

VI. SERVICE ALTERNATIVES

Several transit service improvements were defined for the study area. A major source for the fixed route portion of the service alternatives is The Rapid's *Transit Master Plan* that was completed in July 2010. Other sources for these alternatives include ideas and suggestions made at Steering Committee meetings and public forums, as well as an analysis of services provided in peer cities.

COMMUTER EXPRESS

Park and ride lots throughout the county provide support for express service to downtown Grand Rapids. Express bus routes from park and ride locations to downtown Grand Rapids also provide the opportunity to connect with other Rapid routes at its downtown transit center.

Several potential express routes have been identified. These would utilize park and ride lots to provide peak hour trips to and from downtown Grand Rapids. Initially, a minimum of three morning inbound trips and three afternoon outbound trips would be provided for each express route. Inbound trips would be scheduled to serve shift times that begin at 8:00 a.m., 8:30 a.m., and 9:00 a.m. Outbound afternoon trips would serve work times ending at 4:30 p.m., 5:00 p.m., and 5:30 p.m. Potential locations are described below.

Cedar Springs/Rockford

This route would operate mostly along US 131 from an existing park and ride lot located at 17-Mile Road and US 131 in Cedar Springs. It would also stop at a new park and ride lot at 10-Mile Road and US 131 near Rockford before arriving in downtown Grand Rapids.

Ada/Lowell

These express trips to downtown Grand Rapids would run along Fulton Street (M 21), I-96, and I-196. It would serve an existing park and ride lot in Lowell and a new park and ride lot in Ada in the vicinity of Fulton Street and Ada Drive.

Byron/Gaines

This route would run between a stop in the vicinity of US 131 and 68th Street and downtown Grand Rapids mostly along US 131. A park and ride lot in this vicinity would need to be provided.

Caledonia/Cascade

An express route serving two park and ride lots in Caledonia and Cascade Townships would operate mostly along I-96 and I-196 to and from downtown Grand Rapids.

Exhibit VI-1 shows the location of possible park and ride lots serving these commuter express routes. A 2.5 mile distance from the park and ride locations was used to estimate the population within its service area. This is the assumed distance that passengers would be willing to travel to access an express bus route, which is about a five minute drive. The park and ride lots located in Gaines and Byron Townships have nearby block groups with the highest population, 2,497 people and over. The remaining park and ride lots have nearby block groups with 1,470 to 2,496 individuals. Only the park and ride lot located in Caledonia Township does not contain a block group with over 1,469 people.

Exhibit VI-2 depicts a potential alignment for the downtown Grand Rapids portion of these express routes. This alignment is designed to serve medical facilities from Michigan Avenue, Grand Valley Community College, as well as the core of downtown Grand Rapids.

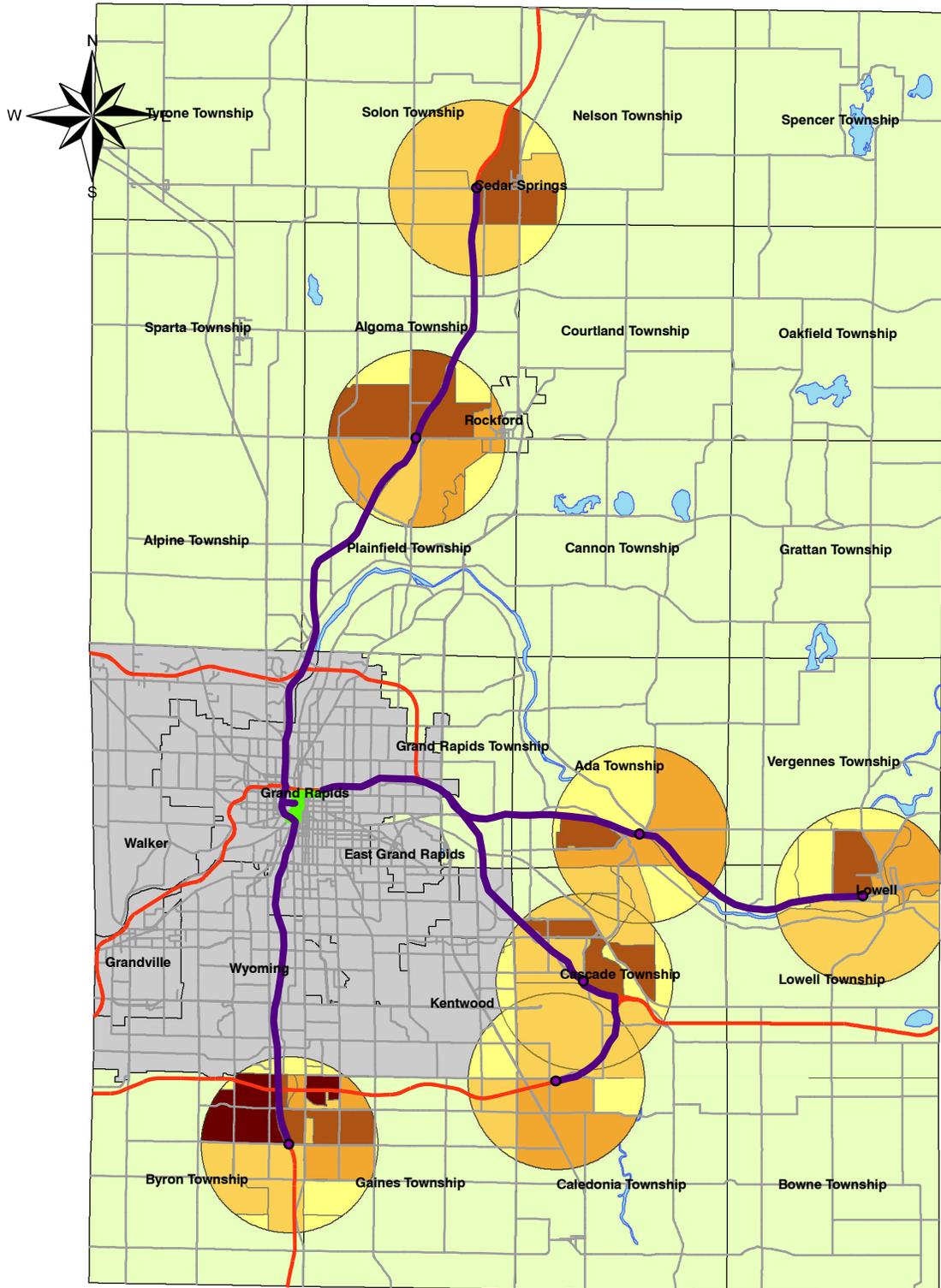
Exhibit VI-3 includes a profile of the four proposed commuter express routes. Each would operate during the weekday peak hours with three morning inbound trips and three afternoon return trips. Estimated vehicle requirements, revenue hours, and revenue miles are included for each route.

Exhibit VI-4 summarizes the estimated population that currently live within 2.5 miles of the current or proposed park and ride location. The table shows that the park and ride located in Byron and Gaines Townships is estimated to have the largest population, with 19,196. The second largest population is at the Cascade Township park and ride, with 8,021. This is paired with the Caledonia park and ride which together have a route total of 12,355. The Ada Township park and ride serves an estimated population of 7,511, and Lowell serves an estimated 6,332 individuals for a route total of 13,843. The third highest population is in the vicinity of the Rockford park and ride lot, with 7,980. With the Cedar Springs park and ride serving a population of 5,457, the Rockford/Cedar Springs route totals 13,437 persons within its service area.

**Exhibit VI-4
Population Served by Express Bus Service**

Commuter Express Park and Ride	
Location	Population Within 2.5 Miles
Cedar Springs	5,457
Rockford	7,980
<i>Route Total</i>	<i>13,437</i>
Ada Townships	7,511
Lowell	6,332
<i>Route Total</i>	<i>13,843</i>
Byron/Gaines Townships	19,196
<i>Route Total</i>	<i>19,196</i>
Caledonia Township	4,334
Cascade Township	8,021
<i>Route Total</i>	<i>12,355</i>

Exhibit VI-1 Proposed Park and Ride Locations



Total Population

- Park and Ride Lot
- Downtown Alignment
- Express Routes
- 10 - 400
- 401 - 923
- 924 - 1469
- 1470 - 2496
- 2497 - and over

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**Exhibit IV-3
Proposed Express Route Profile**

Route	Service Span			Vehicle Required				Frequency				Revenue Hours			Revenue Miles				
	Weekday	Sat.	Sun.	PK	MD	Eve.	Sat.	Sun.	PK	MD	Eve.	Sat.	Sun.	Wday	Sat.	Sun.			
Cedar Springs/Rockford	7:15a-8:45a 4:45p-6:15p	--	--	2	--	--	--	--	30	--	--	--	--	4.2	--	--	127.2	--	--
Ada/Lowell	7:15a-8:45a 4:45p-6:15p	--	--	2	--	--	--	--	30	--	--	--	--	3.8	--	--	114.0	--	--
Byron/Gaines	7:15a-8:45a 4:45p-6:15p	--	--	2	--	--	--	--	30	--	--	--	--	3.6	--	--	108.0	--	--
Caledonia/Cascade	7:15a-8:45a 4:45p-6:15p	--	--	2	--	--	--	--	30	--	--	--	--	2.3	--	--	69.0	--	--

ROUTE EXTENSIONS AND NEW ROUTES

Route extensions and new routes are designed to meet the needs of individuals outside of the existing core service area The Rapid. A number of proposed new routes and route extensions were identified in the *Rapid Master Plan*. It is assumed that a basic level of service be provided on these extensions mostly consisting of 30 minute frequencies from 5:00 a.m. to 6:00 p.m. on weekdays and Saturdays.

Route 16 - Metro Health to Byron Center

This is a three mile extension of Rapid Route 16 from its current terminus at the Metro Health Center along Byron Center Avenue to the vicinity of 84th Street.

Route 10 - Clyde Park to 76th Street

This extension is 2.5 miles in length extending from the current Route 10 terminus at the Meijer Shopping Center at Clyde Park Avenue and 52nd Street to 76th Street.

Route 1 - Division to 76th Street

This route would be extended from 68th Street along Division Avenue to 76th Street in Gaines Township. This extension is 0.9 miles.

Route 4 - Eastern to 76th Street

This is a two mile extension along Eastern Avenue from 60th Street to 76th Street into Gaines Township.

Route 2 - Kalamazoo to Gaines Marketplace

This is a three mile extension from 44th Street to Gaines Marketplace in Gaines Township north of 68th Street.

Route 9 - Alpine Avenue/Belmont/Rockford

Route 9 currently ends at Alpine and Lamoreaux Drive. This extension would run along Lamoreaux Drive to Comstock Park, continue north on West River Road to Belmont, and continue north on Belmont Avenue and 10-Mile Road to Rockford. Overall, this would add 12.6 miles to this route.

Route 11 - Plainfield Avenue

This extension would restore the part of the Route 11 that used to operate in Plainfield. This proposal would extend this route to Northland Drive.

Route 28 – 28th Street/Cascade

Route 28 is an east-west crosstown route. This is a 3.5 extension of Route 28 west into Cascade Township.

East Fulton Street/Ada

Local service along Fulton Street to Ada is not contemplated to be an extension of any Rapid route. Instead, this would be a new route that would run between Ada and Downtown Grand Rapids.

Rockford/East Beltline

This route would run between Rockford and a potential satellite transfer center in the vicinity of East Beltline and Knapp.

60th Street/68th Street Circulator

This route would serve the northern portion of Gaines Township. It would operate mostly along 60th and 68th Streets between Division and Kraft Avenues.

Exhibit VI-5 is a profile of the proposed route extensions and new routes. With the exception of the Route 28 extension, these route extensions and routes would operate generally between 5:00 a.m. and 6:00 p.m. on weekdays, and between 5:30 a.m. and 6:00 p.m. on Saturdays, depending on the current schedule. During other times, routes with proposed extensions would operate its current alignment. Frequencies would mostly be 30 minutes on weekdays and 60 minutes on Saturdays. On routes that have 15 minute or other frequencies, short turns will be necessary.

Traffic Analysis Zone (TAZ) data were used to show the population density within $\frac{3}{4}$ mile of these route extensions. Exhibit VI-6 shows this information. Alpine, Gaines and Byron Townships have TAZs with the highest population density, with over 4,561 persons per square mile. The City of Rockford and Plainfield Township had the second highest density, with areas of the population ranging from 2,560 to 4,561 persons per square mile. Cascade Township had TAZs in the third highest population range of 1,508 to 2,559 persons per square mile.

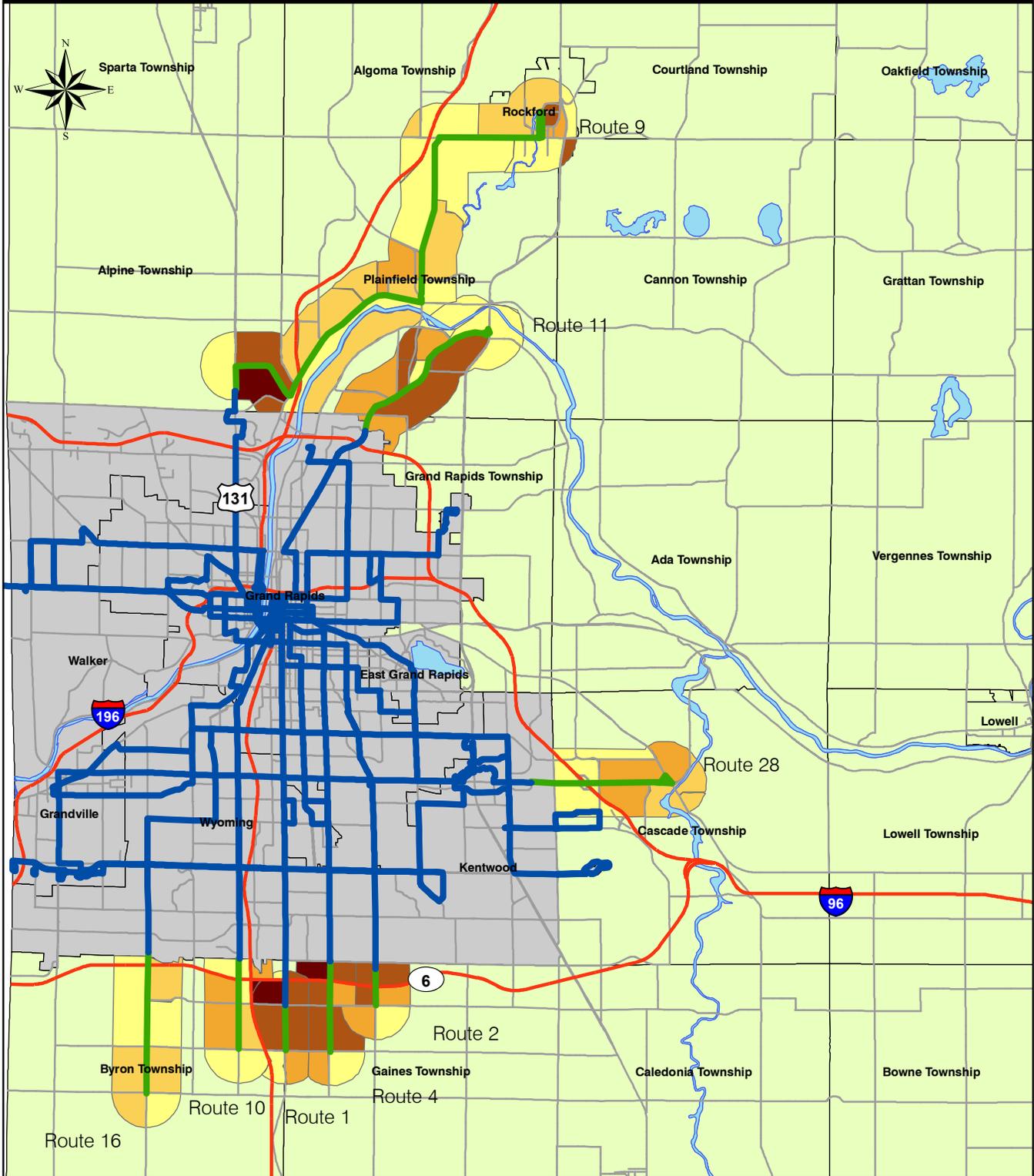
Exhibit VI-7 shows the 65 and over population density by block group within $\frac{3}{4}$ mile of the proposed route extensions. Gaines, Plainfield, and Alpine Townships show the highest densities of individuals 65 and over. Block groups in these areas have densities of 828 to 1,709 persons per square mile. Block groups in Gaines Township have 65 and older densities greater than 1,709. The majority of areas along route extension corridors have densities ranging from 14 to 500.

The density of zero vehicle households along the route extension corridors is shown in Exhibit VI-8. The areas with the highest densities, over 163 zero vehicle households per square mile, are located in Alpine, Plainfield, and Gaines Townships. Areas in the city of Rockford, Alpine, and

Exhibit I* -5
Proposed Route Extension Profile

Route	Service Span		Vehicle Required				Frequency				Revenue Hours			Revenue Miles					
	Weekday	Sat.	Sun.	PK	MD	Eve.	Sat.	Sun.	PK	MD	Eve.	Sat.	Sun.	Wday	Sat.	Sun.			
Route 16 - Byron Center	5:17a-6:00p	5:32a-6:00p	--	1	1	--	1	--	30	30	--	60	--	12.7	12.5	--	157.5	155.0	--
Route 10 - 76th Street	5:11a-6:00p	5:41a-6:00p	--	1	1	--	1	--	30	30	--	60	--	12.8	12.3	--	102.4	98.4	--
Route 1 - 76th Street	5:00a-6:00p	5:23a-6:00p	--	1	1	--	1	--	30	30	--	60	--	13.0	12.6	--	52.0	50.4	--
Route 4 - 76th Street	4:35a-6:00p	5:20a-6:00p	--	1	1	--	1	--	30	30	--	60	--	13.4	12.6	--	107.2	100.8	--
Route 2 - Gaines Marketplace	4:48a-6:00p	6:53a-6:00p	--	1	1	--	1	--	30	30	--	60	--	13.2	11.1	--	52.8	44.4	--
Route 9 - Rockford	4:33a-6:00p	5:06a-6:00p	--	4	4	--	2	--	30	30	--	60	--	50.0	23.8	--	1200.0	571.2	--
Route 11 - Plainfield Avenue	5:13a-6:00p	5:31a-6:00p	--	1	1	--	0.5	--	30	30	--	60	--	12.8	12.5	--	99.8	97.5	--
Route 28 - Cascade	5:30a-11:31p	7:07a-10:37p	--	1	1	0.5	0.5	--	30	30	60	60	--	18.0	15.5	--	144.0	124.0	--
New Route - East Fulton/Ada	6:00a-6:00p	6:30a-6:00p	--	4	4	--	2	--	30	30	--	60	--	44.0	21.0	--	352.0	168.0	--
New Route - Rockford/East Beltline	6:00a-6:00p	6:30a-6:00p	--	1	1	--	1	--	60	60	--	60	--	12.0	11.5	--	96.0	92.0	--
New Route - 60th/68th Street	6:00a-6:00p	--	--	1	1	--	--	--	60	60	--	--	--	12.0	--	--	96.0	--	--

Exhibit VI-6 Route Extension Corridors - Population Density



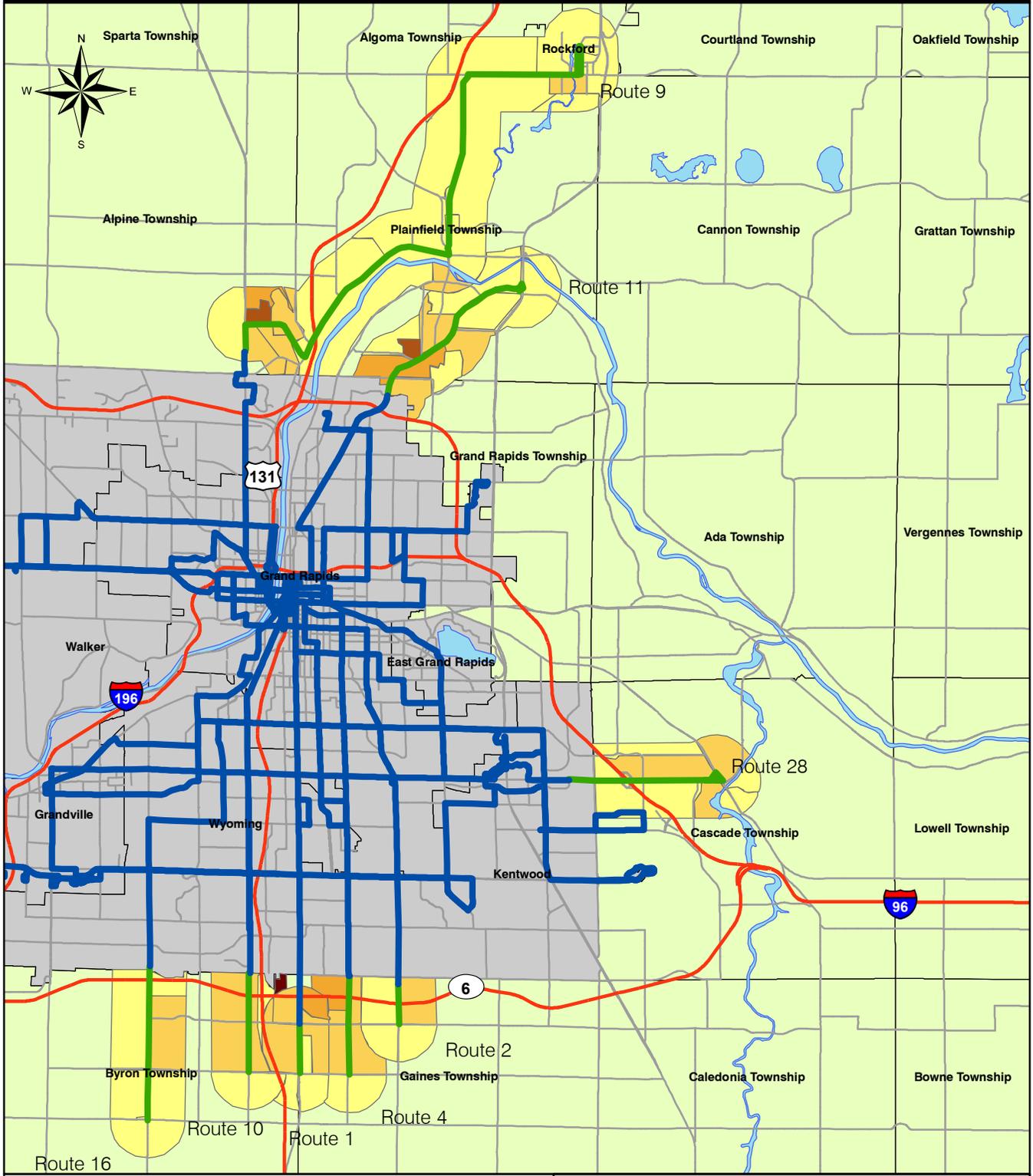
Population Per Square Mile



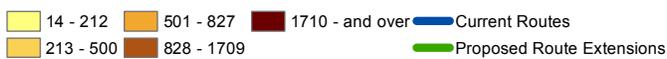
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Exhibit VI-7

Route Extension Corridors - 65 and Over Population

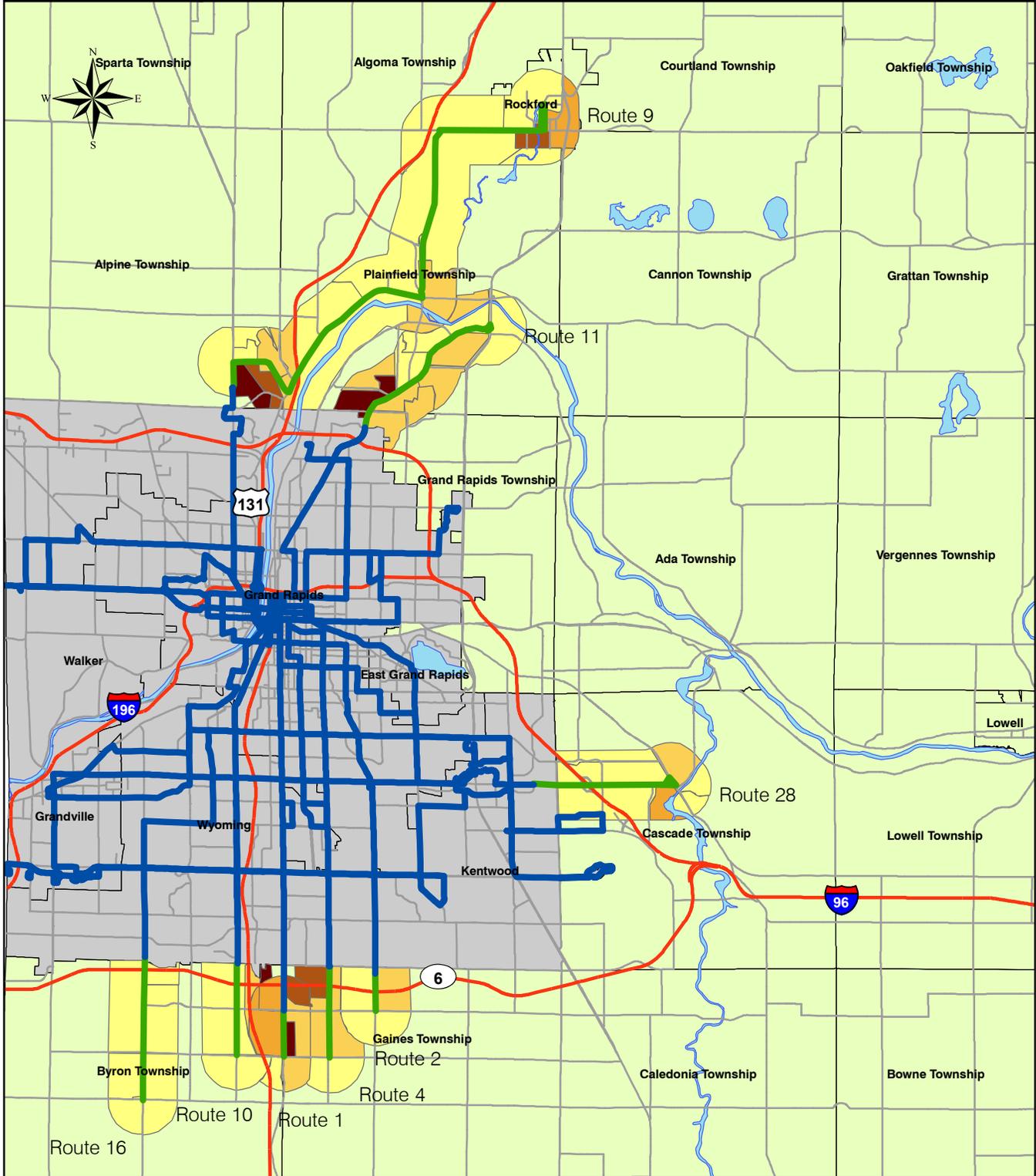


Individuals 65 and Over Per Square Mile

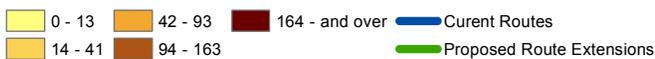


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Exhibit VI-8 Route Extension Corridors - Zero Vehicle Households



Zero Vehicle Households Per Square Mile



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Gaines Townships have block groups with the second highest densities, of 94 to 163. Several areas with densities between 42 and 93 are found in Rockford.

