm. Saturday, 7:30a-5:30p.	Requires dial-a-ride certification from Humboldt Transit Authority	ADA accessible.	$2.80 per trip within a service zone. Additional fare per service zone.	707-442-4555		24 hour advance reservations required.
Dial-a-ride (operated by Humboldt Community Access and Resource Center)	Communities south of Eureka to Fields Landing; Samoa/Manila; Old Arcata Rd; Indianola; & Freshwater	Mon-Sat 7am to 7 pm	Requires dial-a-ride certification from Humboldt Transit Authority	ADA accessible.	DAR the tickets are sold through the transit centers, senior centers, and city hall. As of now the price per ticket is $2.80.	707-443-7077 ats@hcar.us www.hcar.us	We have the following departments: Respite, On Going Support, Employment Services, Art Studio, & 3 day programs.	24 hour advance reservations required.
Door-to-door airporter	Transportation to and from Arcata/Eureka Airport only. Primary service area is Fortuna to Trinidad. Service to and from other areas may be arranged in	All flights serviced with advanced reservations		No wheelchair lifts, do not provide child safety seats	Cost of transportation is based on area, number of passengers, luggage, pets etc. Example: 2 passengers from Eureka: $28.00 Payments accepted: Visa, Mastercard, Amercian Express, Discover Cash, and Local Checks	888-338-5497 airporter@suddenlink.net doortodoorairporter.com		24 hour advance reservations.
Fortuna Senior Bus	Within Fortuna city limits.	Monday-Friday from 8:30am to 4:00pm. Saturdays from 9:00am-3:30pm. Office hours are Monday - Friday, 8am - 5pm for reservations.	Available to seniors over the age of 50 or persons with a disabilty which prevents them from driving a vehicle	ADA accessible.	Cash fare is $1.25 per trip. 20 trip punch card may be purchased for $20.	707-725-7625 park@ci.fortuna.ca.us friendlyfortuna.com		Reservations for medical appointments may be made 30 days in advance. Other appointments such as hair may be made one week in advance. All other trips may be reserved the day prior
Humboldt Medi-Trans	Humboldt Bay Area: Within Fortuna to Patrick's Point, and East to Blue Lake.	4am-8pm, Mon-Saturday.	Medi-Cal patients. Currently restricted to dialysis patients.	ADA accessible.	Medical covers full cost. No cost to customer.	707-839-3364		Two week advance reservation strongly recommended.

Demand-response, flexible, and specialized services

Southern Humboldt transportation services

Service	Service area	Service hours	Eligibility	Accessibility	Cost	Contact	Other services	Reservations
Community Cornerstone Inc.	From Redway South to Laytonville, from Redway North to Weott. From Redway East to Briceland.	Hours are from 9am to 3pm Monday through Friday	Clients of Community Cornerstone, Inc. only	No information.		707-923-9248 corner@humboldt.net www.communitycornerstone.org	Supportive Living Skills And a day program for disabled adults.	
Bridgeville Community Center Van	Provides transportation from Bridgeville to Eureka and Fortuna. Will pick up passengers on the way in Carlotta and Hydesville.	Thursdays only. Depart from Bridgeville at 9:30a. Depart from Eureka ~3:30p.	All are eligible to use service. Priorities given for medical and social service appointments.	No information.	Suggested donation of $5.	707-777-1775 cstanley@humboldt.k12.ca.us www.bridgevillecommunitycenter.org		Call at least one day ahead to reserve a seat.
Southern Trinity Health Services	Highway 36 Corridor: Dinsmore, Mad River, Ruth, Hettenshaw Valley, Bridgeville. Service to Eureka and Fortuna	Monday through Friday, schedule varies	No eligibility requirements	No information.	Request donations: Suggested $5 for longer run routes. $1 for local routes.	707-574-6616 www.sthsclinic.org/transportation.php	Food commodities, primary health care, counseling, and dental health care.	

Financial assistance for transportation

Service	Services	Service area	Service hours	Eligibility	Contact	Other services
California State Department of Rehabilitation	Financial resources for transportation: provide transportation funds (gas money, bus tickets) to achieve vocational goals.		Monday - Friday, 9-5pm.	Must have diagnosed impairment with impediments that restrict them from attaining, retaining, or advancing in employment.	707-445-6300 www.dor.ca.gov	
St. Joseph Health System Blue Lake Community Resource Center	Monthly passes for travel on BLRTS.			Blue Lake residents. Low income. Must be used to go to school or work.	707-668-5239	Community Resource Center provides food, phone, fax, and resource referral.
Arcata Endeavor	Bus passes provided on a case-by-case basis through the Transportation Assistance Program.	n/a	9am-3pm Mon-Fri (drop-in hours) @ 501 9th Street		707-822-5008	
Humboldt Domestic Violence Services	Transportation assistance to law enforcement, medical, and other services. Assistance for transportation services for clients and their families who wish to leave the area.		General client needs - Monday through Friday from 9:00 am to 4:00 pm.	Must be a client of agency to receive transportation assistance.	707.444.9255 dvservices@hdvs.org www.hdvs.org	24 hour crisis line, emergency shelter, safe house, counseling, food, and clothing for clients and their children.

How to use this guide

Welcome to the Humboldt County Transportation service guide. This guide contains maps, timetables, and fares for transit services in Humboldt County. This guide also contains information on specialized demand-response service, ADA, private, and human service transportation options such as dial-a-ride, airporter, and rural connection service.

How to find service information in this guide

If you are looking for general service public transit, identify the service for which you require additional information in the table of contents (page 2) or the region for a more detailed map on page 4.

Specialized on-demand and human service transportation services are listed and described on pages 24-26 of this guide.

How to use transit maps and timetables

Follow these steps to plan your trip. You can also use Google Transit online to plan a trip if you have access to the internet (see "Online tools to make planning transit trips easy," right).

1. Locate your destination on the map.
2. Locate where you are traveling from on the map (destination and starting point may be on different maps).
3. Identify routes that connect these locations.
4. Follow the timetables for these routes, working backwards through the routes. Identify arrival and departure times that connect the routes. Begin by identifying the arrival time and trip for your destination.

About this guide

This guide is produced by Humboldt Transit Authority with support from Redwood Community Action Agency Division of Natural Resources Services, funded by the Caltrans Environmental Justice Program.

The guide was created by Trillium Solutions (www.trilliumtransit.com). Cartography is by the HSU Geospatial Club.

Online trip planning

Transit agency websites include current maps and timetables. These websites are linked from ***www.hta.org***. You can choose to use an online trip planner to automate planning your transit itinerary.

How to use Google Transit

Use the trip planner form at any one of the transit agency websites linked from ***www.hta.org*** or directly from Google Maps, at ***www.google.com/transit***. Enter addresses, intersections, or business/location names for your starting and ending points. Google Transit will provide an itinerary and map that shows walking directions, transit routes, where and when to board the vehicle(s), transfer (including between systems), and where and when to get off.