The map in Exhibit VI-9 shows the households below poverty densities in the area of the potential routes/route extensions. The areas with the greatest densities are located in Alpine, Bryon, Plainfield, and Gaines Townships. These townships have block groups with over 156 households below the poverty line per square mile. The second highest densities are located in the City of Rockford and in Plainfield Township. These block groups have a density between 556 and 156 poverty level households per square mile.

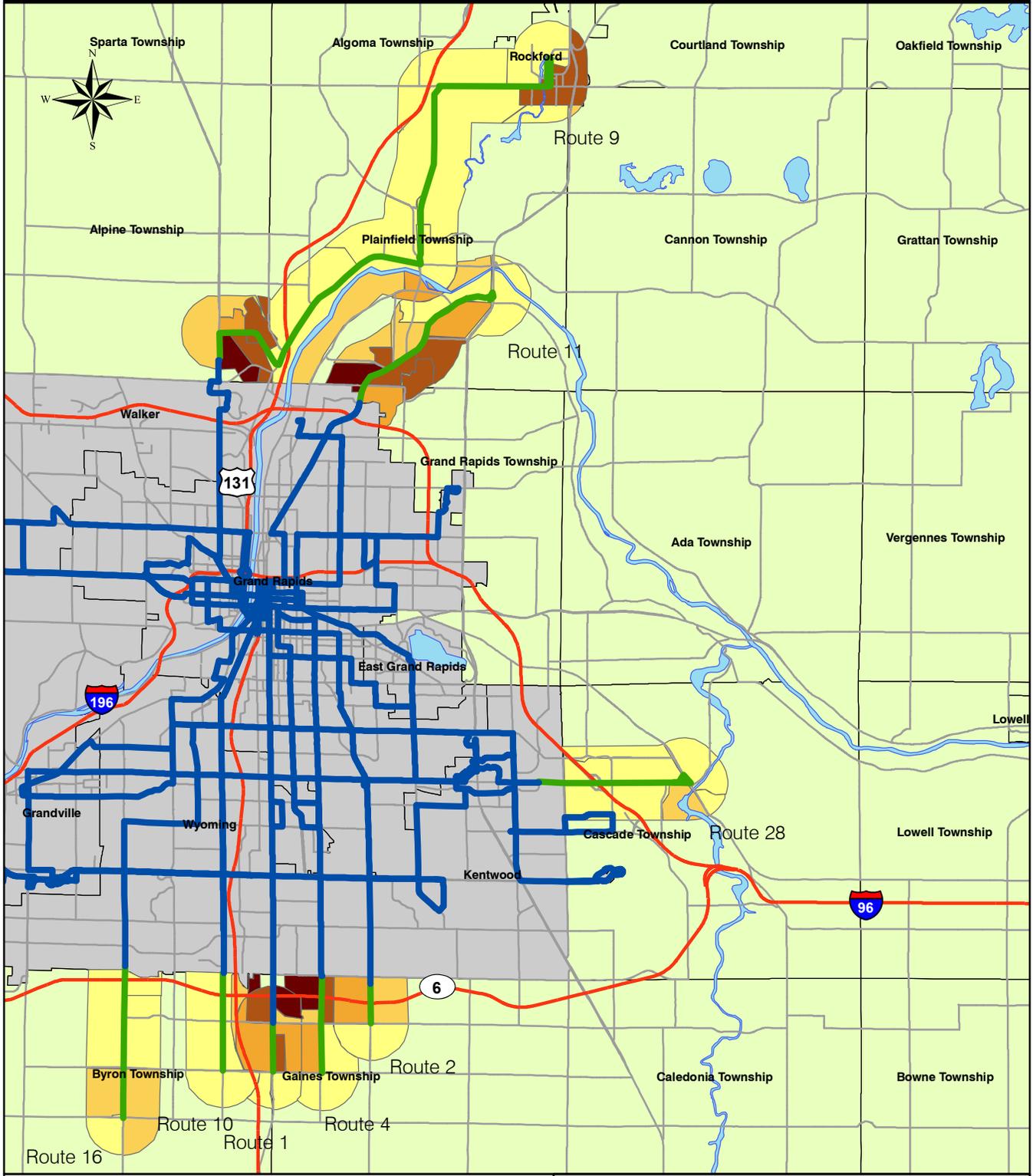
Exhibit VI-10 shows the population density for the portions of the TAZ that are within $\frac{3}{4}$ mile of these potential routes/route extensions. The Plainfield Route has the highest population density, with TAZs containing over 4,561 people. Both routes have zones with densities between 2,560 and 4,561 and zones with between 1,508 and 2,559. These zones are distributed throughout the routes with no one area of concentration.

The map in Exhibit VI-11 shows the population density of individuals 65 and older within $\frac{3}{4}$ mile of the potential routes/route extensions. The map shows a concentration of these people in the area surrounding Rockford. There are block groups in Rockford with densities over 1,709 individuals 65 and older, as well as several block groups with densities ranging from 828 to 1,709. The proposed route along East Beltline has areas of slightly lower densities. However, there are still block groups with densities ranging from 828 to 1,709 and between 213 and 500 on that route.

Exhibit VI-12 shows the densities of zero vehicle households within $\frac{3}{4}$ mile of the potential routes/route extensions. The proposed route to Ada Township has the highest concentrations of zero vehicle households located just outside of the existing Rapid service area. Most block groups in this area have a density between 94 and 163 households per square mile, with the most densely populated block group having over 163 households per square mile with no vehicle. The proposed route to Rockford has the highest concentration of zero vehicle households in the Rockford area. These block groups have between 37 and 58 households and between 59 and 156 zero vehicle households.

Exhibit VI-13 shows the densities of households below the poverty line for the potential routes/route extensions. These routes all contain block groups with 31 to 58 households below the poverty level. The proposed route through Plainfield contains block groups of higher densities, ranging from 59 to 156 households per square mile under the poverty level.

Exhibit VI-9 Route Extension Corridors - Households Below Poverty Level

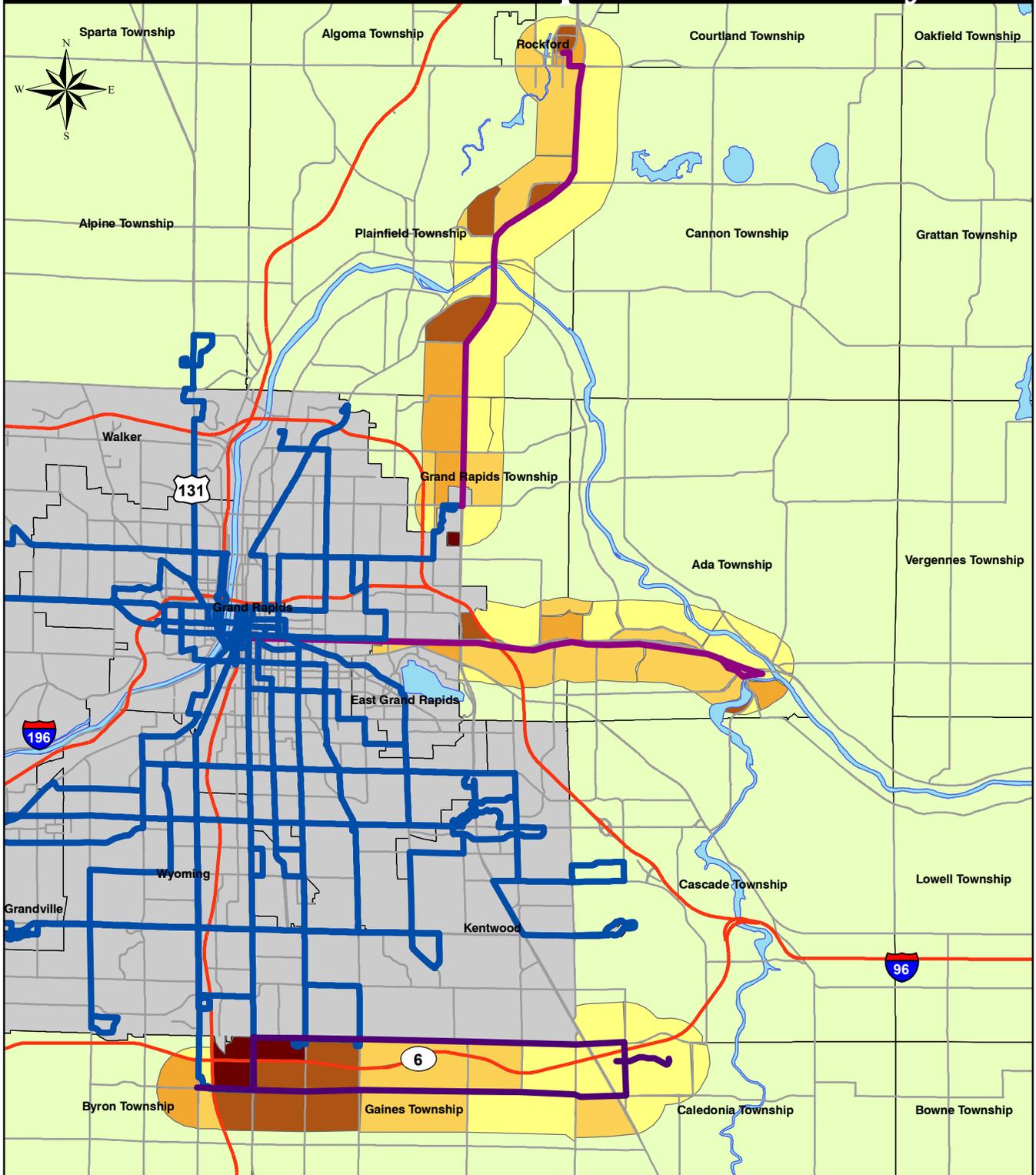


Households Under The Poverty Level Per Square Mile

 0 - 12	 31 - 58	 59 - 156	 157 - and over	 Current Routes
 0 - 12	 13 - 30	 31 - 58	 59 - 156	 Proposed Routes

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Exhibit VI-10 Potential Route - Population Density

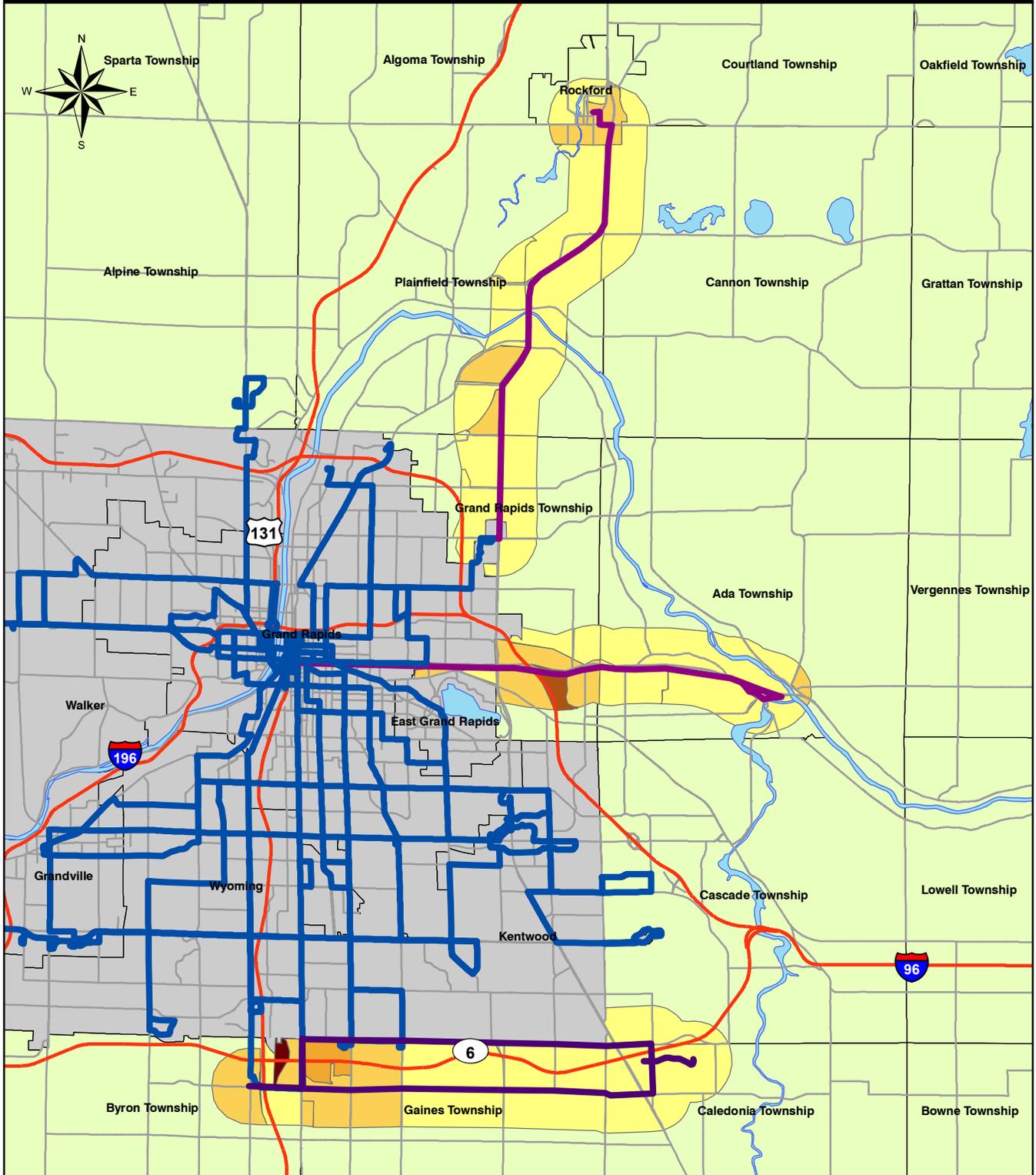


Population Per Square Mile



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Exhibit VI-11 Potential Routes - 65 and Over Population

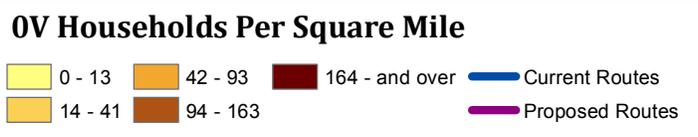
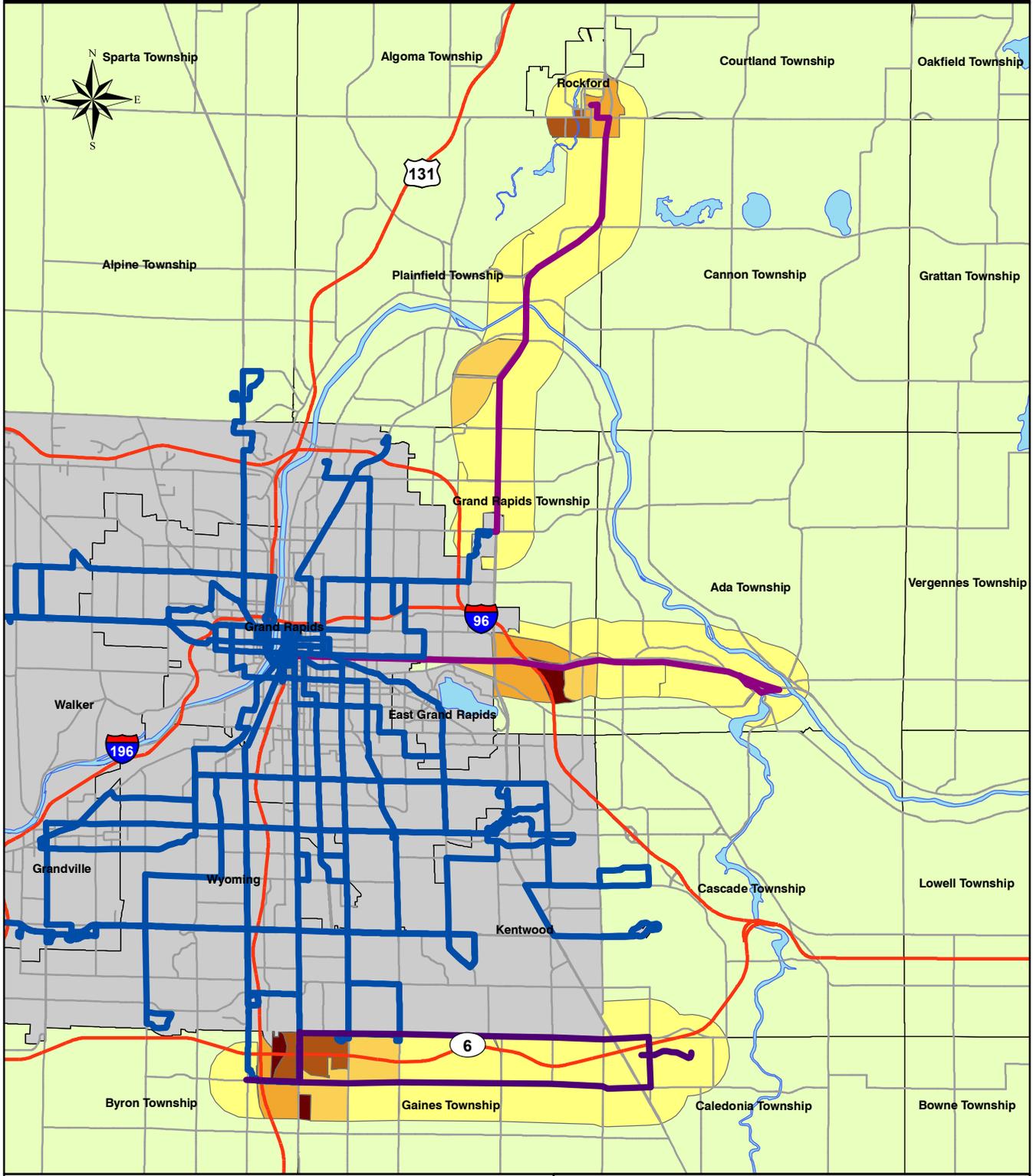


Individuals 65 and Over Per Square Mile



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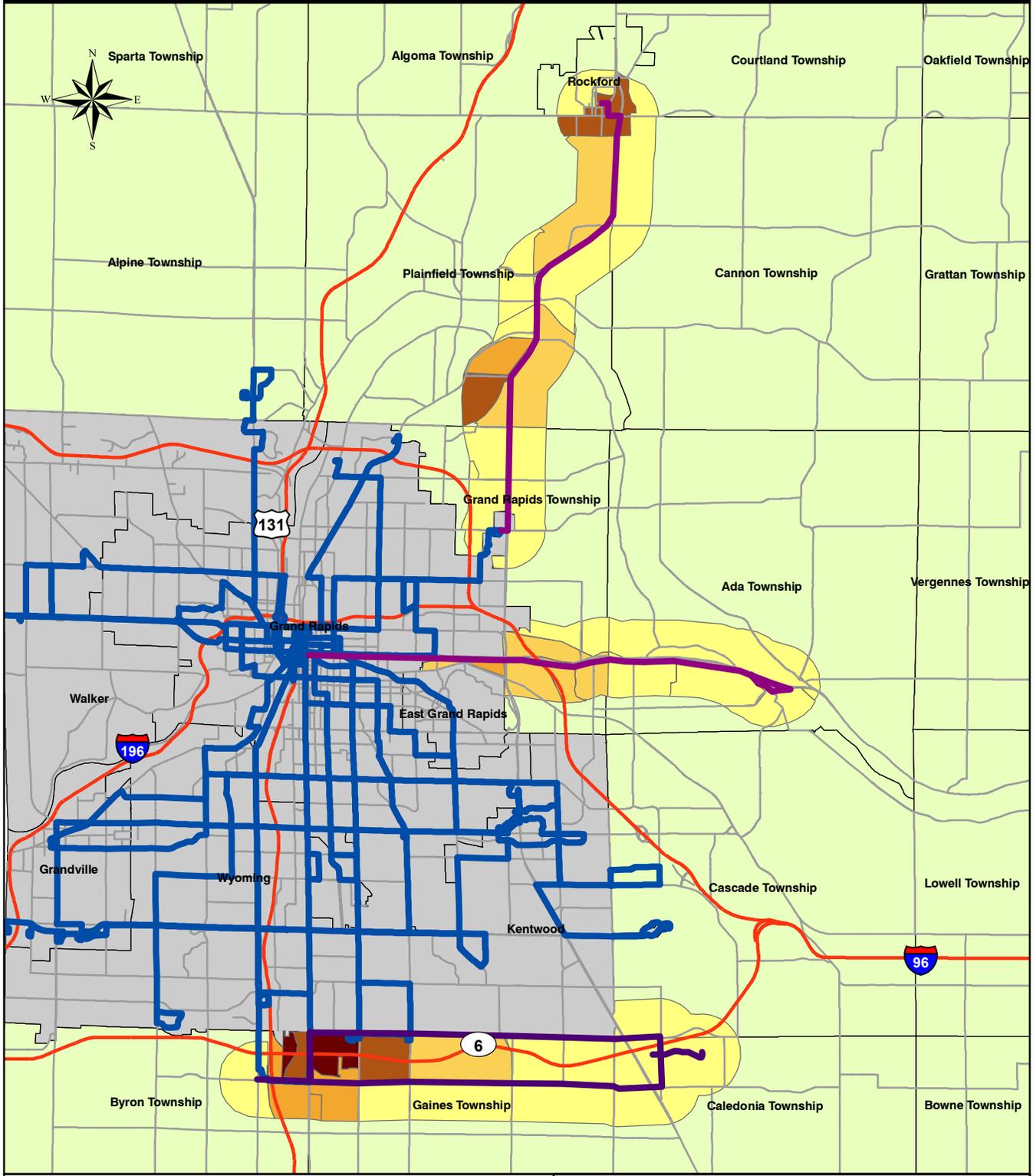
Exhibit VI-12 Potential Routes - Zero Vehicle Households



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Exhibit VI-13

Potential Routes - Poverty Level Households



Households Under The Poverty Level Per Square Mile

 0 - 12	 31 - 58	 157 - and over	 Current Routes
 13 - 30	 59 - 156		 Proposed Routes

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Exhibit VI-14 summarizes the demographic data within 3/4th mile of the three new routes and eight route extensions. The 60th/68th Street circulator would serve the greatest population, over 65 population, and zero vehicle households; the Route 4 extension would serve the greatest average population density; and the Route 9 extension would serve the greatest number of poverty level households.

**Exhibit VI-14
Demographic Data for Proposed New Routes and Route Extensions**

Proposed Route Extension	Population	Population Density	Over 65	0-Vehicle Households	Poverty Level Households
Route 16	4,008	760	561	34	45
Route 10	4,235	609	818	29	37
Route 1	7,149	2,770	723	160	180
Route 4	8,442	3,047	785	95	147
Route 2	4,888	2,153	499	24	61
Route 9	23,448	1,284	2,349	321	485
Route 11	13,641	1,963	1,464	198	319
Route 28	4,945	1,050	967	64	35
Rockford/E. Beltline	20,258	1,167	1,863	237	323
East Fulton/Ada	8,730	925	1,462	241	66
60 th /68 th Street	25,961	1,485	2,937	333	447

Expanded GO!Bus Service

With the expansion of the fixed route service area, a parallel expansion of the GO!Bus ADA complementary paratransit service is required. Based on the current service levels, an estimated 30,162 vehicle hours, 448,583 vehicle miles, and 14 vehicles would need to be added to the GO!Bus fleet.

DEMAND RESPONSE SERVICE IMPROVEMENTS

A countywide demand response service would provide a door to door service from any point in the county to any destination in the county. This alternative would serve residents of Kent County who live outside of The Rapid’s “six city” core service area. It would operate during weekdays and Saturdays and offer the flexibility of door to door service. Two types of demand response service are described. One would be open to the general public similar to the current County Connection service. The other would be limited to seniors and disabled persons.

County General Public

Countywide general public service is currently open to all residents of Kent County under the County Connection program. People who are eligible for GO!Bus complimentary paratransit

service under the Americans With Disabilities Act (ADA) would also be eligible for Countywide service. The service area for ADA paratransit service is limited to ¾ of a mile from the fixed routes. The service area for County demand response service encompasses all of Kent County, but is targeted to residents outside The Rapid's core service area.

Under this alternative, the current GO!Bus policies and procedures would be modified and the service expanded. This would include service hours, fares, eligibility, and access policies.

Service Hours

Service hours would be weekdays and Saturdays 5:00 a.m. to 6:00 p.m.

Eligibility

All residents of Kent County would continue to be eligible for countywide service. However, special discounts for seniors and disabled persons would be implemented.

Fare Structure

The following fare structure is assumed for this alternative:

- ◆ **\$5.00 Adult Cash Fare:** The fare paid by an individual who is not registered as a senior or passenger with a disability.
- ◆ **\$4.00 Reduced Fare Demand Response:** The fare paid by a certified senior citizen or person with a disability for a demand response trip.
- ◆ **\$3.00 ADA GO!Bus Fare:** The fare paid by an individual certified as ADA eligible within the Rapid fixed route service area.
- ◆ Children who are accompanied by an adult would ride for free.

Operating Policies

For most riders the service would be curbside-to-curbside, the same as the current County Connection service. However, a door-to-door option would be offered. Passengers who need additional assistance due to their disability can request door-to-door service. Drivers will assist door-to-door certified passengers from the first entry door of the passenger's pick-up address into the vehicle and from the vehicle to the first entry door of the passenger's destination address when requested. To receive door-to-door service, passengers must be certified by The Rapid.

Countywide Service for Seniors and Disabled Persons

This would be a new program designed to serve seniors and persons with disabilities. It would incorporate the policies and fares of the expanded County Connection service described above, with the exception that it would only be open to persons over 60 years of age and those with a disability.

DEMAND ESTIMATES

A number of techniques were used to estimate the demand for the various service alternatives presented in this section. These are described below.

Commuter Express Service

Peer Analysis

Information on other commuter express services were collected to help estimate potential ridership. This includes in cities similar in size and population to Grand Rapids as well as one larger city. The peer group includes express routes in Lansing, Toledo, Cincinnati, Dayton, and Indianapolis.

The map in Exhibit VI-15 depicts the CATA Route 48. This route provides service from Williamston and Webberville to downtown Lansing. It is estimated that 8,538 people live within a 2.5 mile radius of a park and ride along the route. The ridership on this route is 8,992 trips annually.

Exhibit VI-16 shows the park and ride lot in the Toledo area along TARTA Route 29X. There is an estimated population of 5,997 people living with a 2.5 mile radius of this park and ride lot. The annual ridership of the route is 36,370 passenger trips, according to TARTA staff.

The map in Exhibit VI-17 depicts the Cincinnati Anderson Express, Route 75X. This route provides service to downtown Cincinnati. It is estimated that 28,465 people live within a 2.5 mile radius of a park and ride along the route. The annual ridership of this route is 80,012.

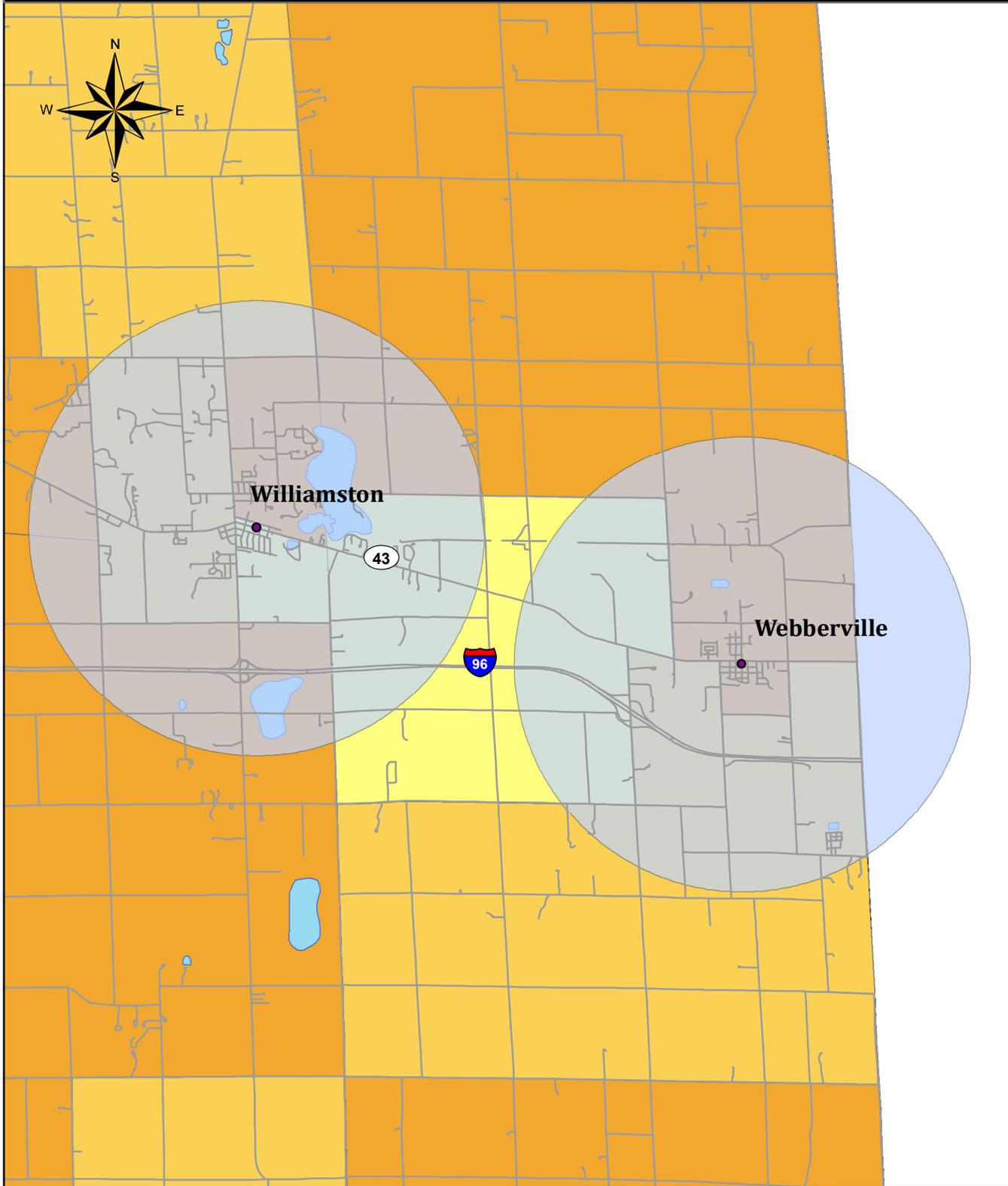
Exhibit VI-18 shows the Dayton park and ride along RTA Route 5X. There is an estimated population of 23,594 people living with a 2.5 mile radius of this park and ride lot. The annual ridership for this route is 93,894.

The CIRTAs park and ride lot served by the Carmel Express is depicted in Exhibit VI-19. An estimated 20,447 live within a 2.5 mile radius of the route, which provides commuter service between Carmel and Indianapolis. The annual ridership for this route is 53,909.

Exhibit VI-20 includes a summary of relevant data for each of the peer cities including the examples of commuter express routes. As shown, there is some correlation between commuter express bus ridership and the population served, the size of the area population, the cost of parking, and the relative attraction of its downtown for employment. Fares for each of these services are similar, ranging between \$1.00 and \$2.00. Based on these data, annual ridership of about 15,000 for each route, or 60,000 total, is a reasonable expectation.

Exhibit VI-15

CATA Williamston - Webberville Limited

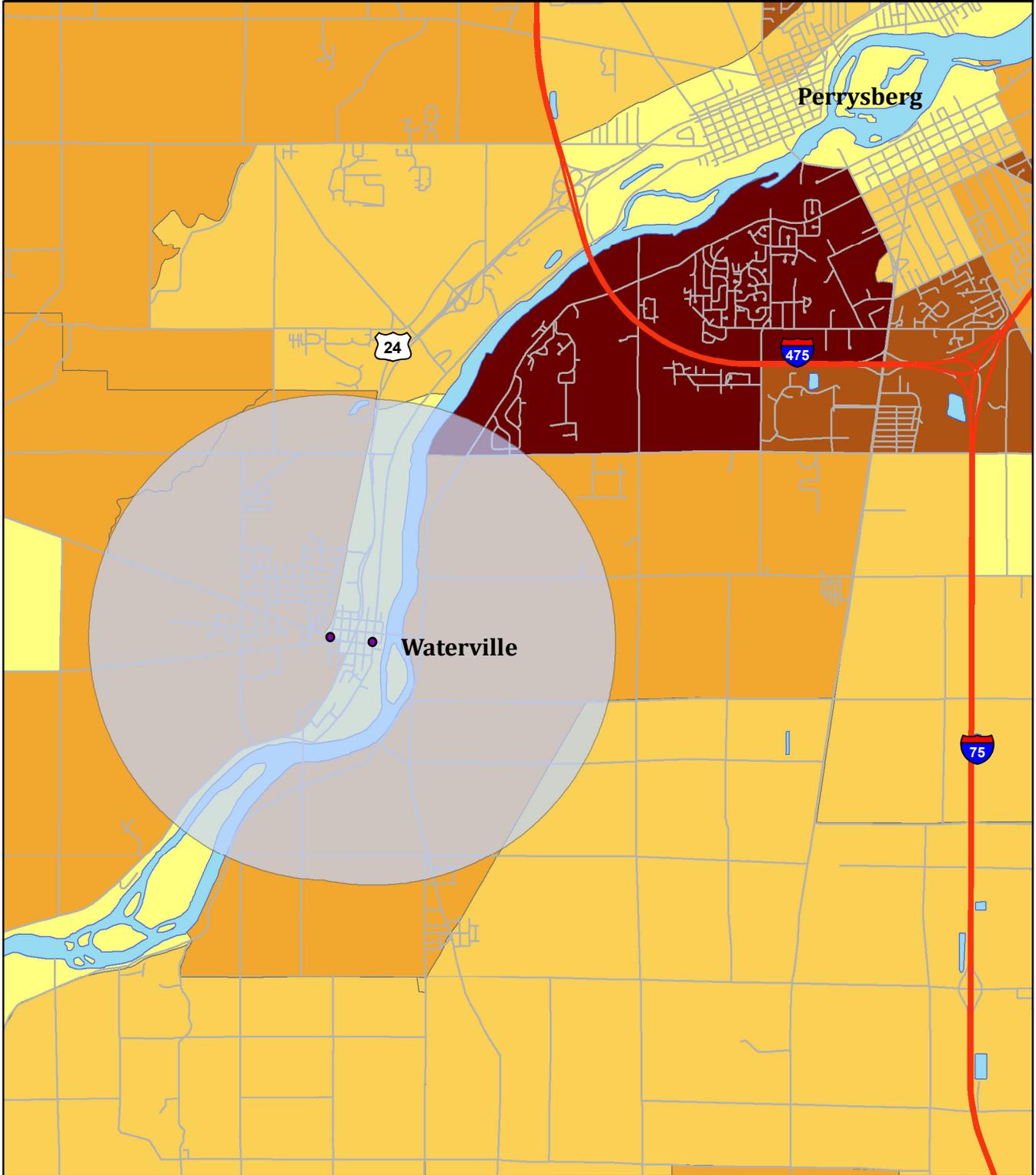


Total Population

- Park & Ride
- 0 - 969
- 1509 - 2399
- 4108 - 5934
- Express Buffer
- 970 - 1508
- 2400 - 4107

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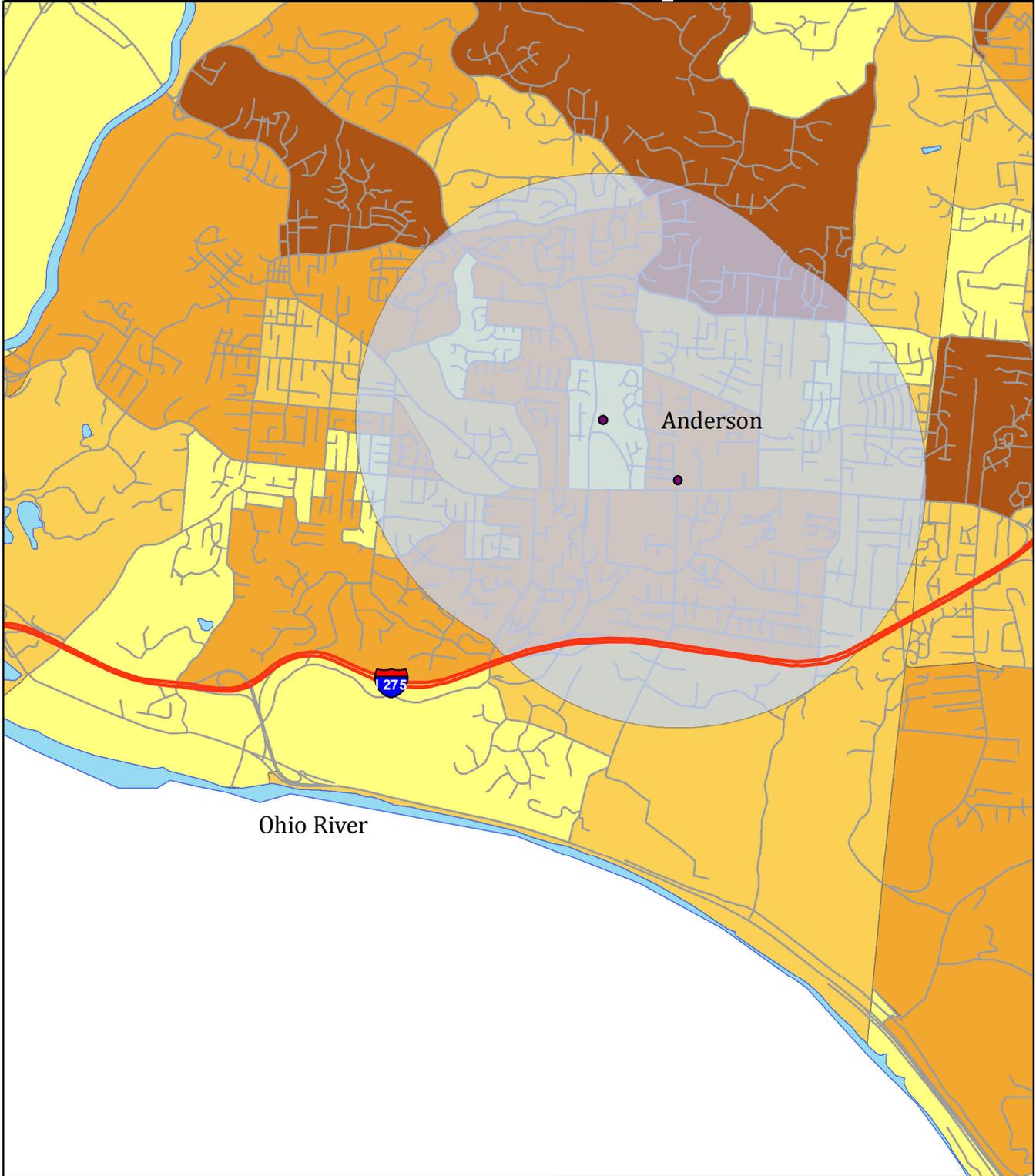
Exhibit VI-16 TARTA Route 29x



Total Population		
● Park & Rides	0 - 978	2489 - 4316
■ Express Buffer	979 - 1555	4317 - 8839
— Ohio streets	1556 - 2488	

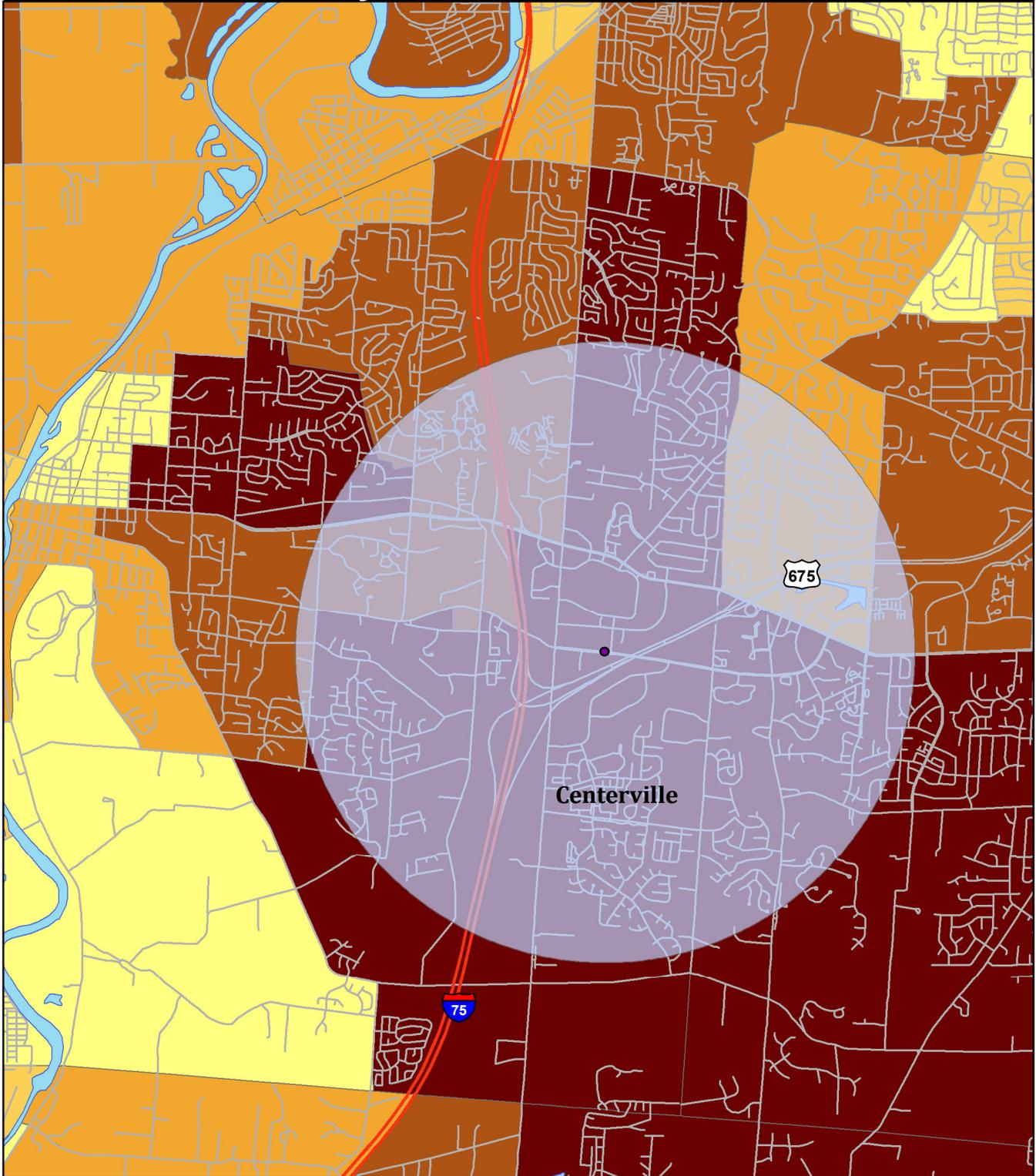
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Exhibit VI-17 Cincinnati Metro Anderson Express Route 75x



Total Population		
<ul style="list-style-type: none"> ● Park & Rides — Ohio streets ■ Express Buffer 	<ul style="list-style-type: none"> ■ 0 - 978 ■ 979 - 1555 ■ 1556 - 2488 	<ul style="list-style-type: none"> ■ 2489 - 4316 ■ 4317 - 8839
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Exhibit VI-18 Dayton RTA Route 5x



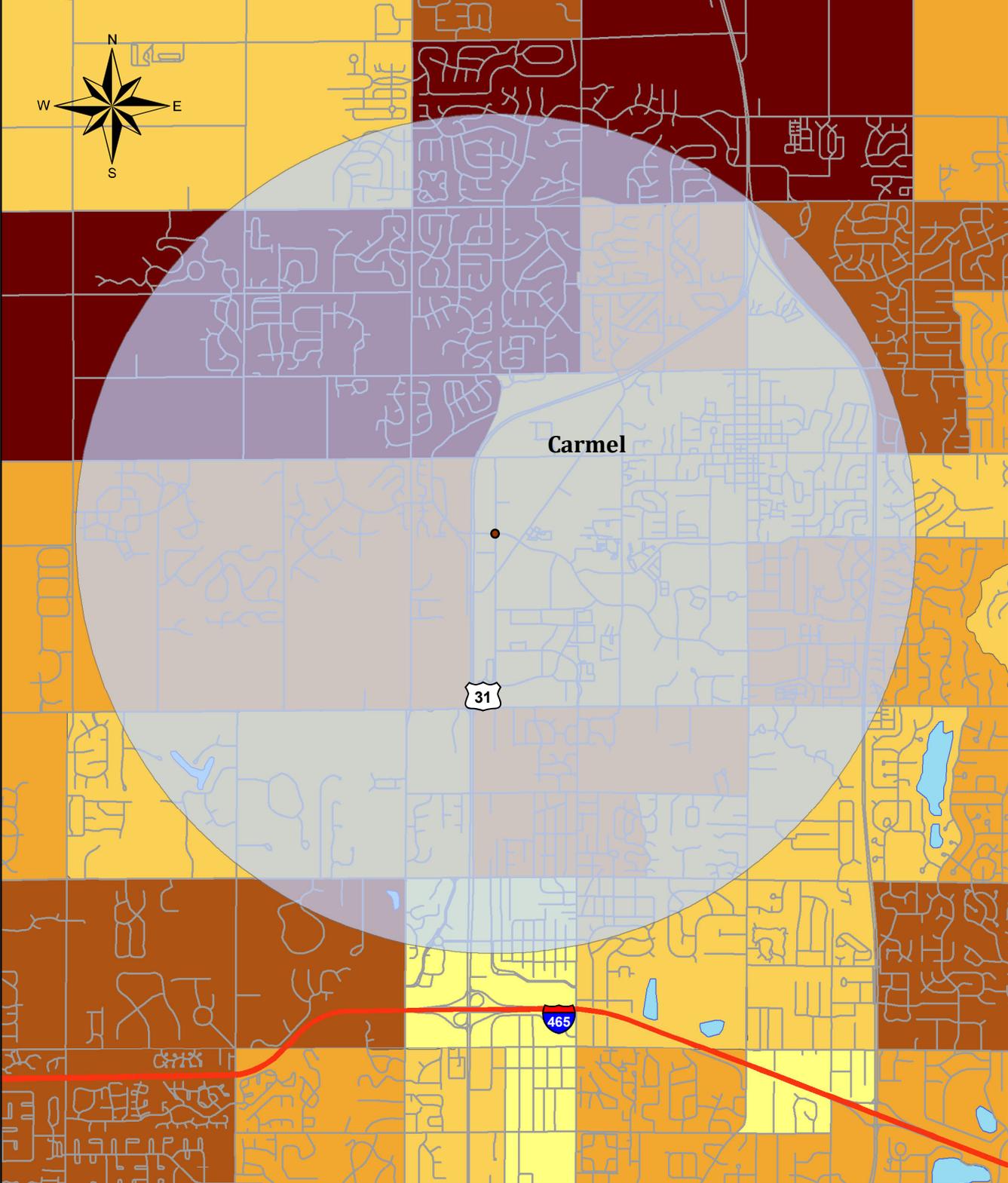
Total Population

- Park & Rides
- Express Buffer
- 0 - 978
- 979 - 1555
- 1556 - 2488
- 2489 - 4316
- 4317 - 8839

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Exhibit VI-19

Central Indiana Carmel Express



<ul style="list-style-type: none"> Park & Ride Express Buffer 	<p>Total Population</p> <ul style="list-style-type: none"> 0 - 1041 1042 - 1759 1760 - 2994 2995 - 5362 5363 - 13737
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**Kent County
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Exhibit VI-20
Peer Commuter Express

City	Population within 2.5 Miles of Park and Ride	Annual Ridership	Urban Area Population	Downtown Daily Parking Cost	Downtown Office Space
Lansing	8,538	8,992	299,938	\$10.00	n/a
Toledo	5,997	36,370	503,158	\$7.00	n/a
Cincinnati	28,465	80,012	1,502,688	\$15.00	27,051,320
Dayton	23,594	93,894	703,255	\$5.00	4,900,000
Indianapolis	20,447	53,909	1,219,952	\$17.00	26,150,395
Grand Rapids			539,913	\$7.00	18,449,005
Cedar Springs/Rockford	13,437				
Ada/Lowell	13,843				
Byron/Gaines	19,196				
Caledonia/Cascade	12,355				

Household Survey

Results of the Kent County household survey were also used to estimate potential ridership on the proposed commuter express routes. Assumptions on the relative likelihood of actual usage were made, coupled with the stated frequency of use, to arrive at an estimated number of trips.

The projections are approximations based on survey respondents' intent and understanding of the nature of transit service at the time of the survey. However, many things can intervene in determining the final actual usage, including the ability of respondents to accurately forecast their own behavior. Other factors include at least the following:

- ◆ The expansion or contraction of opportunities for work, shopping, and other activities at the destinations served.
- ◆ The nature of the transit service provided, including routes, timing, and quality.
- ◆ The price of the service provided.
- ◆ Ease of access to the service provided, including shelters, sidewalks, park and ride, etc.
- ◆ The cumulative pricing and availability of alternatives (i.e. a vehicle, gasoline and parking costs).
- ◆ The size of the population in the target areas at the time service is offered.

These estimates of latent demand for express service were arrived at as follows:

- ◆ Respondents living in the townships to be served by the express routes were asked how likely they were to use an express route serving their specific township. Also, because such services are commuter oriented, only those who also said they commute to work in the City of Grand Rapids were included.
- ◆ Those meeting these criteria and expressing interest constitute a "Likely Market" in the sense that this is the group of people who would seriously consider using the service

both because their points of origin would be served, their commuting destination is City of Grand Rapids, and because of their expressed interest.

- ◆ Because these are commuters, they may face particular barriers to using transit to commute. Two of the primary barriers are having to drop off or pick up children from school or child care, and/or having to use one’s own vehicle for work-related purposes during the work day. Those indicating they had to do so were dropped from the computation.
- ◆ It is also known that between the level of positive intent to use a service expressed in a survey and real-world consumer behavior there are substantial losses. The reason is that for the consumer to fully imagine his or herself using a specific service is very different from confronting the actual use of the service, in spite of the realistic description of the service used in the survey. For example, most of these people have never used the bus, and becoming a regular user is always a major step.
- ◆ For this reason we have to reduce the pool of relatively likely users. We do this by assigning a probability factor reflecting how responsive the market will prove to be based on the strength of their positive response. For those who said they would “definitely” use such a service, we assume initially that all of them would use the service. Thus we assign an initial value of 100%. For those saying they were “very likely” to use demand response service, we assign a value of 50%, meaning that we believe that approximately half of them would eventually use the service. For those who said they were somewhat likely, the factor is .02. This gives us an “Upper Bound” for the estimate – i.e. the maximum probable use. A lower bound of the estimate can be set at half those rates.

Exhibit VI-21 includes the results of this estimate.

**Exhibit VI-21
Estimated Commuter Express Market in Number of Persons**

	Total Likely Market	Upper Bound Likelihood	Lower Bound Likelihood
Definitely use it	614	614	307
Be very likely to use it	765	383	191
Be somewhat likely to use it	872	17	9
Total	2,251	1014	507

Finally, to compute the likely frequency of use, respondents were asked how many days a week they would be likely to use the service. Using the means for those who were very likely to use it (2.47 days) and those somewhat likely to do so (1.05 days), and assuming round trips in all cases, total weekly and annual trips are computed. Results of this estimate are summarized in Exhibit VI-22. The estimated range of annual ridership is between 82,801 and 165,601.

**Exhibit VI-22
Estimated Commuter Express Passenger Trips**

	Upper Bound		Lower Bound	
	Trips/Week	Annual Trips	Trips/Week	Annual Trips
Definitely use it	2063		1032	
Be very likely to use it	1209		604	
Be somewhat likely to use it	40		20	
Total	3312	165,601	1656	82,801

Route Extensions and New Routes

The population and ridership was collected for existing The Rapid route segments with similar population densities and demographics as the proposed new routes and route extensions. These targeted segments include portions of routes 16, 10, 4, 28, 9, and 11.

First, the number of bus stops between each time point was identified. With information from The Rapid boarding and alighting counts, the total number of passengers for each bus stop was calculated. The resulting total provided the average daily number of passenger boardings. To estimate the hours of service for each segment the total time between points was multiplied by the daily frequency of the trip. This yielded the average hours of service between the time segments. From the average number of daily passengers and the average hours of service, the number of passengers per hour was calculated. Also, using the total population served by each route, an average number of trips per 1000 people was calculated. This information is summarized in Exhibit VI-23.

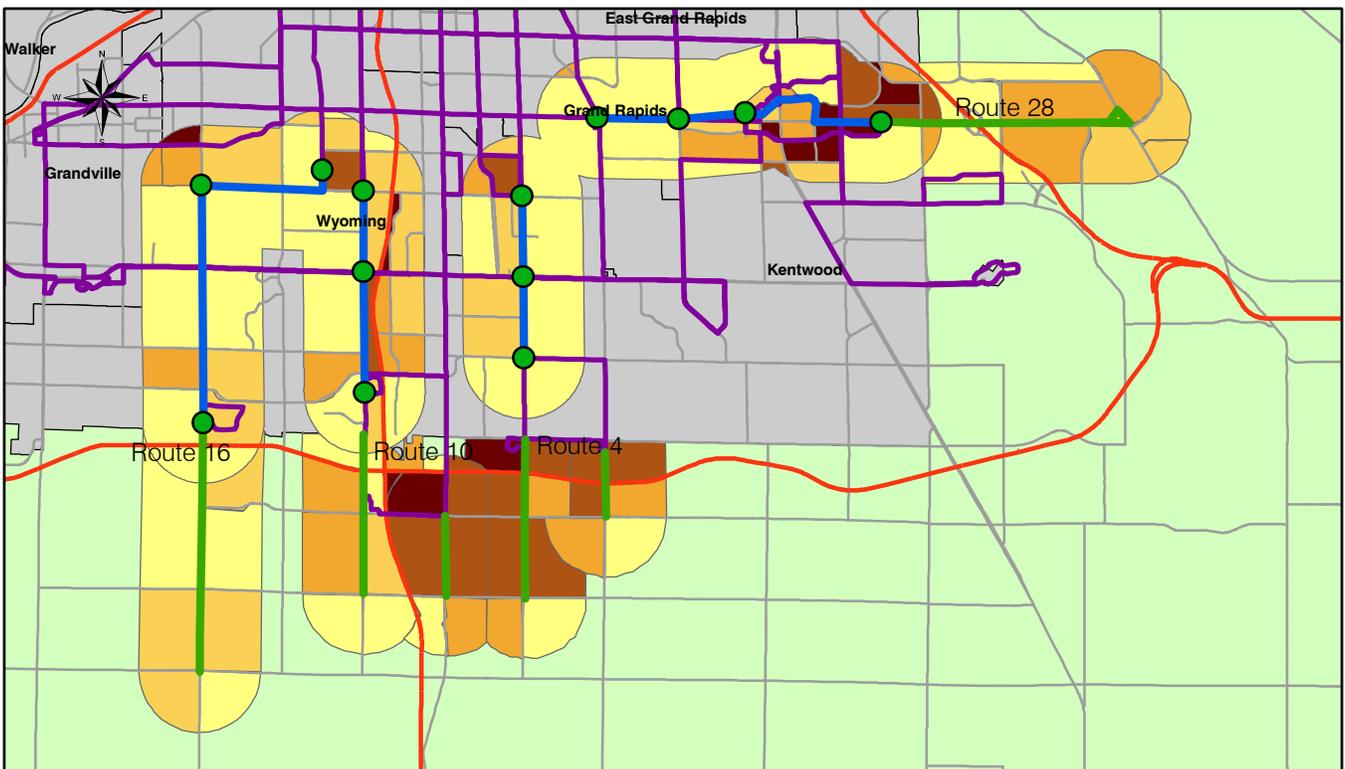
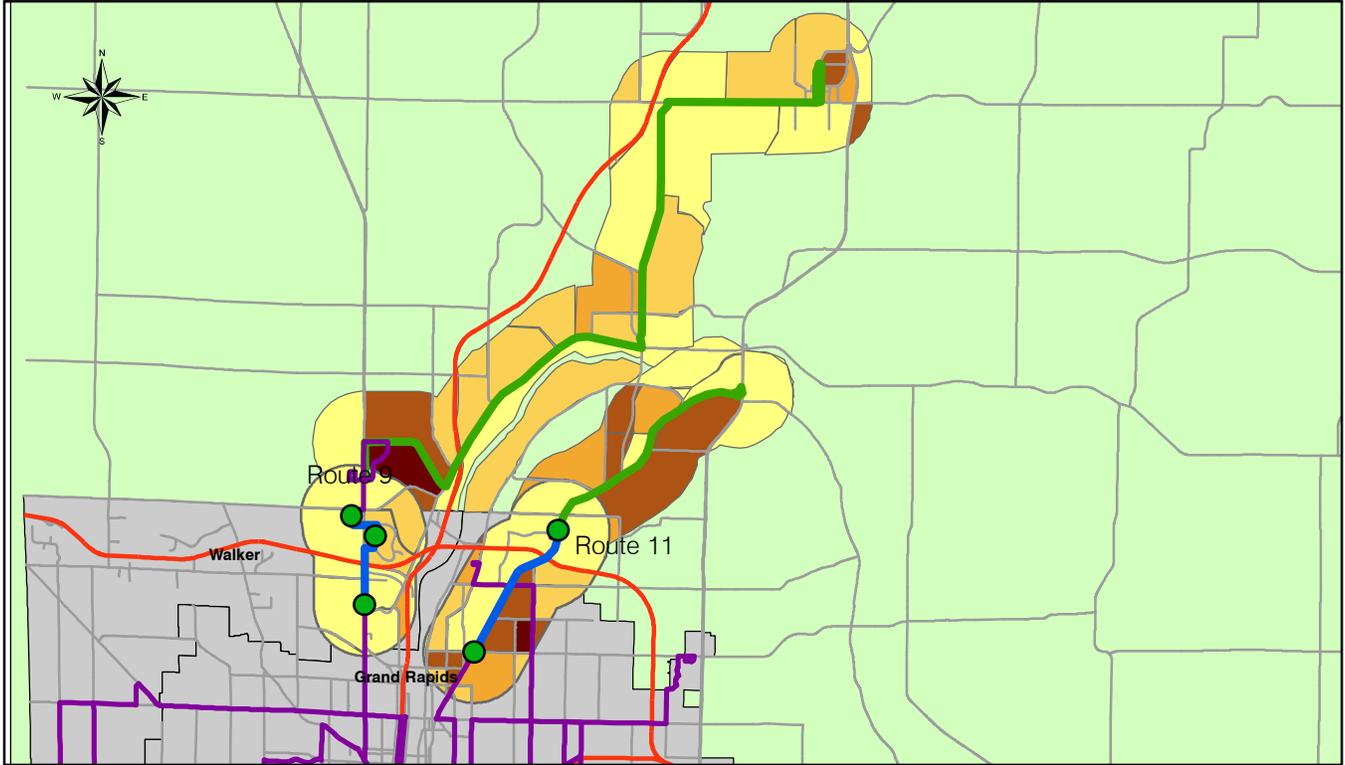
**Exhibit VI-23
Peer Route Segment Population**

	Segment	Total Population	Riders	Revenue Hours	Pass./ Hour	Trips/ 1000
Route 16	Wyoming Library- Metro Health	5,766	99	10.7	9.3	17.2
Route 10	Clyde Park & 36 th – 54 th St. Meijer	5,377	204	8.0	25.5	37.9
Route 4	Easter & 36 th – 52 nd & Eastern	2,778	275	6.4	43.0	99.0
Route 28	28 th St. Meijer – 28 th & Acquest	11,088	604	27.7	21.8	54.5
Route 9	Alpine Meijer – Old Orchard Apts	1,983	218	8.2	26.6	109.9
Route 11	Plainfield & Knapp – Plainfield & Elmdale	7,415	224	7.0	32.0	30.2

The map in Exhibit VI-24 depicts the population density based on 2009 TAZ population estimates and the targeted segments used in the peer analysis. The maps identify the segment of the existing fixed route which was sampled. The collected sample yielded an average ridership of 58.1 per 1000 persons or a productivity of 26.3 passengers per hour.

Exhibit VI-24

Peer Route Extensions



- Time Points
 - Rapid Routes
 - Proposed Route Extensions
 - Peer Segment
- | | | | |
|--|-------------|--|---------------|
| | 45 - 708 | | 2560 - 4561 |
| | 709 - 1507 | | 4562 - 190000 |
| | 1508 - 2559 | | |
- Population Per Square Mile**

**Kent County
Transit Needs Assessment**

The average number of daily trips per 1000 persons for these route segments was then applied to the proposed route extensions and new routes, with the exception of 60th/68th Street circulator. Because this is a different type of route, a separate peer comparison was made. The result was an estimate of 15 passengers per revenue hours was used to estimate its ridership. The result is predicted ridership for each. Exhibit VI-25 displays these estimates.

**Exhibit VI-25
Route Segment/New Route Ridership Estimate**

Route Extension	Population Served	Avg. trips/capita for existing segments*	Estimated Ridership for Route Extension
Route 16	4,008	58.1	233
Route 10	4,235		246
Route 1	7,149		415
Route 4	8,442		490
Route 2	4,888		284
Route 9	23,448		1,362
Route 11	13,641		793
Route 28	4,945		287
Rockford/E. Beltline	20,258		1,177
East Fulton/Ada	8,730		507
60 th /68 th Street	25,961		--

*Daily trips per 1,000 people

The estimated total ridership for all of these is 5,795 passengers per weekday. The 60th/68th Street route was not included in this estimate since the population it serves is the same population as some proposed route extensions. This translates to approximately 1,657,406 trips annually.

Expanded GO!Bus Service

Based on the current ADA ridership, the estimated number of trips for this service area is 60,324 annually.

Household Survey

Results of the Kent County household survey were also used to estimate potential ridership on the proposed route extension and new routes. Assumptions on the relative likelihood of actual usage were made and, coupled with the stated frequency of use, an estimated number of trips

was made. These estimates of latent demand for route extension service were arrived at as follows:

- ◆ Respondents living in the townships to be served by the route extensions were asked how likely they were to use a service extending a specific route to their specific township. Further, only those who also said they travel into Grand Rapids weekly were included.
- ◆ Those expressing interest constitute a “Likely Market” in the sense that this is the group of people who would seriously consider using the service both because their points of origin would be served, their destination set includes the City of Grand Rapids, and because of their their expressed interest.
- ◆ We know also that between the level of positive intent to use a service expressed in a survey and real-world consumer behavior there are substantial losses. The reason is that for the consumer to fully imagine his or herself using a specific service is very different from confronting the actual use of the service, in spite of the realistic description of the service used in the survey. For example, most of these people have never used the bus, and becoming a regular user is always a major step. Moreover, although their township would be served, and the route was specified in the question, the actual service might not be nearby, or their might be a lack of sidewalks, And so forth.
- ◆ For this reason we have to reduce the pool of relatively likely users. We do this by assigning a probability factor reflecting how responsive the market will prove to be based on the strength of their positive response. For those who said they would “definitely” use such a service, we assume initially that all of them would use the service. Thus we assign an initial value of 100%. For those saying they were “very likely” to use demand response service, we assign a value of 50%, meaning that we believe that approximately half of them would eventually use the service. For those who said they were somewhat likely, the factor is .02%. This gives us an “Upper Bound” for the estimate – i.e. the maximum probable use. A lower bound of the estimate can be set at half those rates.

Exhibit VI-26 includes the estimate of the market for route extensions and new routes.

Exhibit VI-26
Estimated Route Extensions/New Routes Market in Number of Persons

	Total Likely Market	Upper Bound Likelihood	Lower Bound Likelihood
Definitely use it	4,295	4,295	2148
Be very likely to use it	9,249	4,625	2312
Be somewhat likely to use it	14,005	280	140
Total	27,459	9,200	4600

To compute the likely frequency of use, respondents were asked how many days a week they would be likely to use the service. Using the simple average number of days means for those who were “definite” (1.64 days), very likely to use it (1.31 days) and those somewhat likely to do so (1.28 days), and assuming round trips in all cases, weekly and annual trips were computed. Exhibit VI-27 summarized the results of this analysis. As shown, the estimated annual trips range from 679,751 to 1,359,503.

**Exhibit VI-27
Estimated Route Extensions/New Routes Passenger Trips**

	Upper Bound		Lower Bound	
	Trips/Week	Annual Trips	Trips/Week	Annual Trips
Definitely use it	14,088		7044	
Be very likely to use it	12,116		6058	
Be somewhat likely to use it	717		359	
Total	26,921	1,359,503	13460	679,751

Demand Response Service

Peer Analysis

These peer services were also chosen based on similarities to suburban/rural Kent County in size, population, or geographic composition.

Capital Area Transportation Authority

Lansing’s Capital Area Transportation Authority (CATA) offers several different types of demand response services. This includes Spec-Tran Service, and Curb-to-Curb Services that includes Redi-Ride and CATA Rural Services (CRS). Spec-Tran is Americans with Disabilities Act (ADA) complementary paratransit service. Redi-Ride and CRS are paratransit services provided in addition to the required ADA service. In total, these demand response services provided 514,382 annual trips using 95 vehicles during the peak periods.

Redi-Ride service is a curb-to-curb service that provides local trips in Mason, Williamston, Delhi and Meridian Townships. The service operates as a deviated fixed route and facilitates the transfer of riders to the fixed route service. Fares are \$1.25 one-way and include free transfers to the fixed-route service. Seniors receive a reduced fare. Transferring to the CRS services is possible but requires the difference in fare to be paid.

The CATA CRS service is a rural curb-to-curb service offered in the outlying areas of Ingham County. Fares range from \$2.25 to \$3.25 based on the length of trip. This service provides transportation from any location in the county to any destination in the county. According to CATA, the CRS service had a ridership of 77,947 in 2007.

Metro Transit

Metro Transit in Kalamazoo provides fixed route service and complementary paratransit service included as part of its County Connect service. County Connect provides an estimated 99,530 trips per year and operates 33 vehicles during the peak hour.

County Connect is a county wide service that is open to the general public. Reduced fares are offered to seniors and disabled persons. County Connect is a curb-to-curb service that provides transportation from any location in the county to any destination in the county.

METRO Regional Transit Authority

METRO Regional Transit Authority is the public transportation provider in Akron, Ohio. METRO operates 30 fixed routes and one express route. The demand response service comprised of ADA paratransit and Summit County Area Transit (SCAT) provide 104,796 trips per year.

SCAT also provides a countywide service available to individuals over 62 or individuals with disabilities. The service will pickup and drop off anywhere in Summit County. Fares are \$2.00 each way. SCAT provides door-to-door services and drivers will assist with parcels and accessibility.

Capital Area Transit

Capital Area Transit (CAT), located in Harrisburg, Pennsylvania, has a Fixed Route Division and a Share-A-Ride Division consisting of ADA paratransit and countywide demand response. The demand response services provide 193,174 trips per year. During peak hours the demand response services operate 55 vehicles.

CAT's Share-A-Ride service is operated in Dauphin County, the urbanized area of Cumberland County, and occasionally into adjacent counties. The service is opened to the general public. Fares are \$13.00 to the general public and \$1.95 for seniors up to 3.9 miles. After 3.9 miles fares are charged on a zone structure. Share-A-Ride provides door-to-door services to those individual who are in need of assistance.

Toledo Area Regional Transit Authority

The Toledo Area Regional Transit Authority (TARTA) operates fixed route service and TARPS, the ADA complementary paratransit service. In addition TARTA provides Call-A-Ride, a curb-to-curb service. The demand response services provide an estimate of 134,696 rides per year and use 94 vehicles during peak operation according to the NTD. The TARTA Call-A-Ride is a curb-to-curb service available to select townships in the Toledo area. Call-A-Ride is available in Maumee, Perrysburg, Rossford, Spencer Township, Sylvania, Sylvania Township and Waterville. Fares are \$1.00 one way for the general public and \$.50 for seniors and people with disabilities.

The table in Exhibit VI-28 summarizes the transportation services provided this peer group. Each of the services are identified by the type of service: Americans with Disabilities (ADA), service for seniors and disabled persons (E&D), and General Public (GP). They are further identified by the area in which they provide service. The fares charged for each service is identified. Ridership and service miles are provided for each service, and the ridership per capita is calculated. Overall, demand response services provided by The Rapid are comparable to the peer group. However, these are for services that are provided both inside and outside of urban areas.

Exhibit VI-28 Countywide Demand Response Services

Location	Service	Type	Service Area	Fare	Total Ridership	Total Revenue Miles	Trips per Capita
Grand Rapids	Go!Bus	ADA	¾ of Fixed Route	\$3.00	263,769*	2,534,546	0.55
		ADA	¾ of Fixed Route	\$7.00			
		E&D	Ada, Cascade, Alpine, Byron, and Gaines Townships	\$7.00			
	County Connection	GP	Kent County	\$14.00			
	PASS	GP	Area Outside of Fixed Route	\$3.00			
	Ride Link	E	Kent County	Donation			
Lansing	Spec-Tran	ADA	¾ of Fixed Route	\$2.50-\$5.00	514,382	2,753,812	1.86
	Redi-Ride	GP	Mason, Williamston, Delhi, and Meridan Townships	\$1.25			
	CRS	GP	Ingham County	\$2.25 to \$3.50			
Kalamazoo	County Connect	ADA	¾ of Fixed Route	\$3.00	123,026	526,229	0.54
		GP	Kalamazoo County	\$12.00			
		E&D	Kalamazoo County	\$4.00			
Akron, OH	METRO ADA	ADA	¾ of Fixed Route	\$2.50	214,000	1,368,414	0.39
	SCAT	E&D	Summit County	\$2.00			
Harrisburg, PA	SET	ADA	¾ of Fixed Route	\$3.50-5.90	193,174	1,371,817	0.47
	Share-A-Ride	GP	Dauphin and Cumberland County	\$13.00			
		E	Dauphin and Cumberland County	\$1.95 (+ zone charge)			
		D	Dauphin and Cumberland County	\$2.60 (+ zone charge)			
Toledo, OH	TARPS	ADA	¾ of Fixed Route	\$2.00	134,696	1,178,667	0.32
	Call-a-Ride	GP	Maumee, Perrysburg, Rossford, Spencer Township, Sylvania, Sylvania Township and Waterville	\$1.00			
		E&D	Maumee, Perrysburg, Rossford, Spencer Township, Sylvania, Sylvania Township and Waterville	\$0.50			
Peer Average					235,856	1,439,788	0.72

Exhibit VI-29 provides a comparison with services provided in rural areas in Michigan. Ridership for Kent County was calculated using ridership from The Rapid township contracts, North Kent Transit, County Connection, and a the portion of Ride Link trips that are taken by residents outside of The Rapids service district. As shown, Kent County provides a much lower level of service than these locations.

**Exhibit VI-29
Rural Demand Response Transportation Services**

County	Total Ridership	Vehicle Hours	Population	Trips/ Capita
Clinton	59,999	28,628	64,753	0.9
Barry	74,030	15,545	56,755	1.3
Eaton	149,082	43,232	103,655	1.4
Ingham	90,570	23,043	37,021	2.4
Kent*	53,357	n/a	265,046	0.2

*includes township contracts, North Kent Transit, County Connection and portion of Ride Link

Demand Models

TCRP Report #3 – Estimating Rural Transit Demand

The Transportation Cooperative Research Program (TCRP) sponsors a variety of research projects in the transportation industry. TCRP Report #3 involves a methodology for estimating public transportation demand in rural areas. The estimation of rural demand utilizes a methodology of specific populations, the size of the service area, and the level of service available. This methodology is designed to be utilized in rural areas with a population density less than 1,000 people per square mile. This model is designed to estimate the demand, defined as the expected ridership under an estimated level of service. The information provided is not representative of the total transportation need, but the expected demand.

This estimation demand was created for planning, operation, and funding agencies involved in public transportation service. The model was developed after reviewing previous estimation methods and conducting estimates for 39 rural counties across the United States¹. The final methodology was designed encompassing the following factors:

- ◆ Persons aged 60 and over;
- ◆ Persons aged 15 to 64 with mobility limitations;

¹ SG Associates, inc., Leigh, Scott & Cleary, inc., C.M. Research, inc., TCRP Report 3: Workbook for Estimating Demand for Rural Passenger Transportation. Transportation Research Board, National Academies, Washington, DC., 1995.

- ◆ Persons aged 64 or less residing in households having incomes below the poverty level;
- ◆ Service area size; and
- ◆ Annual vehicle-miles.

The area used to estimate rural demand is the study area of Kent County located outside of The Rapid's taxing district where there is an estimated population of 228,210. Of that population, it is estimated that 30,640 are over age 60. The population of people with disabilities is estimated at 24,193. The population of individuals under the poverty level and under age 65 is estimated to be 6,332.

The population of individuals over age 60 was obtained through block group census information. The total population of individuals over 60 in block groups located outside of The Rapid's service area was calculated, resulting in a population of 30,640 individuals. This population was then entered into to the estimation formula to predict the increase in ridership demand of individuals over 60.

By using information gathered from the SIPP Survey it was possible estimate the population of individuals 15 to 64 with mobility limitations. The survey indicates that 4.8 percent of individuals between the ages of 15 and 24 have a mobility limitation, and 3.1 percent of individuals between 25 to 64 have a mobility limitation. By using these percentages an estimate of 6,281 individuals with mobility limitations was calculated for 2010 within the study area. This information was then entered into the model to predict the ridership demand of individual with mobility limitations.

The population of individuals under 65 years of age who live below the poverty level was compiled using U.S. census information. The resulting population of 6,332 individuals was used as another factor in the TCRB model.

The result is an estimate of demand based on the availability of additional 10 and 20 vehicles for public transportation services. The estimates both use an area of 743 square miles for the study area and an estimated 16,870 annual miles per vehicle.

Exhibit VI-30 reflects the TCRB rural demand estimate with the addition of 10 vehicles countywide. The result is an estimated increase in demand of 53,370 trips annually. Of these, 35,176 are from persons over 60 years of age, 10,175 are from persons with mobility limitations between 15 and 64 years of age, and 8,020 are from persons under 65 living below the poverty level.

Exhibit VI-30
Demand for Rural Passenger Transportation TCRB Model
Kent Count with the Addition of 10 Countywide Vehicles

County Size		
	Size (Square Miles)	743
Population 60 and over		
	Number of Persons 60 and Over	30,640
	Vehicle-Miles Available	160,870
	Vehicle-Miles Available Per Square Mile	216.5
Persons with Mobility Limitations		
	Persons with Mobility Limitations Age 15-64	6,281
	Vehicle-Miles Available	160,870
	Vehicle-Miles Available Per Square Mile	216.5
Persons in Families with Incomes Below the Poverty Level		
	Number of individuals below the poverty level under 65	6,332
	Vehicle-Miles Available	160,870
	Vehicle-Miles Available Per Square Mile	216.5
Estimation of Non-Program Demand Service Factors		
	60 and Over Service Factors	956.69090
	60 and Over Service Factor	0.00096
Estimation of Non-Program Demand Service Factors		
	Mobility Limitation Service Factors	1,349.9
	Mobility Limitation Service Factor	0.00135
Estimation of Persons in Families in Poverty		
	Poverty Level Service Factors	1,055.5
	Poverty Level Service Factor	0.00106
Persons 60 and Over		35,176
Persons 15-64 with Mobility Limitations		10,175
Persons Under 65 Below the Poverty Level		8,020
Total		53,370

Exhibit VI-31 reflects the TCRB rural demand estimate with the addition of 20 vehicles countywide. The result was an estimated increase in demand of 81,314 person trips annually. Of these, 56,526 are from persons over 60 years of age, 12,737 are from persons with mobility limitations between 15 and 64 years of age, and 12,050 are from persons under 65 living below the poverty level.

Exhibit VI-31
Demand for Rural Passenger Transportation TRB Model
Kent Count with the Addition of 20 Countywide Vehicles

County Size		
	Size (Square Miles)	743
Population 60 and over		
	Number of Persons 60 and Over	30,640
	Vehicle-Miles Available	321,740
	Vehicle-Miles Available Per Square Mile	433.0
Persons with Mobility Limitations		
	Persons with Mobility Limitations Age 15-64	6,281
	Vehicle-Miles Available	321,740
	Vehicle-Miles Available Per Square Mile	433.02826
Persons in Families with Incomes Below the Poverty Level		
	Number of individuals below the poverty level under 65	6,332
	Vehicle-Miles Available	321,740
	Vehicle-Miles Available Per Square Mile	433.0
Estimation of Non-Program Demand Service Factors		
	60 and Over Service Factors	1,537.38180
	60 and Over Service Factor	0.00154
Estimation of Non-Program Demand Service Factors		
	Mobility Limitation Service Factors	1,689.9
	Mobility Limitation Service Factor	0.00169
Estimation of Persons in Families in Poverty		
	Poverty Level Service Factors	1,585.9
	Poverty Level Service Factor	0.00159
Persons 60 and Over		56,526
Persons 15-64 with Mobility Limitations		12,737
Persons Under 65 Below the Poverty Level		12,050
Total		81,314

TCRP Project B-36

A methodology was developed to estimate demand for public transportation in rural areas. This model estimates the potential demand for public transportation based on a combination of demographic factors and the following service factors. These include:

- ◆ annual vehicle miles
- ◆ annual vehicle hours,
- ◆ service area size,
- ◆ vehicle miles for individuals with mobility limitations, and
- ◆ taxi/non-taxi vehicle miles available to the general public.

The TCRP report defines demand as the estimated number of trips generated within the study area in a given year². Using this methodology, an estimate of trips within the study area was made.

Estimates for the service factors were developed based on existing service provided in Kent County. These include transportation service provided by The Rapid, Hope Network, and other agencies. The total estimated general public rural vehicle miles currently provided are 544,019, which is the level of service for County Connection. Annual vehicle hours are estimated at 36,579, and the study area is approximately 743 square miles. The total annual vehicle-miles available to persons over 60 include all programs provided by The Rapid and Hope Network. The total vehicle-miles available to persons with mobility limitations age 16 to 64 is estimated at 1,827,461 and is based on services provided by Hope Network. This information is outlined in Exhibit VI-32.

**Exhibit VI-32
Available Service Inputs**

General Public Rural Demand	
Study Area Current Vehicle-Miles	544,019 Annual Vehicle-Miles
Study Area Vehicle-Hours	36,579 Annual-Vehicle Hours
Service Availability Inputs	
Size of Service Area	743 Square Miles
Vehicle-Miles Available to Persons Age 60 and Above	522,143 Annual Vehicle-Miles
Taxi Vehicle-Miles Available to General Public	0 Annual Vehicle-Miles
Non-Taxi Vehicle-Miles Available to General Public	544,019 Annual Vehicle-Miles

This TCRP model utilizes demographic information from the 2008 American Community Survey (ACS) to identify portions of the population likely to use available public transportation. The demand estimation is comprised of demographic data relating to the following groups:

- ◆ Total population;
- ◆ Total population and persons age 60 and over;
- ◆ Total population of individuals with mobility limitations age 16 to 64; and
- ◆ Total population of individuals under 64 living under the poverty level.

Exhibit VI-33 contains this information for the study area.

² Spielberg, Frank, Stoddard, A.T., Erickson, Jeanne, TCRP Project B-36: Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation. Transportation Research Board, National Academies, Washington, D.C., December 2009.

**Exhibit VI-33
Study Area Demographics**

Demographic Inputs	
Total Population	265,046
Persons Age 60 and Over	35,898
Mobility Limited Age 16 to 64	10,438
Persons Age 64 or Less Living Below Poverty	30,996

The number of estimated individuals between 16 and 64 with mobility limitations was obtained through the ACS. This number was generated by multiplying the number of individuals with disabilities in the study area by the percent of the population who indicated a “go-outside-the-home disability.” The analysis resulted in an estimated 10,438 individual with mobility limitations living within the study area.

To estimate the population of individual under 65 living below the poverty level, ACS estimates of male and female populations under the poverty level were obtained. The resulting analysis of the study indicated approximately 30,996 individuals age 64 and less are living under the poverty level.

This information was then entered into the demand estimate model to predict the transportation demand for the study area. Exhibit VI-34 summarizes the results.

**Exhibit VI-34
Rural Transportation Demand**

General Public Rural Non-Program Demand	
Estimate of Rural Transit Trips Based on Vehicle-Miles	108,804 Annual Passenger Trips
Estimate of Rural Transit Trips Based on Vehicle-Hours	135,342 Annual Passenger Trips
Non-Program Demand Based on TCRP Methodology	
Demand for Persons 60 and Above	104,200 Annual Passenger Trips
Demand for Persons With Mobility Limitations Age 16 to 64	54,900 Annual Passenger Trips
Demand for General Public	69,000 Annual Passenger Trips
Total Demand	228,100 Annual Passenger Trips

The result was a projected 104,200 annual trips for individuals over 60. There was an estimated demand of 54,900 annual trips from persons with mobility limitations. The number of persons living below the poverty level was used to estimate demand from general public riders. The resulting analysis estimates the general public demand to be 69,000 annual trips. Therefore, the estimated total demand for the portion of Kent County within the study area is 228,100 annual trips.

Household Survey

Results of the Kent County household survey were also used to estimate potential ridership on a general public demand response service. Assumptions on the relative likelihood of actual usage were made and, coupled with the stated frequency of use, an estimated number of trips was made. These estimates of latent demand for door to door service were arrived at as follows:

- ◆ Respondents indicating any interest in using door-to-door service were filtered on the basis of age (65+), disability (yes or no), and income (<\$35,00 household income), thus providing a market, which, experience shows, are relatively more likely to actually use demand response service. This provides a “Likely Market” in the sense that this is the group of people who would seriously consider using the service both because of their demographics and their expressed interest.
- ◆ We know also that between the level of positive intent to use a service expressed in a survey and real-world consumer behavior there are substantial losses. The reason is that for the consumer to fully imagine his or herself using a specific service is very different from confronting the actual use of the service, in spite of the realistic description of the service used in the survey. This is especially true of demand response service with the initial appeal of inexpensive door to door service offset by its requirements for calling ahead, holding open a time-window for pickup, and spending time while others are taken to their destinations.
- ◆ For this reason we have to reduce the pool of relatively likely users. We do this by assigning a probability factor reflecting how responsive the market will prove to be based on the strength of their positive response. For those who said they were very likely to use demand response service, we assign a value of 50%, meaning that we believe that approximately half of them would eventually use the service and use it as often as they said in the survey. For those who said they were somewhat likely, the factor is 25%. This gives us an “Upper Bound” for the estimate – i.e. the maximum probably use. A lower bound of the estimate can be set at half those rates.

Exhibit VI-35 includes the results of this estimate.

Exhibit VI-35
Estimated Demand Response Service Market in Number of Persons

	Total Likely Market	Upper Bound Likelihood	Lower Bound Likelihood
Be very likely to use it	5,075	2,538	1269
Be somewhat likely to use it	9,723	2,431	1215
Total	14,798	4,968	2484

To compute the likely frequency of use, respondents were asked how many days a week they would be likely to use the service. Using the means for those who were very likely to use it (2.47 days) and those somewhat likely to do so (1.05 days), and assuming round trips in all cases, the weekly and annual trips were computed. Exhibit VI-36 summarized the results of this analysis. As shown, the estimated annual trips range from 220,498 to 440,996.

**Exhibit VI-36
Estimated Demand Response Service Passenger Trips**

	Upper Bound		Lower Bound	
	Trips/Week	Annual Trips	Trips/Week	Annual Trips
Be very likely to use it	6,268		3134	
Be somewhat likely to use it	2,552		1276	
Total	8,820	440,996	4410	220,498

SUMMARY

Exhibit VI-37 provides a summary of predicted ridership and levels of service for the described demand response services, route extensions/new routes, and commuter express routes. It also includes an estimate of total operating costs for each group.

**Exhibit VI-37
Summary of Proposed Service Improvements**

	Ridership	Vehicle Hours	Vehicle Miles	Cost
Demand Response Service				
Peer Goup	235,856			
TCRP #4	81,314*			
TCRP B-36	228100*			
Household Survey	220,498-440,996*			
Consensus	150,000	75,000	1,650,000	\$ 3,547,344
Route Extensions/New Routes				
Peer Group	1,657,406			
Household Survey	679,751-1,359,503			
Consensus				
Fixed Route	1,200,000	62,105	705,317	\$ 3,789,665
ADA Paratransit	60,324	30,162	448,583	\$ 1,840,485
Commuter Express				
Peer Group	65,000			
Household Survey	82,801-165,601			
Consensus	80,000	3,555	106,641	\$ 216,908

*In addition to current ridership

The predicted demand for demand response service is 150,000 trips annually. This would require an estimated 75,000 vehicle hours and 1.6 million vehicle miles and a total annual cost of \$3.5 million. The cost for the group of route extensions and new routes is \$4.9 million annually. About 1.2 million annual passenger trips would be generated. The commuter express routes have an estimated ridership of about 80,000 trips annually and cost \$278,062 in its initial year.

VII. FINANCIAL ALTERNATIVES

CURRENT FIXED ROUTE SERVICE COSTS

All fixed route service in Kent County is currently being provided by The Rapid. As described in Section II, total operating costs are approximately \$26 million. Fare revenues approach \$4 million.

CURRENT DEMAND RESPONSE SERVICE COST

The majority of demand response services that are available in Kent County are provided by The Rapid, Hope Network, and through the Ridelink program. A breakdown of the costs of these services is provided in Exhibit VII-1. The individual costs for each of the Hope Network and The Rapid programs was based on the total operating cost for each agency and the ridership levels for each program. Ridelink revenues come from the County Board of Commissioners and a voter approved property tax levy supporting senior citizen programs. It is managed by the Area Agency on Aging of Western Michigan on behalf of the County. This amount is contracted to several organizations including The Rapid for scheduling and dispatching services, Hope Network, and several other agencies for transportation services. Also, The Rapid is the recipient of the funding for the Network 180 program, and contracts with Hope Network to provide this service.

Exhibit VII-1
Estimated Operating Costs for Demand Response Services in Kent County

Program	Annual Operating Cost	Funding Source
The Rapid	\$8,578,660	
Go!Bus	\$4,815,598	Rapid GF
PASS	\$337,226	Rapid GF
County Connection	\$800,147	JARC
Township Contracts	\$212,405	Townships
Network 180	\$2,374,000	CMH
Other	\$39,284	Rapid GF
Hope Network	\$824,174	
Specialized Group Services	\$63,645	private pay/ins.
North Kent Transit	\$64,695	Townships/CDBG
Competitive Employment	\$92,696	JARC, Spec. Svcs.
Care Resources	\$567,745	Care Resources
Other	\$35,392	private pay/ins.
Ridelink	\$600,000	Senior Millage
Total	\$10,002,834	

A variety of funding sources are used to provide these services. The Rapid uses its base allocation of federal, state, and local levy funding to provide the GO!Bus and PASS services. County Connection utilizes Federal Transit Administration (FTA) Job Access Reverse Commute (JARC) grant funding. The Township Contracts are paid directly by each participating Township. North Kent Transit is provided by participating townships. Other Hope Network transportation services are provided by program-related funding as shown.

While a network of transit services exists throughout Kent County, most are program related where a person would have to qualify for a specific program in order to receive transportation. Other issues identified for these services include:

- ◆ Latent demand for public transportation services has been documented;
- ◆ A patchwork of transportation services exist in Kent County with much of it having program eligibility requirements;
- ◆ This variety of transportation services can be difficult for the public to understand how to access them;
- ◆ Current users experience a rationing of transportation services indicating that there is unmet demand;
- ◆ Development continues to occur in areas outside of the current service district of the Rapid, leaving major destinations and residential areas without public transportation;
- ◆ The current network of transportation services do not parallel existing travel patterns, particularly to growing suburban areas located outside of the Rapid service area.

COST AND REVENUE PROJECTIONS OF PROPOSED SERVICES

As described in Chapter VI, the potential transit services for Kent County include extensions of current The Rapid routes, new routes, GO!Bus expansion, commuter express service, and county demand response services. The operating and capital costs for these services were estimated and projected over a twenty five year period. These are summarized in this section.

It should be noted that the implementation of the Kent County demand response service would replace two existing programs: North Kent Transit and County Connection. All other agency program transportation is assumed to continue service, including the Ridelink program transportation services.

Annual Cost of Service Improvements

Annual operating costs were estimated for the proposed service improvements. Estimates were made for each of the express routes, route extensions, new routes, GO!Bus complementary ADA paratransit service expansion, and the countywide demand response service. The average cost of The Rapid service, which is \$61.02 per vehicle hour, was used to estimate operating costs for each of these service improvements. A summary of this information appears in Exhibit VII-2.

Exhibit VII-2
Estimated Annual Operating Costs of Proposed Service Improvements

Route	Annual Vehicle Hours	Annual Vehicle Miles	Annual Operating Cost	Annual Ridership*	Fare Revenues	Net Operating Cost
Express Routes	3,555	106,641	\$ 216,908	150,000	\$ 72,129	\$144,779
Cedar Springs/Rockford	1,081	32,436	\$ 65,975			
Ada/Lowell	969	29,070	\$ 59,128			
Byron/Gaines	918	27,540	\$ 56,016			
Caledonia/Cascade	587	17,595	\$ 35,788			
New Routes/Route Extensions	62,105	705,317	\$ 3,789,665	1,200,000	\$ 577,028	\$3,212,637
Route 16 - Byron Center	3,889	48,217	\$ 237,276			
Route 10 - 76th Street	3,904	31,229	\$ 238,198			
Route 1 - 76th Street	3,970	15,881	\$ 242,262			
Route 4 - 76th Street	4,072	32,578	\$ 248,486			
Route 2 - Gaines Marketplace	3,943	15,773	\$ 240,614			
Route 9 - Rockford	13,988	335,702	\$ 853,523			
Route 11 - Plainfield Avenue	3,914	30,529	\$ 238,832			
Route 28 - Cascade	5,396	43,168	\$ 329,264			
New Route - East Fulton/Ada	12,312	98,496	\$ 751,278			
New Route - Rockford/East Beltline	3,658	29,264	\$ 223,211			
New Route - 60th/68th Street	3,060	24,480	\$ 186,721			
GoBus ADA Expansion	30,162	448,583	\$ 1,840,485	60,324	\$ 129,623	\$1,710,862
Countywide Demand Response	75,000	1,650,000	\$ 4,576,500	80,000	\$ 340,000	\$4,236,500
Total for New Services	170,822	2,910,541	\$ 10,423,558	1,490,324	\$ 1,118,780	\$9,304,778

*Note - Ridership estimate is at full maturity. It will take three (3) to five (5) years to reach this level.

As shown in Exhibit VII-2, the four proposed express routes have a total annual operating cost of \$216,908. With an estimated annual ridership of 150,000, fare revenues would total \$72,129 based on the current average fare for The Rapid riders. The net cost for the express routes would be \$144,779 annually.

Also shown in Exhibit VII-2, total annual operating costs for the eight route extensions and three new routes would be almost \$3.8 million. The estimated annual ridership of 1.2 million would yield \$577,028 in fare revenues. The net annual operating cost for these improvements would be over \$3.2 million. The total annual cost for the GO!Bus ADA complementary paratransit serving the route extensions/new routes areas, is an estimated \$1.8 million or a net annual cost of \$1.7 million.

The county demand response service is estimated to cost \$4.6 million annually, or a net operating cost of \$4.2 million. This brings the total annual operating cost for all service improvements to \$10.4 million, or a net cost of \$9.3 million.

Projection of Costs and Revenues

Three different service package options were created along with three different revenue scenarios to determine their adequacy to fund these different levels of services. These are described on the following pages.

Service Option 1 – Express, New/Expanded Routes and Demand Response Services

Twenty five year cost and revenue projections were made for the potential service improvements including express bus service, new and expanded fixed routes, and demand response services. The projections include operating and capital costs. Exhibit VII-3 summarizes the results. Note that these projections start in 2012 while Exhibit VII-2 contains 2011 estimates.

These projections were distributed among seven categories based on the current budgeting of The Rapid. The first six categories are for directly operated service and include labor, fringe, services, materials and supplies, utilities, and casualty/liability. The estimated operating costs for the express routes, route extensions, new routes and GO!Bus ADA service were assumed to be directly operated service. The seventh category is purchased transportation. The county demand response operating costs were placed in the purchased transportation line.

Total operating costs for the proposed service improvements are projected to grow from \$10.7 million in 2012 to \$14.0 million in 2021, and \$21.2 million by 2035. This is based on an assumed three (3) percent annual inflation factor.

Capital costs include the purchase of vehicles for fixed route and demand response service. The useful life of a coach used by The Rapid for fixed route service is twelve years or 500,000 miles. Therefore, vehicles purchased in 2012 would not be eligible for replacement until 2024, based on the age criteria. A total of twenty-five (25) vehicles would be needed for express routes, new routes, and route extensions. With each of these estimated to cost \$400,000 in 2012, a total of \$10.0 million would be needed initially for fixed route vehicles.

Demand response vehicles are estimated to cost \$74,000 in 2012. A total of thirty five (35) paratransit vehicles will be needed for the proposed countywide demand response and GO!Bus services, for a total of \$2.6 million needed for paratransit vehicles. This type of vehicle has a useful life of six years, thus vehicles purchased in 2012 would be eligible for replacement in 2018 and 2024. It was assumed for the purpose of these scenarios that federal and/or state funding possibilities are virtually non-existent and they would not be available. Therefore, revenue to finance these capital costs would need to be raised one hundred percent locally.

Two revenue scenarios are presented. Both are based on the assumption that a countywide millage would be approved. The first assumes passage of a property tax millage of 0.0005, and the second assumes passage of 0.00025.

The first scenario also assumes that State Operating Assistance will be available initially at a rate of 31.41 percent of net operating costs, but decreasing by .66 percent annually. This is reflecting current trends in State Operating Assistance. It was also assumed that the State would not provide the 20 percent of the cost for vehicle purchases, as is currently the practice. With a 0.0005 millage, the result is a surplus of between \$3 million and \$4 million in most years.

Exhibit VII-3 - Cost and Revenue Projections

Operating Costs										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total Labor	\$ 2,829,176	\$ 2,914,051	\$ 3,001,473	\$ 3,091,517	\$ 3,184,263	\$ 3,279,790	\$ 3,378,184	\$ 3,479,530	\$ 3,583,916	\$ 3,691,433
Total Fringe Benefits	\$ 1,571,607	\$ 1,618,755	\$ 1,667,318	\$ 1,717,337	\$ 1,768,857	\$ 1,821,923	\$ 1,876,581	\$ 1,932,878	\$ 1,990,864	\$ 2,050,590
Total Services	\$ 401,386	\$ 413,428	\$ 425,830	\$ 438,605	\$ 451,763	\$ 465,316	\$ 479,276	\$ 493,654	\$ 508,464	\$ 523,718
Total Material & Supplies	\$ 920,605	\$ 948,223	\$ 976,669	\$ 1,005,969	\$ 1,036,148	\$ 1,067,233	\$ 1,099,250	\$ 1,132,227	\$ 1,166,194	\$ 1,201,180
Total Utilities	\$ 135,603	\$ 139,671	\$ 143,861	\$ 148,177	\$ 152,622	\$ 157,201	\$ 161,917	\$ 166,774	\$ 171,778	\$ 176,931
Total Casualty & Liability	\$ 164,094	\$ 169,017	\$ 174,088	\$ 179,310	\$ 184,690	\$ 190,230	\$ 195,937	\$ 201,815	\$ 207,870	\$ 214,106
Purchased Transportation	\$ 4,713,795	\$ 4,855,209	\$ 5,000,865	\$ 5,150,891	\$ 5,305,418	\$ 5,464,580	\$ 5,628,518	\$ 5,797,373	\$ 5,971,294	\$ 6,150,433
Total Cost of New Service	\$ 10,736,265	\$ 11,058,353	\$ 11,390,104	\$ 11,731,807	\$ 12,083,761	\$ 12,446,274	\$ 12,819,662	\$ 13,204,252	\$ 13,600,380	\$ 14,008,391
Capital Costs										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Fixed Route Vehicles (25)	\$ 10,000,000									
Demand Response Vehicles (35)	\$ 2,590,000						\$ 2,800,000			
Total Capital Cost	\$ 12,590,000						\$ 2,800,000			
Total Capital and Operating	\$ 23,326,265	\$ 11,058,353	\$ 11,390,104	\$ 11,731,807	\$ 12,083,761	\$ 12,446,274	\$ 15,619,662	\$ 13,204,252	\$ 13,600,380	\$ 14,008,391

Revenue Scenario I - 0.0005 millage										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Passenger Fares	\$ 364,643	\$ 611,880	\$ 859,117	\$ 988,949	\$ 1,118,780	\$ 1,342,536	\$ 1,342,536	\$ 1,342,536	\$ 1,342,536	\$ 1,342,536
Property Tax	\$ 10,609,593	\$ 10,927,881	\$ 11,255,718	\$ 11,593,389	\$ 11,941,191	\$ 12,299,427	\$ 12,668,409	\$ 13,048,462	\$ 13,439,916	\$ 13,843,113
MDOT Operating Assistance	\$ 3,257,727	\$ 3,235,900	\$ 3,214,219	\$ 3,192,684	\$ 3,171,293	\$ 3,150,045	\$ 3,128,940	\$ 3,107,976	\$ 3,087,153	\$ 3,066,469
Federal - Capital	\$ -						\$ -			
Total Revenues	\$ 14,231,963	\$ 14,775,661	\$ 15,329,054	\$ 15,775,022	\$ 16,231,264	\$ 16,792,008	\$ 17,139,885	\$ 17,498,974	\$ 17,869,604	\$ 18,252,118
Surplus/(shortfall)	\$ (9,094,302)	\$ 3,717,308	\$ 3,938,950	\$ 4,043,215	\$ 4,147,503	\$ 4,345,734	\$ 1,520,223	\$ 4,294,722	\$ 4,269,225	\$ 4,243,727

Revenue Scenario II - 0.00025 millage										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Passenger Fares	\$ 364,643	\$ 611,880	\$ 859,117	\$ 988,949	\$ 1,118,780	\$ 1,342,536	\$ 1,342,536	\$ 1,342,536	\$ 1,342,536	\$ 1,342,536
Property Tax	\$ 5,304,797	\$ 5,463,941	\$ 5,627,859	\$ 5,796,695	\$ 5,970,595	\$ 6,149,713	\$ 6,334,205	\$ 6,524,231	\$ 6,719,958	\$ 6,921,557
MDOT Operating Assistance	\$ 3,257,727	\$ 3,235,900	\$ 3,214,219	\$ 3,192,684	\$ 3,171,293	\$ 3,150,045	\$ 3,128,940	\$ 3,107,976	\$ 3,087,153	\$ 3,066,469
Federal - Capital (80%)	\$ -						\$ -			
Total Revenues	\$ 8,927,166	\$ 9,311,720	\$ 9,701,195	\$ 9,978,327	\$ 10,260,668	\$ 10,642,295	\$ 10,805,681	\$ 10,974,743	\$ 11,149,646	\$ 11,330,561
Surplus/(shortfall)	\$ (14,399,099)	\$ (1,746,633)	\$ (1,688,908)	\$ (1,753,480)	\$ (1,823,093)	\$ (1,803,979)	\$ (4,813,981)	\$ (2,229,509)	\$ (2,450,733)	\$ (2,677,830)

Note: It is assumed that County Connection and North Kent Transit programs would end. Other township and agency program services are assumed to continue including Ridelink.

Exhibit VII-3 (cont.) - Cost and Revenue Projections

Operating Costs

	2022	2024	2026	2028	2030	2032	2034	2035
Total Labor	\$ 3,802,176	\$ 4,033,729	\$ 4,279,383	\$ 4,539,997	\$ 4,816,483	\$ 5,109,807	\$ 5,420,994	\$ 5,583,624
Total Fringe Benefits	\$ 2,112,108	\$ 2,240,735	\$ 2,377,196	\$ 2,521,967	\$ 2,675,555	\$ 2,838,497	\$ 3,011,361	\$ 3,101,702
Total Services	\$ 539,429	\$ 572,280	\$ 607,132	\$ 644,107	\$ 683,333	\$ 724,948	\$ 769,097	\$ 792,170
Total Material & Supplies	\$ 1,237,215	\$ 1,312,562	\$ 1,392,497	\$ 1,477,300	\$ 1,567,268	\$ 1,662,714	\$ 1,763,973	\$ 1,816,893
Total Utilities	\$ 182,239	\$ 193,337	\$ 205,111	\$ 217,603	\$ 230,855	\$ 244,914	\$ 259,829	\$ 267,624
Total Casualty & Liability	\$ 220,529	\$ 233,959	\$ 248,207	\$ 263,323	\$ 279,359	\$ 296,372	\$ 314,422	\$ 323,854
Purchased Transportation	\$ 6,334,946	\$ 6,720,745	\$ 7,130,038	\$ 7,564,257	\$ 8,024,920	\$ 8,513,638	\$ 9,032,119	\$ 9,303,082
Total Cost of New Service	\$ 14,428,643	\$ 15,307,347	\$ 16,239,564	\$ 17,228,554	\$ 18,277,773	\$ 19,390,889	\$ 20,571,794	\$ 21,188,948
Capital Costs								
	2022	2024	2026	2028	2030	2032	2034	2035
Fixed Route Vehicles (25)		\$ 13,750,000						
Demand Response Vehicles (35)		\$ 3,325,000			\$ 4,025,000			
Total Capital Cost		\$ 17,075,000			\$ 4,025,000			
Total Capital and Operating	\$ 14,428,643	\$ 32,382,347	\$ 16,239,564	\$ 17,228,554	\$ 22,302,773	\$ 19,390,889	\$ 20,571,794	\$ 21,188,948

Revenue Scenario I - 0.0005 millage

	2022	2024	2026	2028	2030	2032	2034	2035
Passenger Fares	\$ 1,342,536	\$ 1,342,536	\$ 1,342,536	\$ 1,611,043	\$ 1,611,043	\$ 1,611,043	\$ 1,611,043	\$ 1,611,043
Property Tax	\$ 14,258,406	\$ 15,126,743	\$ 16,047,962	\$ 17,025,283	\$ 18,062,123	\$ 19,162,106	\$ 20,329,078	\$ 20,938,951
MDOT Operating Assistance	\$ 3,045,923	\$ 3,005,245	\$ 2,965,109	\$ 2,925,510	\$ 2,886,440	\$ 2,847,891	\$ 2,809,857	\$ 2,791,031
Federal - Capital								
Total Revenues	\$ 18,646,866	\$ 19,474,524	\$ 20,355,607	\$ 21,561,836	\$ 22,559,605	\$ 23,621,040	\$ 24,749,978	\$ 25,341,025
Surplus/(shortfall)	\$ 4,218,223	\$ (12,907,823)	\$ 4,116,043	\$ 4,333,282	\$ 256,833	\$ 4,230,151	\$ 4,178,184	\$ 4,152,076

Revenue Scenario II - 0.0025 millage

	2022	2024	2026	2028	2030	2032	2034	2035
Passenger Fares	\$ 1,342,536	\$ 1,342,536	\$ 1,342,536	\$ 1,611,043	\$ 1,611,043	\$ 1,611,043	\$ 1,611,043	\$ 1,611,043
Property Tax	\$ 7,129,203	\$ 7,563,372	\$ 8,023,981	\$ 8,512,641	\$ 9,031,061	\$ 9,581,053	\$ 10,164,539	\$ 10,469,475
MDOT Operating Assistance	\$ 3,045,923	\$ 3,005,245	\$ 2,965,109	\$ 2,925,510	\$ 2,886,440	\$ 2,847,891	\$ 2,809,857	\$ 2,791,031
Federal - Capital								
Total Revenues	\$ 11,517,663	\$ 11,911,152	\$ 12,331,626	\$ 13,049,195	\$ 13,528,544	\$ 14,039,987	\$ 14,585,439	\$ 14,871,549
Surplus/(shortfall)	\$ (2,910,980)	\$ (20,471,195)	\$ (3,907,938)	\$ (4,179,359)	\$ (8,774,229)	\$ (5,350,902)	\$ (5,986,355)	\$ (6,317,399)

In addition to the 0.00025 millage and the State Operating Assistance, the second scenario assumes that state operating assistance will be available at a 2011 rate of 0.317 of net operating costs. The result is that deficits appear in all ten years, ranging from \$1.6 million in 2012 to over \$3.0 million in 2021.

The previously described funding package alternatives include countywide property tax levies. It was shown that a millage rate of 0.0005 is enough to finance these improvements, while a rate of 0.00025 is not. This would indicate that if a property tax levy is pursued to fund the proposed transit service improvements that either a millage rate between 0.0005 and 0.00025 is chosen, or the group of service improvements is either increased or decreased.

Service Option 2 – County Demand Response and GO!Bus Expansion Only

Costs and revenues were also projected for a package of transportation service improvements that include the County Demand Response service and the expansion of GO!Bus ADA service. County Demand Response service would serve residents currently outside the Rapid core service area. The expansion of the GO!Bus ADA service area would extend service to additional major trip attractions in Kent County such as a regional shopping center and medical facilities. Exhibit VII-4 shows the projected operating and capital costs along with Revenue Scenario II.

Total operating costs are estimated at \$6.6 million in 2010 growing to \$8.6 million in 2021, and \$13.0 million by 2035. A total of \$2.6 million would be needed initially for the purchase of vehicles to operate these services.

Benefits from a County Demand Response service and GO!Bus expansion would provide benefits to all Kent County communities. Therefore, revenue scenario II from Service Option 1 was used in these projections. While not adequate to fund all potential commuter express, fixed route and demand response service improvements, a 0.00025 countywide millage along with MDOT Operating Assistance is adequate to fund both capital and operating costs associated with Service Option 2. The first ten years of these projections show a surplus in the years when vehicles are not purchased. However, after 2030 there is a consistent and growing operating deficit.

Service Option 3 – Supplemental Rural/Suburban Demand Response Only

Costs and revenues were also projected for implementation of the Countywide Demand Response service only. This would apply only to residents of Kent County living outside of the current The Rapid core service area. Exhibit VII-5 shows the projected operating and capital costs along with a new Revenue Scenario III.

Total operating costs are estimated to increase from \$4.7 million in 2010 to \$6.2 million in 2021, and \$9.3 million in 2035 based on inflationary increases. A total of \$1.9 million would be needed initially for the purchase of vehicles to operate this service.

Exhibit VII-4 - Cost and Revenue Projections

Operating Costs - County Demand Response and GoBus Expansion										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total Labor	\$ 1,862,966	\$ 1,918,855	\$ 1,976,420	\$ 2,035,713	\$ 2,096,784	\$ 2,159,688	\$ 2,224,478	\$ 2,291,213	\$ 2,359,949	\$ 2,430,748
Total Fringe Benefits	\$ 1,034,877	\$ 1,065,923	\$ 1,097,901	\$ 1,130,838	\$ 1,164,763	\$ 1,199,706	\$ 1,235,697	\$ 1,272,768	\$ 1,310,951	\$ 1,350,280
Total Services	\$ 264,306	\$ 272,235	\$ 280,402	\$ 288,814	\$ 297,479	\$ 306,403	\$ 315,595	\$ 325,063	\$ 334,815	\$ 344,859
Total Material & Supplies	\$ 606,203	\$ 624,389	\$ 643,121	\$ 662,414	\$ 682,287	\$ 702,755	\$ 723,838	\$ 745,553	\$ 767,920	\$ 790,957
Total Utilities	\$ 89,292	\$ 91,971	\$ 94,730	\$ 97,572	\$ 100,499	\$ 103,514	\$ 106,620	\$ 109,818	\$ 113,113	\$ 116,506
Total Casualty & Liability	\$ 108,053	\$ 111,295	\$ 114,634	\$ 118,073	\$ 121,615	\$ 125,263	\$ 129,021	\$ 132,892	\$ 136,879	\$ 140,985
Purchased Transportation	\$ 2,643,798	\$ 2,723,112	\$ 2,804,805	\$ 2,888,949	\$ 2,975,618	\$ 3,064,886	\$ 3,156,833	\$ 3,251,538	\$ 3,349,084	\$ 3,449,557
Total Cost of New Service	\$ 6,609,495	\$ 6,807,780	\$ 7,012,013	\$ 7,222,373	\$ 7,439,045	\$ 7,662,216	\$ 7,892,082	\$ 8,128,845	\$ 8,372,710	\$ 8,623,892
Capital Costs										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Demand Response Vehicles (35)	\$ 2,590,000						\$ 2,800,000			
Total Capital Cost	\$ 2,590,000						\$ 2,800,000			
Total Capital and Operating	\$ 9,199,495	\$ 6,807,780	\$ 7,012,013	\$ 7,222,373	\$ 7,439,045	\$ 7,662,216	\$ 10,692,082	\$ 8,128,845	\$ 8,372,710	\$ 8,623,892

Revenue Scenario II - 0.00025 millage countywide										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Passenger Fares	\$ 234,812	\$ 352,217	\$ 469,623	\$ 469,623	\$ 469,623	\$ 563,548	\$ 563,548	\$ 563,548	\$ 563,548	\$ 563,548
Property Tax	\$ 5,304,797	\$ 5,463,941	\$ 5,627,859	\$ 5,796,695	\$ 5,970,595	\$ 6,149,713	\$ 6,334,205	\$ 6,524,231	\$ 6,719,958	\$ 6,921,557
MDOT Operating Assistance	\$ 2,002,288	\$ 1,988,873	\$ 1,975,547	\$ 1,962,311	\$ 1,949,164	\$ 1,936,104	\$ 1,923,132	\$ 1,910,247	\$ 1,897,449	\$ 1,884,736
Total Revenues	\$ 7,541,896	\$ 7,805,031	\$ 8,073,029	\$ 8,228,629	\$ 8,389,382	\$ 8,649,365	\$ 8,820,885	\$ 8,998,026	\$ 9,180,954	\$ 9,369,840
Surplus/(shortfall)	\$ (1,657,598)	\$ 997,251	\$ 1,061,016	\$ 1,006,255	\$ 950,338	\$ 987,149	\$ (1,871,198)	\$ 869,181	\$ 808,244	\$ 745,948

Note: It is assumed that County Connection and North Kent Transit programs would end. Other township and agency program services are assumed to continue including Ridelink.

Exhibit VII-4 (cont.) - Cost and Revenue Projections

Operating Costs - County Demand Response and GoBus								
	2022	2024	2026	2028	2030	2032	2034	2035
Total Labor	\$ 2,503,670	\$ 2,656,143	\$ 2,817,903	\$ 2,989,513	\$ 3,171,574	\$ 3,364,723	\$ 3,569,635	\$ 3,676,724
Total Fringe Benefits	\$ 1,390,788	\$ 1,475,487	\$ 1,565,344	\$ 1,660,674	\$ 1,761,809	\$ 1,869,103	\$ 1,982,931	\$ 2,042,419
Total Services	\$ 355,205	\$ 376,837	\$ 399,787	\$ 424,134	\$ 449,963	\$ 477,366	\$ 506,438	\$ 521,631
Total Material & Supplies	\$ 814,686	\$ 864,300	\$ 916,936	\$ 972,778	\$ 1,032,020	\$ 1,094,870	\$ 1,161,547	\$ 1,196,394
Total Utilities	\$ 120,001	\$ 127,309	\$ 135,062	\$ 143,288	\$ 152,014	\$ 161,272	\$ 171,093	\$ 176,226
Total Casualty & Liability	\$ 145,215	\$ 154,058	\$ 163,440	\$ 173,394	\$ 183,954	\$ 195,156	\$ 207,041	\$ 213,253
Purchased Transportation	\$ 3,553,043	\$ 3,769,424	\$ 3,998,982	\$ 4,242,520	\$ 4,500,889	\$ 4,774,993	\$ 5,065,790	\$ 5,217,764
Total Cost of New Service	\$ 8,882,608	\$ 9,423,559	\$ 9,997,454	\$ 10,606,299	\$ 11,252,222	\$ 11,937,483	\$ 12,664,476	\$ 13,044,410
Capital Costs								
	2022	2024	2026	2028	2030	2032	2034	2035
Demand Response Vehicles (35)		\$ 3,325,000			\$ 4,025,000			
Total Capital Cost		\$ 3,325,000			\$ 4,025,000			
Total Capital and Operating	\$ 8,882,608	\$ 12,748,559	\$ 9,997,454	\$ 10,606,299	\$ 15,277,222	\$ 11,937,483	\$ 12,664,476	\$ 13,044,410

Revenue Scenario II - 0.0025 millage countywide								
	2022	2024	2026	2028	2030	2032	2034	2035
Passenger Fares	\$ 563,548	\$ 563,548	\$ 563,548	\$ 676,257	\$ 676,257	\$ 676,257	\$ 676,257	\$ 676,257
Property Tax	\$ 7,129,203	\$ 7,563,372	\$ 8,023,981	\$ 8,512,641	\$ 9,031,061	\$ 9,581,053	\$ 10,164,539	\$ 10,469,475
MDOT Operating Assistance	\$ 1,872,108	\$ 1,847,106	\$ 1,822,437	\$ 1,798,099	\$ 1,774,085	\$ 1,750,392	\$ 1,727,015	\$ 1,715,444
Total Revenues	\$ 9,564,859	\$ 9,974,025	\$ 10,409,966	\$ 10,986,997	\$ 11,481,403	\$ 12,007,702	\$ 12,567,811	\$ 12,861,177
Surplus/(shortfall)	\$ 682,251	\$ (2,774,534)	\$ 412,512	\$ 380,699	\$ (3,795,819)	\$ 70,219	\$ (96,664)	\$ (183,233)

Exhibit VII-5 - Cost and Revenue Projections

Operating Costs - County Demand Response Only										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total Labor	\$ 1,328,640	\$ 1,368,499	\$ 1,409,554	\$ 1,451,841	\$ 1,495,396	\$ 1,540,258	\$ 1,586,465	\$ 1,634,059	\$ 1,683,081	\$ 1,733,574
Total Fringe Benefits	\$ 738,059	\$ 760,201	\$ 783,007	\$ 806,497	\$ 830,692	\$ 855,613	\$ 881,281	\$ 907,720	\$ 934,951	\$ 963,000
Total Services	\$ 188,499	\$ 194,154	\$ 199,979	\$ 205,978	\$ 212,157	\$ 218,522	\$ 225,078	\$ 231,830	\$ 238,785	\$ 245,949
Total Material & Supplies	\$ 432,335	\$ 445,305	\$ 458,664	\$ 472,424	\$ 486,597	\$ 501,195	\$ 516,231	\$ 531,717	\$ 547,669	\$ 564,099
Total Utilities	\$ 63,682	\$ 65,592	\$ 67,560	\$ 69,587	\$ 71,675	\$ 73,825	\$ 76,039	\$ 78,321	\$ 80,670	\$ 83,090
Total Casualty & Liability	\$ 77,062	\$ 79,374	\$ 81,755	\$ 84,208	\$ 86,734	\$ 89,336	\$ 92,016	\$ 94,777	\$ 97,620	\$ 100,549
Purchased Transportation	\$ 1,885,518	\$ 1,942,084	\$ 2,000,346	\$ 2,060,356	\$ 2,122,167	\$ 2,185,832	\$ 2,251,407	\$ 2,318,949	\$ 2,388,518	\$ 2,460,173
Total Cost of New Service	\$ 4,713,795	\$ 4,855,209	\$ 5,000,865	\$ 5,150,891	\$ 5,305,418	\$ 5,464,580	\$ 5,628,518	\$ 5,797,373	\$ 5,971,294	\$ 6,150,433
Capital Costs										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Demand Response Vehicles (25)	\$ 1,850,000						\$ 2,000,000			
Total Capital Cost	\$ 1,850,000						\$ 2,000,000			
Total Capital and Operating	\$ 6,563,795	\$ 4,855,209	\$ 5,000,865	\$ 5,150,891	\$ 5,305,418	\$ 5,464,580	\$ 7,628,518	\$ 5,797,373	\$ 5,971,294	\$ 6,150,433
Revenue Scenario III - 0.0005 millage in Suburban/Rural Kent County only										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Passenger Fares	\$ 170,000	\$ 255,000	\$ 340,000	\$ 340,000	\$ 340,000	\$ 408,000	\$ 408,000	\$ 408,000	\$ 408,000	\$ 408,000
Property Tax	\$ 4,986,509	\$ 5,136,104	\$ 5,290,187	\$ 5,448,893	\$ 5,612,360	\$ 5,780,731	\$ 5,954,152	\$ 6,132,777	\$ 6,316,760	\$ 6,506,263
MDOT Operating Assistance	\$ 1,427,206	\$ 1,417,644	\$ 1,408,146	\$ 1,398,711	\$ 1,389,340	\$ 1,380,031	\$ 1,370,785	\$ 1,361,601	\$ 1,352,478	\$ 1,343,416
Total Revenues	\$ 6,583,715	\$ 6,808,748	\$ 7,038,333	\$ 7,187,604	\$ 7,341,699	\$ 7,568,762	\$ 7,732,937	\$ 7,902,378	\$ 8,077,238	\$ 8,257,679
Surplus/(shortfall)	\$ 19,920	\$ 1,953,539	\$ 2,037,468	\$ 2,036,713	\$ 2,036,282	\$ 2,104,181	\$ 104,419	\$ 2,105,004	\$ 2,105,944	\$ 2,107,246

Note: It is assumed that County Connection and North Kent Transit programs would end. Other township and agency program services are assumed to continue including Ridelink.

Exhibit VII-5 (cont.) - Cost and Revenue Projections

Operating Costs - County Demand Response Only								
	2022	2024	2026	2028	2030	2032	2034	2035
Total Labor	\$ 1,785,581	\$ 1,894,323	\$ 2,009,687	\$ 2,132,077	\$ 2,261,920	\$ 2,399,671	\$ 2,545,811	\$ 2,622,186
Total Fringe Benefits	\$ 991,890	\$ 1,052,296	\$ 1,116,381	\$ 1,184,368	\$ 1,256,496	\$ 1,333,017	\$ 1,414,198	\$ 1,456,624
Total Services	\$ 253,327	\$ 268,755	\$ 285,122	\$ 302,486	\$ 320,907	\$ 340,450	\$ 361,184	\$ 372,019
Total Material & Supplies	\$ 581,022	\$ 616,406	\$ 653,945	\$ 693,771	\$ 736,021	\$ 780,845	\$ 828,399	\$ 853,250
Total Utilities	\$ 85,583	\$ 90,795	\$ 96,325	\$ 102,191	\$ 108,414	\$ 115,017	\$ 122,021	\$ 125,682
Total Casualty & Liability	\$ 103,565	\$ 109,872	\$ 116,563	\$ 123,662	\$ 131,193	\$ 139,183	\$ 147,659	\$ 152,089
Purchased Transportation	\$ 2,533,979	\$ 2,688,298	\$ 2,852,015	\$ 3,025,703	\$ 3,209,968	\$ 3,405,455	\$ 3,612,847	\$ 3,721,233
Total Cost of New Service	\$ 6,334,946	\$ 6,720,745	\$ 7,130,038	\$ 7,564,257	\$ 8,024,920	\$ 8,513,638	\$ 9,032,119	\$ 9,303,082
Capital Costs								
	2022	2024	2026	2028	2030	2032	2034	2035
Demand Response Vehicles (25)		\$ 2,375,000			\$ 2,875,000			
Total Capital Cost		\$ 2,375,000			\$ 2,875,000			
Total Capital and Operating	\$ 6,334,946	\$ 9,095,745	\$ 7,130,038	\$ 7,564,257	\$ 10,899,920	\$ 8,513,638	\$ 9,032,119	\$ 9,303,082

Revenue Scenario III - 0.0005 millage in Rural/Suburban Kent County only								
	2022	2024	2026	2028	2030	2032	2034	2035
Passenger Fares	\$ 408,000	\$ 408,000	\$ 408,000	\$ 489,600	\$ 489,600	\$ 489,600	\$ 489,600	\$ 489,600
Property Tax	\$ 6,701,451	\$ 7,109,569	\$ 7,542,542	\$ 8,001,883	\$ 8,489,198	\$ 9,006,190	\$ 9,554,667	\$ 9,841,307
MDOT Operating Assistance	\$ 1,334,415	\$ 1,316,594	\$ 1,299,011	\$ 1,281,662	\$ 1,264,546	\$ 1,247,657	\$ 1,230,995	\$ 1,222,747
Total Revenues	\$ 8,443,866	\$ 8,834,163	\$ 9,249,553	\$ 9,773,145	\$ 10,243,343	\$ 10,743,447	\$ 11,275,262	\$ 11,553,654
Surplus/(shortfall)	\$ 2,108,920	\$ (261,581)	\$ 2,119,515	\$ 2,208,888	\$ (656,577)	\$ 2,229,809	\$ 2,243,143	\$ 2,250,572

Since service is provided to the area in Kent County outside the current The Rapid district, a property tax would only be levied in this area resulting in an estimated \$5.0 million from a 0.0005 millage. Along with additional MDOT Operating Assistance, this would be sufficient to finance capital and operating costs for Service Option 3. MDOT Operating Assistance would be channeled through the Rapid, like Network 180 funding, since The Rapid is the designated recipient.

VIII. GOVERNANCE ALTERNATIVES

To facilitate implementation of the proposed service improvements, five governance alternatives were created. The first would maintain the current transportation authority with service being expanded through the current method of using purchase of service contracts between The Rapid and individual townships, cities and/or Kent County. The second would expand the current method of service contracting to include Kent County as the primary contractor. The third would expand the current public transportation authority to include additional cities, townships, and/or villages in Kent County. The fourth would create a new public transportation authority that would include all of Kent County as its service area. The fifth alternative includes the creation of a second public transportation authority in Kent County. These five alternatives are organized with respect to the degree of change to the current ITP Board of Directors. This is as follows:

- ◆ Options 1 and 2 – Keep the current ITP Board membership unchanged.
- ◆ Option 3 – Expand the current public transportation authority by adding new members to ITP.
- ◆ Option 4 – Replace current public transportation authority with a new authority with representation of the entire Kent County.
- ◆ Option 5 – Create a second public transportation authority in Kent County and keep the current ITP Board membership unchanged.

OPTION I - EXPANDED SERVICE CONTRACTS WITH TOWNSHIPS, VILLAGES AND CITIES

This option is a continuation of the current governance structure. Any proposed services outside of the current ITP service area would be provided on a contractual basis with individual townships or cities. Individual townships enter into a contract for transportation services with The Rapid, Hope Network, or other transportation provider. Examples of this currently include GO!Bus township contracts and North Kent Transit. Exhibit VIII-1 shows the municipalities that participate in these services.

Currently under this system, access to transportation is limited and restricted. Contracts limit the number of rides that may be taken each month and limit the origin of the trip to a contracted township or service area. Ridership eligibility can also be restricted and vary by contract. This results in gaps in services for certain populations.

Ex VIII-1

Advantages/Disadvantages

Advantages

- ◆ Township and/or cities would pay the exact amount of what the service costs.
- ◆ There would be no effort needed to change the governance structure.
- ◆ Current experience shows success at the individual township level.

Disadvantages

- ◆ The current method of expanding transportation services has left gaps in service coverage, connectivity, and levels of service.
- ◆ Since residents receiving service outside of The Rapid service area are not taxed and only pay a portion of the full cost of a trip, they are not represented on the ITP Board and have no say in policy decisions.

Applicable Service/Financial Scenarios – All Service Options Possible/Status Quo Revenue Scenario

OPTION II – KENT COUNTY SERVICE CONTRACT

This option is also a continuation of the current governance structure. But it is a significant change in the way public transportation services outside of The Rapid core service area would be funded. Under Option II, Kent County would provide funding to assure that public transportation is available throughout Kent County. In another location in Michigan, the county commissioners place a levy on the ballot to provide this funding. This particular levy applies to the entire County so it therefore finances both rural public transportation provided outside the core service area and part of the ADA complementary paratransit services provided in the core service area. When passed, the County then contracts with the public transportation authority to provide the desired transportation services.

Because the levy to fund public transportation would be partially outside of the ITP member communities, the Kent County Board of Commissioners would need to place the levy on the ballot.

Advantages/Disadvantages

Advantages

- ◆ There would be no effort needed to change the governance structure.
- ◆ This would provide a new source of transit funding.
- ◆ This would allow the townships and cities that are currently contracting for public transportation to divert these funds to other projects or to lower property taxes.
- ◆ This would also improve transportation service for residents of The Rapid core service area.

- ◆ It could eliminate gaps in service area and limits placed on numbers of trips and other service levels.

Disadvantages

- ◆ Getting a new property tax levy passed by the voters can be a difficult task.
- ◆ An additional hurdle to implementation exists since the county commissioners must act to place the levy on the ballot.

Applicable Service/Financial Scenarios – Service Option 2/Revenue Scenario II

OPTION III - EXPAND THE CURRENT PUBLIC TRANSPORTATION AUTHORITY

A political subdivision or a portion of one may join an existing public transportation authority as a result of a resolution adopted by its legislative body and approved by the existing authority’s board. In this option, individual cities, villages, or townships could choose to join the Interurban Transit Partnership (ITP). This would create a governance structure that would serve the current ITP service area along with the political subdivisions that vote to join. This would create a more integrated transportation system if it continues to expand, and allow for participation of all political subdivisions in the authority.

Funding for transportation services could be generated from an expanded tax levy(s). The applied tax rate could also be based on the level of service generated to that municipality or portion of one.

Advantages/Disadvantages

Advantages

- ◆ Increasing membership on the ITP Board provides better representation for areas where more of the transportation services are located.
- ◆ Allows for growth of the service area and taxing district.
- ◆ The current governance structure would remain intact.

Disadvantages

- ◆ The rate for revenues raised locally must match the existing rate levied in the current six city core service area. This is likely to be a deterrent since demand is lower outside this area.
- ◆ Willingness of a municipality to join the ITP Board does not necessarily reflect the need for public transportation. High levels of demand may exist in communities, both inside and outside the urban area, which may not choose to join the ITP.
- ◆ Municipalities that join are subject to the same millage rate as current members. This will tend to exclude the more rural townships that don’t have the same level of demand.

OPTION IV - CREATION OF A COUNTYWIDE PUBLIC TRANSPORTATION AUTHORITY

This option would create a single public transportation authority that would provide service to throughout Kent County. This would create a single entity representing all political subdivisions in the county. A countywide public transportation authority can be created under Act 196 of the Michigan state statutes. Act 196 was adopted in 1986 and updated in 1988 and 1999. The act allows for the formation of a public transportation authority with specified general powers and duties. These functions are summarized below.

Powers and Duties

Membership

- ◆ A political subdivision, including a county, city, village, or township, (or portion of a city, village, or township) may join together to develop a public authority by resolution of a majority vote of the local legislative body.

Provide Transportation Services

- ◆ The act establishes the transit authority as the entity responsible for planning, operating, and funding public transportation within the designated area.

Acquire Land/Transportation Facilities

- ◆ The law states that the authority has the right to acquire land and facilities for the purpose of providing public transportation.

Enter into Contracts

- ◆ The authority may enter into contracts which are necessary for the provision of public transportation. This includes services and operating contracts.

Issue Bonds

- ◆ Revenue bonds may be issued by the authority to conduct improvements. These bonds must be backed by the authority's ability to raise revenues through fares or other means.

Fund Other Transportation Providers

- ◆ The authority may contract with other transit providers and act as a pass-through funding source.
- ◆ Through contracts, sub-providers may be used to provide transportation services under an authority.

Determine Fares, Routes, Schedules

- ◆ The authority may establish and enforce the collection of fares. These fares will be a direct revenue source to the transit authority.
- ◆ Routes and schedules may be determined and implemented by an authority. An authority reserves the right to change or modify these routes to better meet the needs of public transportation.

Apply for Grants and Loans

- ◆ The transit authority is eligible for grants and loans that are used to fund capital and operating expenses incurred by and within the authority.

Levy Taxes or Fees

- ◆ The authority may levy a tax on all of the taxable property within the limits of the public authority.

Creation of a Public Transportation Authority

A public transportation authority may be formed by a political subdivision or a combination of two or more subdivisions. This includes cities, villages, townships, and counties. The act requires that the articles of incorporation be adopted by the affirmative vote of a majority of the members serving on the legislative body of each political subdivision. A printed copy of this information must be filed with the secretary state, county clerk, the director of the State Department of Transportation, and circulated throughout the County.

Governing Board

Act 196 does not explicitly identify who will serve on the authority's board. The Act states that the adoption of bylaws and rules of administration be developed. These documents should identify the board's composition and appointment or election method.

Under Act 196, a public transportation authority may be created by the affirmative vote of a majority of the members serving on the legislative body of a political subdivision. The powers and duties of the new public transportation authority are described in the articles of incorporation passed by these legislative bodies.

Levy Taxes

A public transportation authority has the power to levy taxes as expressed in Section 6 of Article IX in the Constitution of Michigan of 1963. The authority may levy a tax on all taxable property with the designated limits of transportation service area. This tax must not exceed five mills of the state equalized valuation on each dollar of assessed valuation. Additionally the tax may not be levied without the approval of a majority of the registered electors residing the public authority. Tax levies are limited to one per year and may not be levied at a rate and period over five years. In addition to the tax levied by the authority any member of the public authority may levy a tax in the taxable property and grant or contribute the proceeds to the public authority³.

A countywide transportation authority would provide representation throughout Kent County in the administration of a countywide millage, if one were adopted. The creation of a countywide authority under Act 196 would have to minimally include a 1.12 mill rate since that is what is currently levied in The Rapid core service area and the service leveraged by the property tax would have to be maintained. Act 196 specifies that there can only be one question. If the existing rate is higher like the 1.47 rate that is being proposed, then that would have to be the countywide rate. This poses a problem for this option.

Implications for Existing Public Transportation Authority

At the formation of a countywide public transportation authority, the current public transportation authority would be dissolved subject to the six member cities and ITP Board's approval, and subject to maintaining the millage rate those cities have passed. For gradual transition, an interim governing board could be put in place. This interim board, which would eventually become the new governing board, would be advisory until it is ready to assume responsibilities from the existing ITP Board. Activities of the interim Board would include establishing bylaws, creating policies and procedures, and providing input for the creation of any new countywide transportation services. Key aspects of the by-laws should include the composition of the Board, term length, responsibility for appointing the Board members, and voting procedures.

Advantages/Disadvantages

Advantages

- ◆ Current travel patterns will be better reflected in the expanded public transportation services area.

³ State of Michigan. Legislative Council, State of Michigan. *Public Transportation Authority Act*. Act 196 of 1986. 1986, and 1999.

- ◆ Countywide representation on the governing board will be more reflective of a countywide public transportation millage, if this is adopted.

Disadvantages

- ◆ A significant change in the governance structure will be needed with the replacement of the ITP with a new county-based Board.
- ◆ Since the rate for revenues raised locally must match the existing rate that the Act 196 in the current core service area, and because the rural areas will have to subsidize activities in the urbanized areas, this option would be difficult to implement.
- ◆ Currently, a regional transportation authority is not allowed to levy taxes at different rates within its service area; therefore, tax rates would not match the different levels of demand experienced in rural and urban areas.
- ◆ There is a current levy in place that is dedicated for The Rapid services. A change in the governance structure may jeopardize this levy.

Applicable Service/Financial Scenarios – Service Options 1 and 2/Revenue Scenarios 1 and 2

OPTION V – CREATE A SECOND PUBLIC TRANSPORTATION AUTHORITY

In this option a second public transportation authority would be created to serve all or part of Kent County outside ITP jurisdiction. This new public transportation authority would have all the powers and duties of ITP but with a different service area.

Following procedures outlined in Public Act 196, this public transportation authority would be created by action of a group of township and cities. The member townships and cities would then appoint representatives to its board of directors. It could also place a levy on the ballot to finance any desired new services.

Advantages/Disadvantages

Advantages

- ◆ There would be no effort needed to change the ITP governance structure.
- ◆ Member municipalities will have more control over operating policies than under the current purchase of service arrangements.
- ◆ Services can be focused on the demand that exists in rural and suburban parts of Kent County.

Disadvantages

- ◆ A new public transportation authority would have to be created by one or more townships and/or cities in Kent County.

- ◆ A new organizational structure to operate and administer a new public transportation system would have to be created.
- ◆ The Grand Rapids urbanized area would be split between the two public transportation authorities. This adds complications to the distribution of federal transit funding.

Applicable Financial Scenarios – Service Option 3/Revenue Scenario III

SUMMARY

The current practice of service contracting with individual townships, villages and cities has resulted in significant gaps in service. Continuation of the status quo will not address this problem. Creating a new regional transit authority is a difficult and time consuming undertaking. Adding new members to the existing ITP will apply only to communities that are willing to pay the full levy for The Rapid service. This is a disincentive for most communities that are not considering fixed route service at all or are considering fixed route service for only a portion of their municipality. The most direct and equitable approach is to request the Kent County Commissioners to place a levy on the ballot, which if passed, would be used as for a service contract(s) to expand public transportation throughout the County.

IX. KENT COUNTY TRANSIT SERVICE PLAN

The Kent County Transit Service Plan includes the identification of service priorities, a capital plan, financial plan, recommended governance structure, and a marketing/communications plan. These incorporate comments made at Steering Committee Meetings and public meetings held subsequent to the release of the draft report on May 2, 2011. A detailed summary of these meetings appears in Appendix A. As a result of these meetings and other input provided on the draft report, the GO!Bus Countywide expansion was added to the Service Plan that is summarized in Exhibit IX-1.

**Exhibit IX-1
Estimated Annual Operating Costs of Service Improvements**

Route	Annual Vehicle Hours	Annual Vehicle Miles	Annual Operating Cost	Annual Ridership*	Fare Revenues	Net Operating Cost
Express Routes	3,555	106,641	\$ 216,908	150,000	\$ 72,129	\$144,779
Cedar Springs/Rockford	1,081	32,436	\$ 65,975			
Ada/Lowell	969	29,070	\$ 59,128			
Byron/Gaines	918	27,540	\$ 56,016			
Caledonia/Cascade	587	17,595	\$ 35,788			
New Routes/Route Extensions	62,105	705,317	\$ 3,789,665	1,200,000	\$ 577,028	\$3,212,637
Route 16 - Byron Center	3,889	48,217	\$ 237,276			
Route 10 - 76th Street	3,904	31,229	\$ 238,198			
Route 1 - 76th Street	3,970	15,881	\$ 242,262			
Route 4 - 76th Street	4,072	32,578	\$ 248,486			
Route 2 - Gaines Marketplace	3,943	15,773	\$ 240,614			
Route 9 - Rockford	13,988	335,702	\$ 853,523			
Route 11 - Plainfield Avenue	3,914	30,529	\$ 238,832			
Route 28 - Cascade	5,396	43,168	\$ 329,264			
New Route - East Fulton/Ada	12,312	98,496	\$ 751,278			
New Route - Rockford/East Beltline	3,658	29,264	\$ 223,211			
New Route - 60th/68th Street	3,060	24,480	\$ 186,721			
GoBus ADA Expansion	32,202	448,583	\$ 1,964,966	60,324	\$ 129,623	\$1,835,343
Countywide Demand Response	80,100	1,650,000	\$ 4,887,702	80,000	\$ 340,000	\$4,547,702
GoBus Countywide Expansion	24,152	480,033	\$ 1,473,755	36,228	\$ 77,846	\$1,395,909
Total for New Services	202,114	3,390,574	\$12,332,996	1,526,552	\$1,196,626	\$11,136,370

*Note - Ridership estimate is at full maturity. It will take three (3) to five (5) years to reach this level.

SERVICE PRIORITIES

Three service priorities were identified through the study process. The first is to implement all of the proposed services listed in Exhibit IX-1. The second priority is to only implement the Countywide Demand Response service including the Countywide GO!Bus service expansion. The third is to only implement the potential new routes, route extensions, and express routes. These are described below.

First Priority – Countywide Demand Response, Commuter Express, and Fixed Route/GO!Bus Expansion

Service Description

A new Countywide Demand Response service would increase demand response service significantly for seniors, the disabled and the general public. The County Demand Response service would provide transportation to Kent County residents living outside The Rapid core service area as well as GO!Bus eligible residents living inside The Rapid service area.

As part of the Countywide Demand Response service, route deviation would be provided in the more densely populated parts of the areas outside The Rapid service area. This type of service operates in a designated area with scheduled stops at major destinations. Passengers would need to call for a pick-up or walk to one of the designated stops to access service. These deviated routes are expected to emerge in the higher demand areas but the following are likely candidates for them:

- ◆ Byron/Gaines Townships/Cutlerville – 60th and 68th Streets area;
- ◆ Plainfield Township – Plainfield Avenue;
- ◆ Alpine/Plainfield Townships/Belmont/Rockford;
- ◆ Ada/Grand Rapids Townships – Fulton Street/East Beltline Avenue.

Also included are new fixed routes, route extensions and express bus service. The new routes and route extensions are designed to expand the service area of The Rapid fixed route system. It also includes an expansion of GO!Bus ADA service. Express Bus service would operate only in the weekday peak periods to bring to work and school in downtown Grand Rapids.

Service Days and Hours

The Countywide Demand Response service follows the description included in the Service Alternatives section with one exception. Evening service was added to both services so that they would operate to 10:00 p.m. on weekdays. Exhibit IX-2 shows the profile of the two services.

The service span for the new routes, extended routes and commuter express routes follow that described in the service alternatives section. Profiles of these routes also appear in Exhibit IX-2. The fixed routes would run on weekdays and Saturdays, mostly during the daytime period. The commuter express routes would operate during the weekday peak periods only.

Service Area

The service area for the Countywide Demand Response service is all of Kent County. Eligibility for the Countywide Demand Response service is residents of Kent County living outside the Rapid core service area that includes the cities of Grand Rapids, East Grand Rapids, Walker,

**Exhibit IX-2
Service Profiles**

County Service Profile

Service	Service Span			Vehicle Required				Revenue Hours			Revenue Miles		
	Weekday	Sat.	Sun.	Wday	Eve.	Sat.	Sun.	Wday	Sat.	Sun.	Wday	Sat.	Sun.
County Demand Response	6:00a-10:00p	8:00a-6:00p	--	21	5	9	--	285.1	134	--	5871.9	2935.9	--
GoBus Expansion	6:00a-10:00p	8:00a-6:00p	--	9	2	4	--	86.5	40.4	--	1197.3	598.7	--

Commuter Express Routes

Route	Service Span			Vehicle Required					Frequency					Revenue Hours			Revenue Miles		
	Weekday	Sat.	Sun.	PK	MD	Eve.	Sat.	Sun.	PK	MD	Eve.	Sat.	Sun.	Wday	Sat.	Sun.	Wday	Sat.	Sun.
Cedar Springs/Rockford	7:15a-8:45a 4:45p-6:15p	--	--	2	--	--	--	--	30	--	--	--	--	4.2	--	--	127.2	--	--
Ada/Lowell	7:15a-8:45a 4:45p-6:15p	--	--	2	--	--	--	--	30	--	--	--	--	3.8	--	--	114.0	--	--
Byron/Gaines	7:15a-8:45a 4:45p-6:15p	--	--	2	--	--	--	--	30	--	--	--	--	3.6	--	--	108.0	--	--
Caledonia/Cascade	7:15a-8:45a 4:45p-6:15p	--	--	2	--	--	--	--	30	--	--	--	--	2.3	--	--	69.0	--	--

New Routes and Route Extensions

Route	Service Span			Vehicle Required					Frequency					Revenue Hours			Revenue Miles		
	Weekday	Sat.	Sun.	PK	MD	Eve.	Sat.	Sun.	PK	MD	Eve.	Sat.	Sun.	Wday	Sat.	Sun.	Wday	Sat.	Sun.
Route 16 - Byron Center	5:17a-6:00p	5:32a-6:00p	--	1	1	--	1	--	30	30	--	60	--	12.7	12.5	--	157.5	155.0	--
Rooute 10 - 76th Street	5:11a-6:00p	5:41a-6:00p	--	1	1	--	1	--	30	30	--	60	--	12.8	12.3	--	102.4	98.4	--
Route 1 - 76th Street	5:00a-6:00p	5:23a-6:00p	--	1	1	--	1	--	30	30	--	60	--	13.0	12.6	--	52.0	50.4	--
Route 4 - 76th Street	4:35a-6:00p	5:20a-6:00p	--	1	1	--	1	--	30	30	--	60	--	13.4	12.6	--	107.2	100.8	--
Route 2 - Gaines Marketplace	4:48a-6:00p	6:53a-6:00p	--	1	1	--	1	--	30	30	--	60	--	13.2	11.1	--	52.8	44.4	--
Route 9 - Rockford	4:33a-6:00p	5:06a-6:00p	--	4	4	--	2	--	30	30	--	60	--	50.0	23.8	--	1200.0	571.2	--
Route 11 - Plainfield Avenue	5:13a-6:00p	5:31a-6:00p	--	1	1	--	0.5	--	30	30	--	60	--	12.8	12.5	--	99.8	97.5	--
Route 28 - Cascade	5:30a-11:31p	7:07a-10:37p	--	1	1	0.5	0.5	--	30	30	60	60	--	18.0	15.5	--	144.0	124.0	--
New Route - East Fulton/Ada	6:00a-6:00p	6:30a-6:00p	--	4	4	--	2	--	30	30	--	60	--	44.0	21.0	--	352.0	168.0	--
New Route - Rockford/East Beltline	6:00a-6:00p	6:30a-6:00p	--	1	1	--	1	--	60	60	--	60	--	12.0	11.5	--	96.0	92.0	--

Grandville, Wyoming, and Kentwood. GO!Bus eligible persons living in these six cities would also be eligible for the Countywide Demand Response service.

The locations of the Commuter Express, route extensions and new routes appear in Exhibit IX-3. This includes the expansion of the GO!Bus ADA service area. They cover most of the urbanized area in Kent County that exists both inside and outside The Rapid core service area.

Fare Structure

The fare structure for the new services should be compatible with the current GO!Bus fare structure. Exhibit IX-4 displays a fare structure with such characteristics.

**Exhibit IX-4
Demand Response Fare Structure**

	People with Disabilities	Non-disabled over 65	Regular Fare	
			Up to 10 Miles	Over 10 Miles
GO!Bus	\$3.00	\$7.00	—	—
County Demand Response	\$3.00	\$7.00	\$7.00	\$8.00

The fare structure for the new routes and route extensions would be the same as the current fares for The Rapid’s fixed route service. The fares for the commuter express should be higher. Exhibit IX-5 includes the potential fares for the fixed route and commuter express services.

**Exhibit IX-5
Fixed Route Fare Structure**

	Adult Fare	Senior/Disabled
Fixed Route	\$1.50	\$.75
Commuter Express	\$2.00	\$1.00

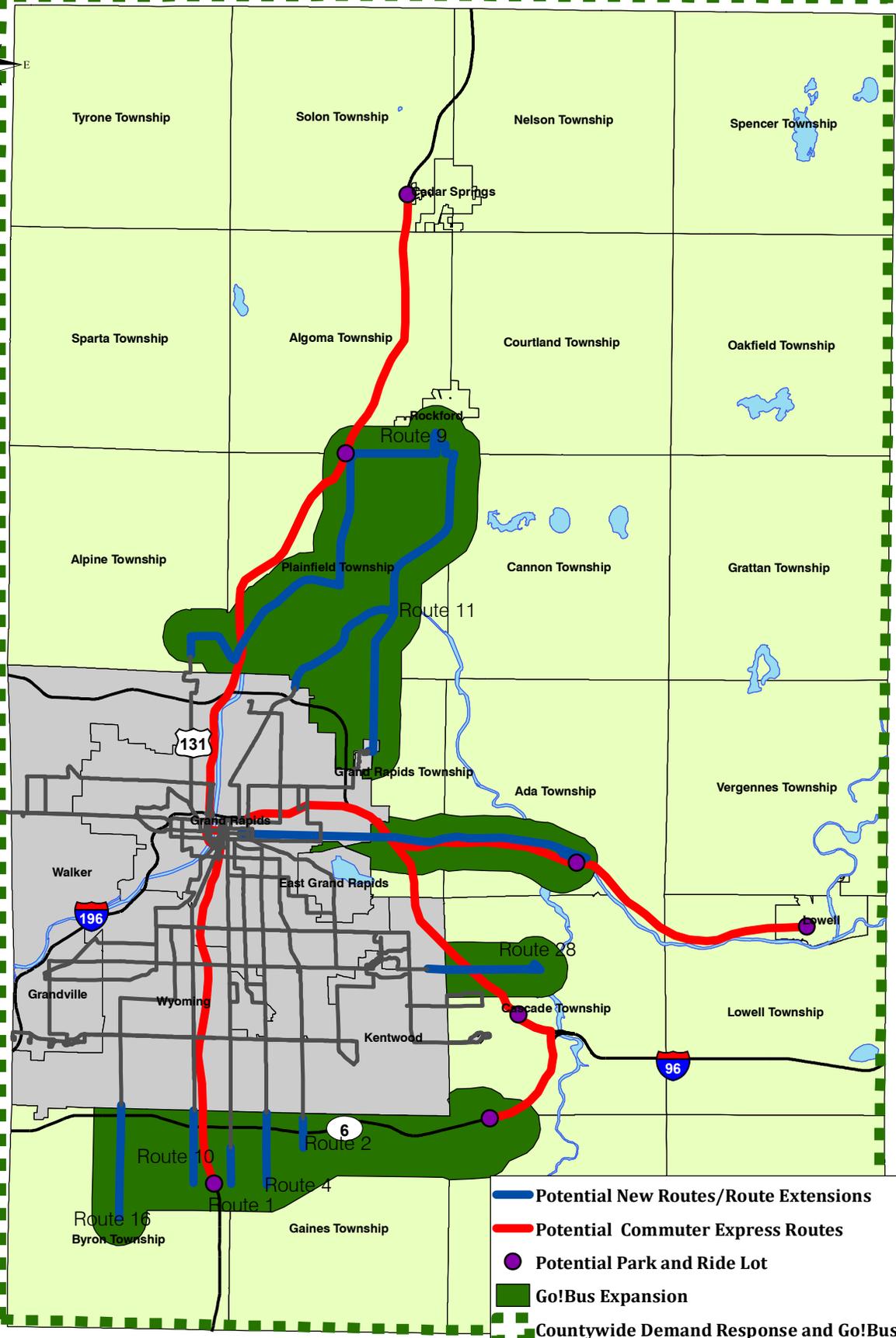
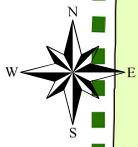
Second Priority – Countywide Demand Response Service Only

The Second Priority of the Steering Committee is to implement only the Countywide Demand Response services. These are described in the previous section and comprise about half of the First Priority service improvements.

Third Priority – Fixed Route/GO!Bus ADA Service Expansion and Commuter Express

The Third Priority of the Steering Committee is to implement only the Fixed Route/GO!Bus expansion and the Commuter Express routes. These are described in the previous section and comprise about half of the First Priority service improvements.

Exhibit IX-3 Potential Service



- Potential New Routes/Route Extensions
- Potential Commuter Express Routes
- Potential Park and Ride Lot
- Go!Bus Expansion
- Countywide Demand Response and Go!Bus Expansion

GOVERNANCE STRUCTURE

The current governance structure for managing public transportation services would be used to implement the new transit services. The ITP member communities would not change. But instead of The Rapid placing a levy on the ballot for expanding transit services throughout Kent County, the Kent County Commissioners would be requested to take that action. The County Commissioners would then contract with The Rapid, and possibly another transportation provider, to operate the new transit services. The Rapid would also be the recipient of any state or federal funding used for these new transit services. Therefore, a new non-voting member would be added to The Rapid's Board of Directors who would represent, and be appointed by, the Kent County Commissioners.

CAPITAL COSTS

Capital costs associated with the planned service improvements are listed below. Those associated with the First Priority service improvements include capital costs needed for both Second and Third Priority service improvements. The capital costs associated with the Second Priority service improvements are as follows:

- ◆ Thirty five (35) cutaway vans for Countywide Demand Response services - \$2.6 million initially with replacements every six years.
- ◆ Software for agencies participating in the Countywide Demand Response services - \$100,000.

Implementation of the Third Priority service improvements would trigger the need of a new maintenance facility along with the purchase of vehicles for fixed route and express service. Passenger shelters would also be needed at key stops on these routes. These are summarized below:

- ◆ Twenty five (25) buses for the expansion of the fixed route service area and new commuter express routes - \$10.0 million with replacements every twelve (12) years;
- ◆ New maintenance facility - \$6.3 million in 2012.
- ◆ Ten (10) cutaway vans for expansion of GO!Bus ADA service.
- ◆ Fifteen (15) Bus Shelters and other Passenger Amenities - \$150,000 in 2012.
- ◆ Three (3) Park and Ride Lots - \$300,000 in 2012.

FINANCIAL PLAN

First Priority - All Services

Operating and capital costs for all transit service improvements were projected through 2036. A three (3) annual inflation rate was used to project costs. A one year delay in the implementation

of service was assumed. This would be the time needed to acquire vehicles, hire drivers and other personnel, and accumulate revenue from a new property tax levy.

Exhibit IX-6 shows these projections. As shown, total operating costs for these services are projected to grow from \$13.1 million in 2014 to \$25.1 million by 2036. These costs are divided between line items reflecting directly operated costs, such as Labor and Fringe Benefits, and Purchased Transportation. These reflect current practices of The Rapid as its contracts some service to Hope Network and other transportation providers.

Potential revenues are also listed and projected in Exhibit IX-6. Passenger fares, MDOT operating assistance, and a 0.000485 local property tax levy are included. MDOT operating assistance is set at about 31 percent of net operating costs and decreases by two thirds (2/3) of a percent annually. Passenger fare revenue increases over the span of five years while ridership reaches its full potential. Two fare increases are then assumed through 2036. The property tax millage is projected to increase at three (3) percent annually. In most years, revenue surpluses appear except in years when vehicles need to be replaced. These surpluses are needed to fund these capital improvements. Overall, revenues are adequate over the twenty five year period.

Second Priority - Countywide Demand Response Services

Operating and capital costs for the Countywide Demand Response service were projected through 2036. A three (3) annual inflation rate was used to project costs. A one year delay in the implementation of service was assumed. This would be the time needed to acquire vehicles, hire drivers and other personnel, and have the revenue available from a new property tax levy.

Exhibit IX-7 shows these projections. As shown, total operating costs for these services are projected to grow from \$6.7 million in 2014 to \$12.9 million by 2036. These costs are divided between line items reflecting directly operated costs, such as Labor and Fringe Benefits, and Purchased Transportation. These reflect current practices of The Rapid as its contracts some service to Hope Network and other transportation providers.

Potential revenues are also listed and projected in Exhibit IX-7. Passenger fares, MDOT operating assistance, and a 0.00025 local property tax levy. MDOT operating assistance is set at about 31 percent of net operating costs and decreases by two thirds (2/3) of a percent annually. Passenger fare revenue increases over the span of three years while ridership reaches its full potential. Two fare increases are then assumed through 2036. The property tax millage is projected to increase at three (3) percent annually. In the first ten years when vehicles do not need to be replaced, revenue surpluses appear. After 2022, deficits appear on a regular basis. However, these revenues are adequate overall over the twenty five year period.

Exhibit IX-6 Cost and Revenue Projections - All Services

Operating Costs - All Services										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total Labor	--	\$ 3,687,904	\$ 3,798,541	\$ 3,912,497	\$ 4,029,872	\$ 4,150,768	\$ 4,275,292	\$ 4,403,550	\$ 4,535,657	\$ 4,671,726
Total Fringe Benefits	--	\$ 2,048,630	\$ 2,110,089	\$ 2,173,392	\$ 2,238,593	\$ 2,305,751	\$ 2,374,924	\$ 2,446,171	\$ 2,519,556	\$ 2,595,143
Total Services	--	\$ 523,217	\$ 538,913	\$ 555,081	\$ 571,733	\$ 588,885	\$ 606,552	\$ 624,748	\$ 643,491	\$ 662,796
Total Material & Supplies	--	\$ 1,200,032	\$ 1,236,033	\$ 1,273,114	\$ 1,311,307	\$ 1,350,646	\$ 1,391,166	\$ 1,432,901	\$ 1,475,888	\$ 1,520,164
Total Utilities	--	\$ 176,762	\$ 182,065	\$ 187,526	\$ 193,152	\$ 198,947	\$ 204,915	\$ 211,063	\$ 217,395	\$ 223,916
Total Casualty & Liability	--	\$ 213,901	\$ 220,318	\$ 226,928	\$ 233,735	\$ 240,748	\$ 247,970	\$ 255,409	\$ 263,071	\$ 270,963
Purchased Transportation	--	\$ 5,233,630	\$ 5,390,639	\$ 5,552,358	\$ 5,718,929	\$ 5,890,497	\$ 6,067,212	\$ 6,249,228	\$ 6,436,705	\$ 6,629,806
Total Cost of New Service	\$ -	\$ 13,084,076	\$ 13,476,598	\$ 13,880,896	\$ 14,297,323	\$ 14,726,243	\$ 15,168,030	\$ 15,623,071	\$ 16,091,763	\$ 16,574,516
Capital Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Demand Response Vehicles (45)	\$ 3,330,000						\$ 3,600,000			
Fixed Route Vehicles (25)	\$ 10,000,000									
Maintenance Facility							\$ 7,600,000			
Bus Stop Amenities, Software, etc.		\$ 150,000								
Park and Ride Lots				\$ 300,000						
Total Capital Cost	\$ 13,330,000	\$ 150,000	\$ -	\$ 300,000	\$ -	\$ -	\$ 11,200,000	\$ -	\$ -	\$ -
Total Capital and Operating	\$ 13,330,000	\$ 13,234,076	\$ 13,476,598	\$ 14,180,896	\$ 14,297,323	\$ 14,726,243	\$ 26,368,030	\$ 15,623,071	\$ 16,091,763	\$ 16,574,516
Revenue Scenario - 0.000485 millage										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Passenger Fares	--	\$ 364,679	\$ 644,358	\$ 800,114	\$ 955,870	\$ 1,111,626	\$ 1,111,626	\$ 1,111,626	\$ 1,111,626	\$ 1,111,626
Property Tax	\$ 10,495,094	\$ 10,809,947	\$ 11,134,246	\$ 11,468,273	\$ 11,812,321	\$ 12,166,691	\$ 12,531,692	\$ 12,907,642	\$ 13,294,872	\$ 13,693,718
MDOT Operating Assistance	--	\$ 3,995,163	\$ 3,968,395	\$ 3,941,807	\$ 3,915,397	\$ 3,889,163	\$ 3,863,106	\$ 3,837,223	\$ 3,811,514	\$ 3,785,977
Total Revenues	\$ 10,495,094	\$ 15,169,789	\$ 15,746,999	\$ 16,210,194	\$ 16,683,588	\$ 17,167,480	\$ 17,506,424	\$ 17,856,491	\$ 18,218,011	\$ 18,591,320
Surplus/(shortfall)	\$ (2,834,906)	\$ 1,935,713	\$ 2,270,401	\$ 2,029,298	\$ 2,386,265	\$ 2,441,238	\$ (8,861,606)	\$ 2,233,421	\$ 2,126,249	\$ 2,016,805

Note: It is assumed that County Connection and North Kent Transit programs would end. All other agency program services are assumed to continue including Ridelink.

Exhibit IX-6 (cont.) - Cost and Revenue Projections

Operating Costs - All Services							
	2024	2026	2028	2030	2032	2034	2036
Total Labor	\$ 4,956,235	\$ 5,258,069	\$ 5,578,286	\$ 5,918,003	\$ 6,278,410	\$ 6,660,765	\$ 7,066,405
Total Fringe Benefits	\$ 2,753,187	\$ 2,920,856	\$ 3,098,737	\$ 3,287,450	\$ 3,487,655	\$ 3,700,054	\$ 3,925,387
Total Services	\$ 703,160	\$ 745,982	\$ 791,413	\$ 839,610	\$ 890,742	\$ 944,988	\$ 1,002,538
Total Material & Supplies	\$ 1,612,742	\$ 1,710,958	\$ 1,815,156	\$ 1,925,699	\$ 2,042,974	\$ 2,167,391	\$ 2,299,385
Total Utilities	\$ 237,553	\$ 252,020	\$ 267,368	\$ 283,651	\$ 300,925	\$ 319,251	\$ 338,694
Total Casualty & Liability	\$ 287,465	\$ 304,972	\$ 323,545	\$ 343,248	\$ 364,152	\$ 386,329	\$ 409,857
Purchased Transportation	\$ 7,033,561	\$ 7,461,905	\$ 7,916,335	\$ 8,398,440	\$ 8,909,905	\$ 9,452,518	\$ 10,028,177
Total Cost of New Service	\$ 17,583,904	\$ 18,654,763	\$ 19,790,839	\$ 20,996,101	\$ 22,274,763	\$ 23,631,296	\$ 25,070,442
Capital Costs							
	2024	2026	2028	2030	2032	2034	2036
Demand Response Vehicles (45)							
Fixed Route Vehicles (25)							
Maintenance Facility							
Bus Stop Amenities/Shelters							
Total Capital Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital and Operating	\$ 17,583,904	\$ 18,654,763	\$ 19,790,839	\$ 20,996,101	\$ 22,274,763	\$ 23,631,296	\$ 25,070,442

Revenue Scenario - 0.000485 millage							
	2024	2026	2028	2030	2032	2034	2036
Passenger Fares	\$ 1,111,626	\$ 1,111,626	\$ 1,333,951	\$ 1,333,951	\$ 1,333,951	\$ 1,333,951	\$ 1,333,951
Property Tax	\$ 14,527,665	\$ 15,412,400	\$ 16,351,015	\$ 17,346,792	\$ 18,403,211	\$ 19,523,967	\$ 20,712,977
MDOT Operating Assistance	\$ 3,735,415	\$ 3,685,528	\$ 3,636,307	\$ 3,587,744	\$ 3,539,829	\$ 3,492,554	\$ 3,445,911
Total Revenues	\$ 19,374,706	\$ 20,209,554	\$ 21,321,273	\$ 22,268,487	\$ 23,276,992	\$ 24,350,473	\$ 25,492,839
Surplus/(shortfall)	\$ 1,790,802	\$ 1,554,790	\$ 1,530,435	\$ 1,272,386	\$ 1,002,229	\$ 719,176	\$ 422,397

Exhibit IX-7 - Cost and Revenue Projections

Operating Costs - Countywide Demand Response										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total Labor	--	\$ 1,902,250	\$ 1,959,318	\$ 2,018,097	\$ 2,078,640	\$ 2,140,999	\$ 2,205,229	\$ 2,271,386	\$ 2,339,528	\$ 2,409,713
Total Fringe Benefits	--	\$ 1,056,700	\$ 1,088,401	\$ 1,121,053	\$ 1,154,684	\$ 1,189,325	\$ 1,225,004	\$ 1,261,755	\$ 1,299,607	\$ 1,338,595
Total Services	--	\$ 269,879	\$ 277,976	\$ 286,315	\$ 294,905	\$ 303,752	\$ 312,864	\$ 322,250	\$ 331,918	\$ 341,875
Total Material & Supplies	--	\$ 618,986	\$ 637,555	\$ 656,682	\$ 676,383	\$ 696,674	\$ 717,574	\$ 739,101	\$ 761,275	\$ 784,113
Total Utilities	--	\$ 91,175	\$ 93,910	\$ 96,728	\$ 99,629	\$ 102,618	\$ 105,697	\$ 108,868	\$ 112,134	\$ 115,498
Total Casualty & Liability	--	\$ 110,332	\$ 113,642	\$ 117,051	\$ 120,563	\$ 124,179	\$ 127,905	\$ 131,742	\$ 135,694	\$ 139,765
Purchased Transportation	--	\$ 2,699,548	\$ 2,780,534	\$ 2,863,950	\$ 2,949,869	\$ 3,038,365	\$ 3,129,516	\$ 3,223,401	\$ 3,320,103	\$ 3,419,707
Total Cost of New Service	\$ -	\$ 6,748,870	\$ 6,951,336	\$ 7,159,876	\$ 7,374,672	\$ 7,595,912	\$ 7,823,790	\$ 8,058,503	\$ 8,300,259	\$ 8,549,266
Capital Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Demand Response Vehicles (35)	\$ 2,590,000						\$ 2,800,000			
Total Capital Cost	\$ 2,590,000						\$ 2,800,000			
Total Capital and Operating	\$ 2,590,000	\$ 6,748,870	\$ 6,951,336	\$ 7,159,876	\$ 7,374,672	\$ 7,595,912	\$ 10,623,790	\$ 8,058,503	\$ 8,300,259	\$ 8,549,266
Revenue Scenario - 0.00025 millage countywide										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Passenger Fares		\$ 208,923	\$ 332,846	\$ 332,846	\$ 332,846	\$ 332,846	\$ 332,846	\$ 332,846	\$ 332,846	\$ 332,846
Property Tax	\$ 5,304,797	\$ 5,463,941	\$ 5,627,859	\$ 5,796,695	\$ 5,970,595	\$ 6,149,713	\$ 6,334,205	\$ 6,524,231	\$ 6,719,958	\$ 6,921,557
MDOT Operating Assistance	--	\$ 2,054,197	\$ 2,040,434	\$ 2,026,763	\$ 2,013,184	\$ 1,999,696	\$ 1,986,298	\$ 1,972,989	\$ 1,959,770	\$ 1,946,640
Total Revenues	\$ 5,304,797	\$ 7,727,061	\$ 8,001,139	\$ 8,156,304	\$ 8,316,625	\$ 8,482,255	\$ 8,653,348	\$ 8,830,066	\$ 9,012,574	\$ 9,201,043
Surplus/(shortfall)	\$ 2,714,797	\$ 978,191	\$ 1,049,803	\$ 996,428	\$ 941,953	\$ 886,343	\$ (1,970,441)	\$ 771,563	\$ 712,316	\$ 651,776

Note: It is assumed that County Connection and North Kent Transit programs would end. All other agency program services are assumed to continue including Ridelink.

Exhibit IX-7 (cont.) - Cost and Revenue Projections

Operating Costs - Countywide Demand Response							
	2024	2026	2028	2030	2032	2034	2036
Total Labor	\$ 2,556,465	\$ 2,712,154	\$ 2,877,324	\$ 3,052,553	\$ 3,238,453	\$ 3,435,675	\$ 3,644,908
Total Fringe Benefits	\$ 1,420,116	\$ 1,506,601	\$ 1,598,353	\$ 1,695,693	\$ 1,798,960	\$ 1,908,517	\$ 2,024,746
Total Services	\$ 362,695	\$ 384,784	\$ 408,217	\$ 433,077	\$ 459,452	\$ 487,432	\$ 517,117
Total Material & Supplies	\$ 831,865	\$ 882,526	\$ 936,272	\$ 993,291	\$ 1,053,782	\$ 1,117,957	\$ 1,186,041
Total Utilities	\$ 122,532	\$ 129,994	\$ 137,910	\$ 146,309	\$ 155,219	\$ 164,672	\$ 174,701
Total Casualty & Liability	\$ 148,277	\$ 157,307	\$ 166,887	\$ 177,050	\$ 187,833	\$ 199,272	\$ 211,407
Purchased Transportation	\$ 3,627,967	\$ 3,848,910	\$ 4,083,308	\$ 4,331,982	\$ 4,595,800	\$ 4,875,684	\$ 5,172,613
Total Cost of New Service	\$ 9,069,917	\$ 9,622,275	\$ 10,208,271	\$ 10,829,955	\$ 11,489,499	\$ 12,189,210	\$ 12,931,532
Capital Costs							
	2024	2026	2028	2030	2032	2034	2036
Demand Response Vehicles (35)							
Total Capital Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital and Operating	\$ 9,069,917	\$ 9,622,275	\$ 10,208,271	\$ 10,829,955	\$ 11,489,499	\$ 12,189,210	\$ 12,931,532

Revenue Scenario - 0.00025 millage countywide							
	2024	2026	2028	2030	2032	2034	2036
Passenger Fares	\$ 332,846	\$ 332,846	\$ 399,415	\$ 399,415	\$ 399,415	\$ 399,415	\$ 399,415
Property Tax	\$ 7,343,079	\$ 7,790,273	\$ 8,264,700	\$ 8,768,021	\$ 9,301,993	\$ 9,868,485	\$ 10,469,475
MDOT Operating Assistance	\$ 1,920,642	\$ 1,894,992	\$ 1,869,684	\$ 1,844,714	\$ 1,820,078	\$ 1,795,771	\$ 1,771,788
Total Revenues	\$ 9,596,568	\$ 10,018,111	\$ 10,533,800	\$ 11,012,150	\$ 11,521,486	\$ 12,063,670	\$ 12,640,678
Surplus/(shortfall)	\$ 526,651	\$ 395,836	\$ 325,529	\$ 182,196	\$ 31,987	\$ (125,539)	\$ (290,854)

Third Priority - Fixed Route/GO!Bus ADA Expansion and Commuter Express Service

Operating and capital cost projections for the expansion of fixed route/GO!Bus ADA service and new commuter express service appear in Exhibit IX-8. As is the case in the Countywide Demand Response service projections, a three (3) annual inflation rate and a one year delay in the implementation of service was assumed. Total operating costs for these services are projected to grow from \$6.1 million in 2014 to \$11.8 million in 2036. All of these projected costs were assumed to be directly operated services by The Rapid.

Potential revenues are also listed and projected in Exhibit IX-8. Passenger fares, MDOT operating assistance, and a 0.000235 local property tax levy. Like the Countywide Demand Response service projections, MDOT operating assistance is set at about 31 percent of net operating costs and decreases by two thirds (2/3) of a percent annually. Passenger fare revenue increases over the span of five years while ridership reaches its full potential. Two fare increases are then assumed through 2036. The property tax millage is projected to increase at three (3) percent annually. Despite having revenue surpluses appear in the years when vehicles do not need to be purchased, the high cost of purchasing these buses make building capital reserves essential. Overall, these revenues are adequate over the twenty five year period.

MARKETING AND COMMUNICATIONS

The marketing and communication of any of the new services to the public can be effectively accomplished through the creation of an office of Mobility Management.

Mobility Manager

Mobility management is a transition from traditional methods of public and/or human service agency transportation service delivery to a comprehensive method. The mobility management concept is influenced by the demands of the local public and human service agency consumers, but does not necessarily involve a drastic change from the current transportation operating procedures of each provider. Instead, mobility management concentrates, or directs, the actions of the existing network of public and human service agency transportation providers so that all resources are coordinated to the maximum benefit of the passengers, potential passengers, and stakeholder organizations.

A mobility manager is a person or an organization that responds to the needs and demands of the transportation riders, potential riders, and local stakeholder organizations. The mobility manager develops appropriate strategies that encourage collaboration among transportation providers, thereby improving the utilization of all transportation resources. The mobility manager has an objective of understanding the unmet needs or gaps in transportation services and/or resources, and organizing solutions to improve service.

Exhibit IX-8 - Cost and Revenue Projections - Local and Express Bus

Operating Costs - Fixed Route/Go!Bus ADA Expansion and Commuter Express										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total Labor	--	\$ 2,889,408	\$ 2,976,090	\$ 3,065,373	\$ 3,157,334	\$ 3,252,054	\$ 3,349,615	\$ 3,450,104	\$ 3,553,607	\$ 3,660,215
Total Fringe Benefits	--	\$ 1,605,065	\$ 1,653,217	\$ 1,702,814	\$ 1,753,898	\$ 1,806,515	\$ 1,860,711	\$ 1,916,532	\$ 1,974,028	\$ 2,033,249
Total Services	--	\$ 409,931	\$ 422,229	\$ 434,896	\$ 447,943	\$ 461,381	\$ 475,223	\$ 489,479	\$ 504,164	\$ 519,289
Total Material & Supplies	--	\$ 940,204	\$ 968,410	\$ 997,462	\$ 1,027,386	\$ 1,058,208	\$ 1,089,954	\$ 1,122,652	\$ 1,156,332	\$ 1,191,022
Total Utilities	--	\$ 138,490	\$ 142,644	\$ 146,924	\$ 151,331	\$ 155,871	\$ 160,547	\$ 165,364	\$ 170,325	\$ 175,435
Total Casualty & Liability	--	\$ 167,588	\$ 172,615	\$ 177,794	\$ 183,128	\$ 188,621	\$ 194,280	\$ 200,109	\$ 206,112	\$ 212,295
Purchased Transportation	--	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost of New Service	\$ -	\$ 6,150,685	\$ 6,335,206	\$ 6,525,262	\$ 6,721,020	\$ 6,922,651	\$ 7,130,330	\$ 7,344,240	\$ 7,564,567	\$ 7,791,504
Capital Costs										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Fixed Route Vehicles (25)	\$ 10,000,000									
Demand Response Vehicles (10)	\$ 740,000						\$ 800,000			
Maintenance Facility							\$ 7,600,000			
Bus Stop Amenities/Shelters		\$ 150,000								
Park and Ride Lots				\$ 300,000						
Total Capital Cost	\$ 10,740,000	\$ 150,000	\$ -	\$ 300,000	\$ -	\$ -	\$ 8,400,000	\$ -	\$ -	\$ -
Total Capital and Operating	\$ 10,740,000	\$ 6,300,685	\$ 6,335,206	\$ 6,825,262	\$ 6,721,020	\$ 6,922,651	\$ 15,530,330	\$ 7,344,240	\$ 7,564,567	\$ 7,791,504
Revenue Scenario - 0.000235 millage										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Passenger Fares	--	\$ 155,756	\$ 311,512	\$ 467,268	\$ 623,024	\$ 778,780	\$ 778,780	\$ 778,780	\$ 778,780	\$ 778,780
Property Tax	\$ 4,986,509	\$ 5,136,105	\$ 5,290,188	\$ 5,448,893	\$ 5,612,360	\$ 5,780,731	\$ 5,954,153	\$ 6,132,778	\$ 6,316,761	\$ 6,506,264
MDOT Operating Assistance	--	\$ 1,883,007	\$ 1,870,391	\$ 1,857,860	\$ 1,845,412	\$ 1,833,048	\$ 1,820,766	\$ 1,808,567	\$ 1,796,450	\$ 1,784,413
Total Revenues	\$ 4,986,509	\$ 7,174,868	\$ 7,472,091	\$ 7,774,021	\$ 8,080,796	\$ 8,392,559	\$ 8,553,699	\$ 8,720,125	\$ 8,891,991	\$ 9,069,457
Surplus/(shortfall)	\$ (5,753,491)	\$ 874,183	\$ 1,136,885	\$ 948,759	\$ 1,359,776	\$ 1,469,908	\$ (6,976,631)	\$ 1,375,885	\$ 1,327,423	\$ 1,277,953

Note: It is assumed that County Connection and North Kent Transit programs would. All other agency program services are assumed to continue including Ridelinek.

Exhibit IX-8 (cont.) - Cost and Revenue Projections - Local and Express Bus

Operating Costs - Fixed Route/Go!Bus ADA Expansion and Commuter Express							
	2024	2026	2028	2030	2032	2034	2036
Total Labor	\$ 3,883,122	\$ 4,119,604	\$ 4,370,488	\$ 4,636,651	\$ 4,919,023	\$ 5,218,592	\$ 5,536,404
Total Fringe Benefits	\$ 2,157,074	\$ 2,288,439	\$ 2,427,805	\$ 2,575,659	\$ 2,732,516	\$ 2,898,927	\$ 3,075,471
Total Services	\$ 550,913	\$ 584,464	\$ 620,058	\$ 657,819	\$ 697,880	\$ 740,381	\$ 785,471
Total Material & Supplies	\$ 1,263,555	\$ 1,340,506	\$ 1,422,142	\$ 1,508,751	\$ 1,600,634	\$ 1,698,112	\$ 1,801,527
Total Utilities	\$ 186,119	\$ 197,453	\$ 209,478	\$ 222,235	\$ 235,769	\$ 250,128	\$ 265,361
Total Casualty & Liability	\$ 225,224	\$ 238,940	\$ 253,491	\$ 268,929	\$ 285,307	\$ 302,682	\$ 321,115
Purchased Transportation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost of New Service	\$ 8,266,007	\$ 8,769,407	\$ 9,303,464	\$ 9,870,044	\$ 10,471,130	\$ 11,108,822	\$ 11,785,349
Capital Costs							
	2024	2026	2028	2030	2032	2034	2036
Fixed Route Vehicles (25)							
Demand Response Vehicles (10)							
Maintenance Facility							
Bus Stop Amenities/Shelters							
Park and Ride Lots							
Total Capital Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital and Operating	\$ 8,266,007	\$ 8,769,407	\$ 9,303,464	\$ 9,870,044	\$ 10,471,130	\$ 11,108,822	\$ 11,785,349

Revenue Scenario - 0.00235 millage							
	2024	2026	2028	2030	2032	2034	2036
Passenger Fares	\$ 778,780	\$ 778,780	\$ 934,536	\$ 934,536	\$ 934,536	\$ 934,536	\$ 934,536
Property Tax	\$ 6,902,495	\$ 7,322,857	\$ 7,768,819	\$ 8,241,940	\$ 8,743,874	\$ 9,276,376	\$ 9,841,308
MDOT Operating Assistance	\$ 1,760,582	\$ 1,737,070	\$ 1,713,871	\$ 1,690,982	\$ 1,668,399	\$ 1,646,117	\$ 1,624,133
Total Revenues	\$ 9,441,858	\$ 9,838,707	\$ 10,417,226	\$ 10,867,458	\$ 11,346,809	\$ 11,857,029	\$ 12,399,977
Surplus/(shortfall)	\$ 1,175,851	\$ 1,069,300	\$ 1,113,762	\$ 997,414	\$ 875,679	\$ 748,207	\$ 614,627

There is a wide-range of mobility management models and any variation can be applied to suit a specific community. The most comprehensive model is to consolidate the resources of multiple agencies into a single transportation program. Other effective models encourage collaboration (but not consolidation) between multiple organizations with the ultimate goal of improving the efficiency and effectiveness of service to the entire community.

A collaborative, partnership approach is the most appropriate model for Kent County because it emphasizes the success of the area's largest transportation programs without impacting the funding resources or struggling with the limitations created by jurisdictional boundaries. Continued collaboration between The Rapid and HOPE Network and other agencies is recommended because of the large and complex operational requirements of these two providers. These two providers should continue to collaborate while remaining autonomous in terms of scheduling trips and maintaining fleets.

New avenues for collaboration between existing transportation providers is recommended under this model. It is recommended that all of the public transportation providers will collaborate by sharing their policies and scheduling procedures with a Mobility Management Office. The Mobility Management Office will represent a countywide public transportation program that offers a simplified approach for the public and removes the confusion about which provider to contact for a trip. Instead of choosing from multiple providers, the traveler will have only one point of contact to schedule a trip anywhere in Kent County – The Mobility Management Office.

Communication and leadership are the keys to successful mobility management. This is why it will be important for an existing or new organization to become the Kent County Mobility Management Office to lead the effort with support from other participating transportation providers, local officials, the public, and other key stakeholders. The Mobility Management Office will direct the successful deployment of information about how to use the new County Demand Response transportation system through a new public education and outreach program. The 'behind the scenes' implementation will not be much different to the providers who continue with their current day-to-day responsibilities. But the current and potential passengers will view the new approach to countywide public transportation as an improved service because of the simplified scheduling process and easy access to information about the transportation resources in their community.

Organizational Structure

The organizational structure will involve hiring a mobility manager to lead the effort and establishing an organizational structure in which that person will be managed and supported. Potentially, an existing organization could hire the mobility manager and add the position to its organizational structure. Regardless of where the mobility manager is employed, it is important that his or her reporting structure involves a lead organization, governing board, and advisory committee that are impartial and respected by other participating transportation providers and agencies.

Lead Organization

A lead organization within the mobility management organizational structure is the organization that manages and supports the mobility manager. This organization is typically the hiring entity and provides office space for the mobility manager. It is recommended that The Rapid becomes the lead organization and that the Mobility Management Office becomes a part of The Rapid organizational structure.

The most appropriate lead organization for the mobility management effort should be one that empowers other participating organizations to collaborate on transportation issues. Such an organization should have the capacity to hire a mobility manager and the impartiality to manage him or her in a way that promotes trust and cooperation between all participants and the general public. A strong lead organization will have no bias toward any specific transportation provider. It should also understand the scope of transportation services available in Kent County as well as the roles, motivating factors, and funding possibilities available to each provider.

The Rapid is recommended as the lead organization based on the following factors:

1. The Rapid has the facilities, staffing capacity, technology, and public transportation experience to schedule trips with multiple transportation providers.
2. The Rapid is an eligible recipient for Federal Transit Administration (FTA) program funding that could support a mobility management program (i.e., Section 5316/Job Access and Reverse Commute funding could be available.)
3. The Rapid is recognized by the community as a trusted transportation resource and would be a logical source for distribution of information about how to use public transportation.

The Rapid will continue to act as a call center for anyone in Kent County who needs transportation offered by The Rapid and other programs operated by other providers like HOPE Network. However, with the addition of the Mobility Management Office, The Rapid will also provide information and referrals to a traveler who would be more appropriately served by other participating transportation providers.

Mobility Manager Functions

A mobility manager will be hired to work in the Mobility Management Office. In fact, he or she may be the only member of the Mobility Management Office unless demand increases to the level that warrants additional staff. The mobility manager will be charged with duties to coordinate the distribution of information about the transportation services available throughout Kent County and develop new strategies to address the unmet transportation needs. Responsibilities will include but not be limited to the following:

- 1) Matching travelers with the appropriate transportation provider at a centralized location for information and referral (i.e., The Rapid's call center).

- 2) Development of new inter-agency agreements/ Memoranda of Understanding with the organizations that are participating in the mobility management effort.
- 3) Design and deployment of public outreach efforts.
- 4) Creating and updating a database of transportation providers and their operating characteristics (i.e., hours of operation, service area, fare structure, eligibility).
- 5) Recommend transportation services that satisfy the unmet transportation needs and gaps in service for the general public throughout Kent County.

The mobility manager's day-to-day responsibilities will include working with all participating transportation providers to:

- ◆ Develop solutions to unmet transportation needs;
- ◆ Improve communication with the public about how to access and use the existing transportation resources;
- ◆ Negotiate agreements between organizations that provide transportation;
- ◆ Update the inventory of resources to ensure that the call center has the most current information about each transportation provider in the county;
- ◆ Research and report generation for all mobility management partner organizations;
- ◆ Actively reach-out to businesses, non-profit organizations, and local officials to educate them about the successes as well as the unmet needs and gaps in service; and,
- ◆ Plan community events that promote new public transportation services in Kent County.

Advisory Committee

In addition to the day-to-day responsibilities, the mobility manager will also organize and facilitate productive quarterly meetings of a Coordinated Transportation Advisory Group (CTAG). Participation in the group should include a representation from organizations that provide and/or use human service agency and public transportation in Kent County. The CTAG will work together to disseminate information about existing resources, share information about new opportunities for coordinated procurement and funding opportunities, and update the mobility manager about changes in transportation services.

In addition to supporting the mobility manager and advising him or her about transportation goals and objectives for the community, the CTAG will also suggest improvements to the lead organization about the mobility management approach, as appropriate.

A Countywide Transportation Partnership

The countywide transportation partnership model represents a collaborative effort for the public and human service agency transportation providers. Collaboration can be an intimidating word, but in reality, it will not require much variation from the existing day-to-day operations of the transportation providers in Kent County. Instead, the recommended collaboration is more of a transportation management partnership involving passenger fare programs and a shared public education effort.

Each of the transportation providers will continue to operate under their existing policies and procedures with the exception of information sharing, reporting, and public outreach. Opportunities for other transportation providers, such as the American Red Cross of West Central Michigan and Fish for My People (G.R.A.C.E) are also included in the following recommendations. Many times, the smaller transportation providers are better connected to the traveler, their participation in the effort will help the mobility manager to develop strategies designed to address unmet transportation needs of the community, including the needs of the general public passengers who may not be eligible for human service agency transportation.

Information and Referral Process

The mobility manager will create a shared information database containing basic traveler information such as name, age, mobility limitations, and address. While the traveler is on the phone, the mobility manager (or other call center staff) will enter the traveler's basic information into the database. The mobility manager or call taker will also review the list of providers participating in the transportation partnership and explain to the traveler which provider is most appropriate for his or her trip request. The traveler's information will remain in the shared information and referral database so that all participating providers have access. The database will reduce the amount of time that the scheduler and repeat customer are on the phone to schedule rides.

The Mobility Management Office will include information and referral for all participating public transportation services, ADA, and human service agencies. It will schedule trips with participating programs that agree to coordinate scheduling responsibilities through the Office (i.e., trips for The Rapid and Ride Link will continue to be scheduled as they are today). Or, callers will be referred to the transportation providers that do not consolidate scheduling procedures.

Implementation Pre-Requisites

All participating transportation providers must share their program policies pertaining to eligibility and service area, vehicle information, hours of operation, and driver training with the Mobility Manager Office. It will be vital to the success of the Office for call takers to have a database of existing resources that is current and accurate. Information provided to the callers must be as accurate as possible so that the caller will be encouraged to call again the next time he or she needs a trip.

Reporting Requirements

All countywide transportation partners in Kent County will be responsible for collecting, recording, and reporting post-trip service data to the mobility manager. Service statistics will assist the Mobility Management Office with measuring program success. For example, an increase in overall ridership could be an indication that the Mobility Manager Office is improving access to transportation resources.

The monthly post-trip data that should be provided to the mobility manager will include but not be limited to:

- ◆ Revenue Vehicle Hours
- ◆ Revenue Vehicle Miles
- ◆ Total Ridership
- ◆ Operating Expenses (including, fuel, driver salaries/fringe, and vehicle maintenance)

The Public Education and Outreach Effort

The Mobility Management Office will be publicized as the central point of contact for public and human service agency transportation in Kent County.

Countywide Service Branding and Logo

A brand and logo that represent the new Countywide Transportation Partnership should be created and shared among the participating transportation providers. It is recommended that each participating transportation provider adopt the shared brand and logo that communicates to the public that their organization is participating in the partnership. The new brand or logo may be displayed on the vehicles, websites, brochures and other printed materials in addition to the organization's individual brand and/or logo.

As time passes and service improves, Kent County residents will begin to recognize the Partnership brand as a trustworthy source for transportation service.

Telephone Assistance

Telephone assistance is part of the public education process. When a traveler calls the Mobility Management Office, the call taker will provide him or her with only the travel options that are most likely to be appropriate. The options offered by the Office will include fixed route, ADA, human service agency, taxi, and all other appropriate options. If the information is available, the options can also include information about transportation options in neighboring counties.

If the traveler will be utilizing a transportation service that is scheduled through the Mobility Management Office, the trip will be scheduled while he or she is on the phone. If the trip should be provided by another organization that has not consolidated scheduling at the Office, the traveler will be referred to the appropriate transportation provider.

For example, if a private taxi operator is the most appropriate mode of service for the traveler and no taxi organizations are scheduled through the Mobility Management Office, the caller will be referred to the taxi dispatcher.

Printed and Web-Based Materials

To avoid duplication of informational materials that can create confusion for an individual who is trying to figure out how to access transportation, the mobility manager will develop a promotional and informational guide that contains information about all of the available resources in Kent County. To access additional information about a transportation service, printed materials will instruct the traveler to call the Mobility Management Office. The call taker will listen to the traveler's request and simplify his or her search by referring to the appropriate provider or scheduling the trip while the traveler is on the phone.

In addition to printed materials, a new website for the Countywide Transportation Partnership could be created with links to all of the participating transportation providers. The one-stop website can be linked to County, City and/or Township government, or human service agency websites to further expand outreach.

Travel Trainer

A customer-oriented Travel Trainer position will be created. The Travel Trainer will work one-on-one with individuals as they learn to use public and/or human service agency transportation, read schedules, and call to schedule a trip. The Travel Trainer will assist travelers until they feel comfortable scheduling a trip and boarding and disembarking a vehicle alone.

The Travel Trainer could be a volunteer or a few volunteers who work part-time and assist the mobility manager with activities to educate the public about transportation resources and then assist them with overcoming fear or confusion about how to utilize a transportation service that is available to them. The most effective volunteer, in many cases, is someone to whom the traveler can relate, such as another older adult or an individual with a disability.

The Travel Trainer program promotes independence, especially for individuals with disabilities and frail elderly individuals who might otherwise be too fearful to use public transportation. It involves communication between the transportation providers and the passengers to ensure top quality service is provided by all participating organizations.

And, it could result in increased ridership as more people become familiar and comfortable with the services that are offered.

Travel Training programs are an eligible expense under the Federal Transit Administration's New Freedom Initiative (Section 5317). A 50 percent local match is required for Section 5317 operating funding, or a 20 percent match for capital. Any non-U.S. DOT funding can be used as local match.

Sustaining volunteer support will require dedication and consistent support and effort from participating organizations and the mobility manager. Volunteers must be trained to provide assistance, as appropriate.