

Public Tribal Transit Implementation Plan



Submitted to:

Sault Ste. Marie Tribe of Chippewa Indians

Submitted by:

The Corradino Group of Michigan, Inc.

In association with:

The Mannik & Smith Group, Inc.

J Drury Consulting, LLC

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1 Introduction

This project examines current and future Mobility options for the Sault Ste. Marie Tribe of Chippewa Indians. There is a special emphasis on access to health and social services, employment, and educational services to enhance the general quality of life for members. The study area is the Tribal seven-county service area in the eastern region of Michigan's Upper Peninsula: Chippewa, Mackinac, Luce, Schoolcraft, Alger, Marquette, and Delta counties (Figure 1-1). The Tribe provides varied and extensive services throughout this area.

This study has followed a four-task process.

1. **Existing Corridors and Resources:** Collect information on existing conditions and transportation resources in the seven-county study area, including demographics of Tribal members (as expressed in 2010 Native American Census data). Plot the locations of key destinations such as program and service sites, housing, major employment centers, educational facilities, and health care sites. Document services provided by public transportation providers, including specialized services, funded through the Michigan Department of Transportation (MDOT), together with the regional service provider, Indian Trails.
2. **Needs Assessment:** Document transit needs based on the data from Task 1, meetings with Tribal members throughout the study area, and a survey administered at the meetings and online.
3. **Transportation Options:** Develop Mobility options with costs and potential funding. (An important finding that is consistent with the earlier *Public Tribal Transit Feasibility Study/Needs Assessment*¹ is the need for a Mobility Coordinator for the Tribe.) Develop options that cover transit needs, service areas, capital and operating costs, funding opportunities, and institutional considerations.
4. **Implementation Plan:** Frame recommendations for Tribe decision making. Show pros and cons of transit options and required actions to implement the recommended option(s). The implementation plan will be presented in a draft Final Report that will be finalized after Tribal review.

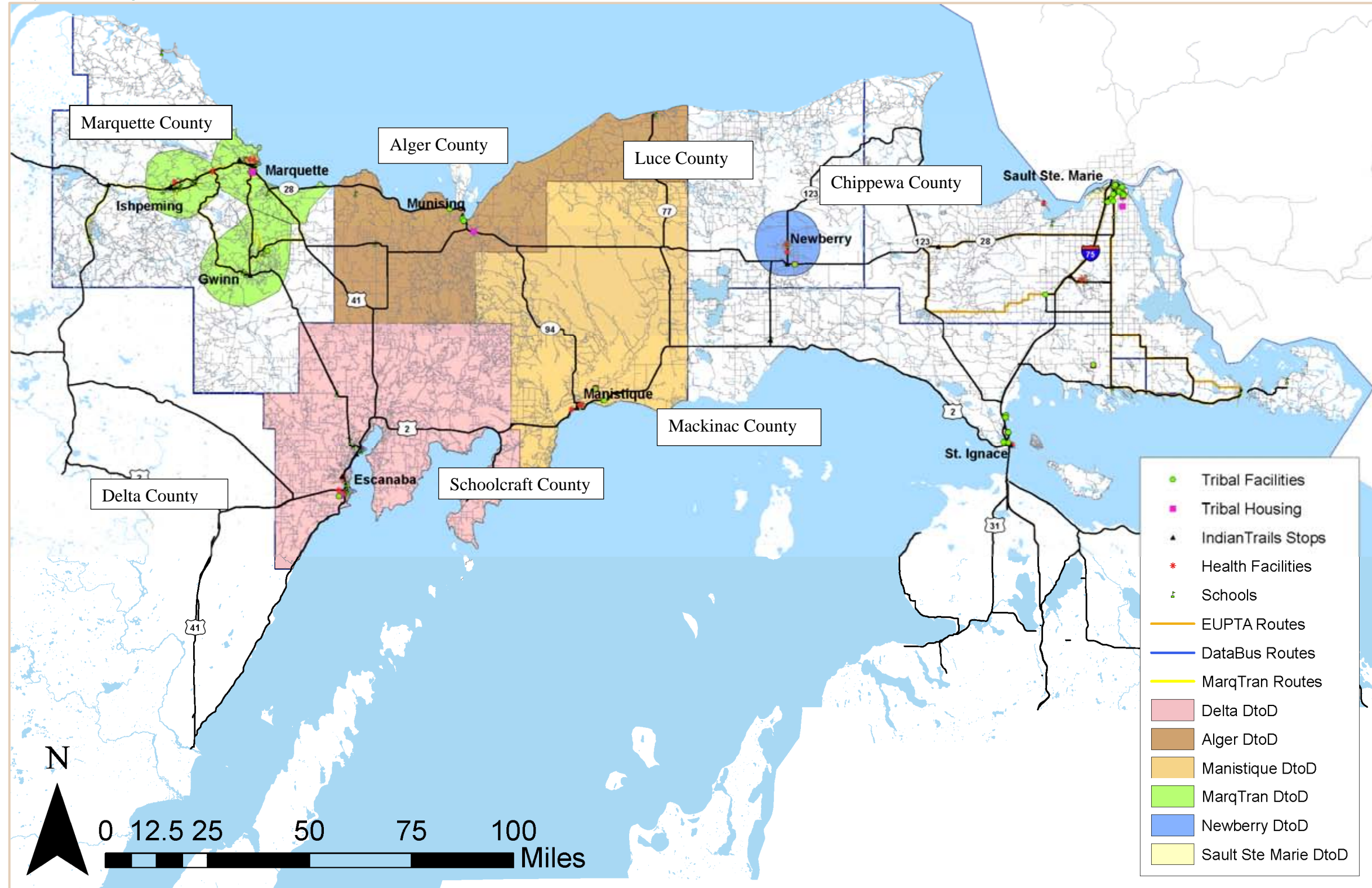
The chapters that follow are organized by the above task structure. This report makes use of information developed for two earlier reports by Corradino:

- Public Tribal Transit Feasibility Study/Needs Assessment for Chippewa County, for the Sault Ste. Marie Tribe of Chippewa, September 2010.
- Public Transportation Feasibility Study for Mackinac County for the Board of Commissioners, May 2012.

¹ The Corradino Group, Public Tribal Transit Feasibility Study/Needs Assessment, September 2010.

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Figure 1-1
Study Area and Existing Transit Services



2 Demographics and Overview

Demographic information has been drawn from the 2010 U.S. Census and the 2008-2012 American Community Survey 5-Year Estimates. The latter provides greater detail about travel and certain socioeconomic characteristics.

Population

As population is related to travel demand, several observations about population are important. Michigan lost population from 2000 to 2010 (Table 2-1), as did the seven-county study area and the statewide Native American² population. All three population categories dropped by a percentage point. Within the seven counties, only Marquette County grew. As home to the area's most populous city, Marquette, its growth is consistent with a pattern of continuing urbanization nationwide.

While the Native American population statewide dropped one percent, it grew by 17 percent within the seven counties. It grew most numerically in Chippewa County, where the largest population resides. To gain a greater understanding of the distribution of Native Americans, the 2010 Census population was mapped by Census Block (Figure 2-1). It was also examined at the county and community levels (Table 2-2).

Table 2-1
Population Change 2000 through 2010

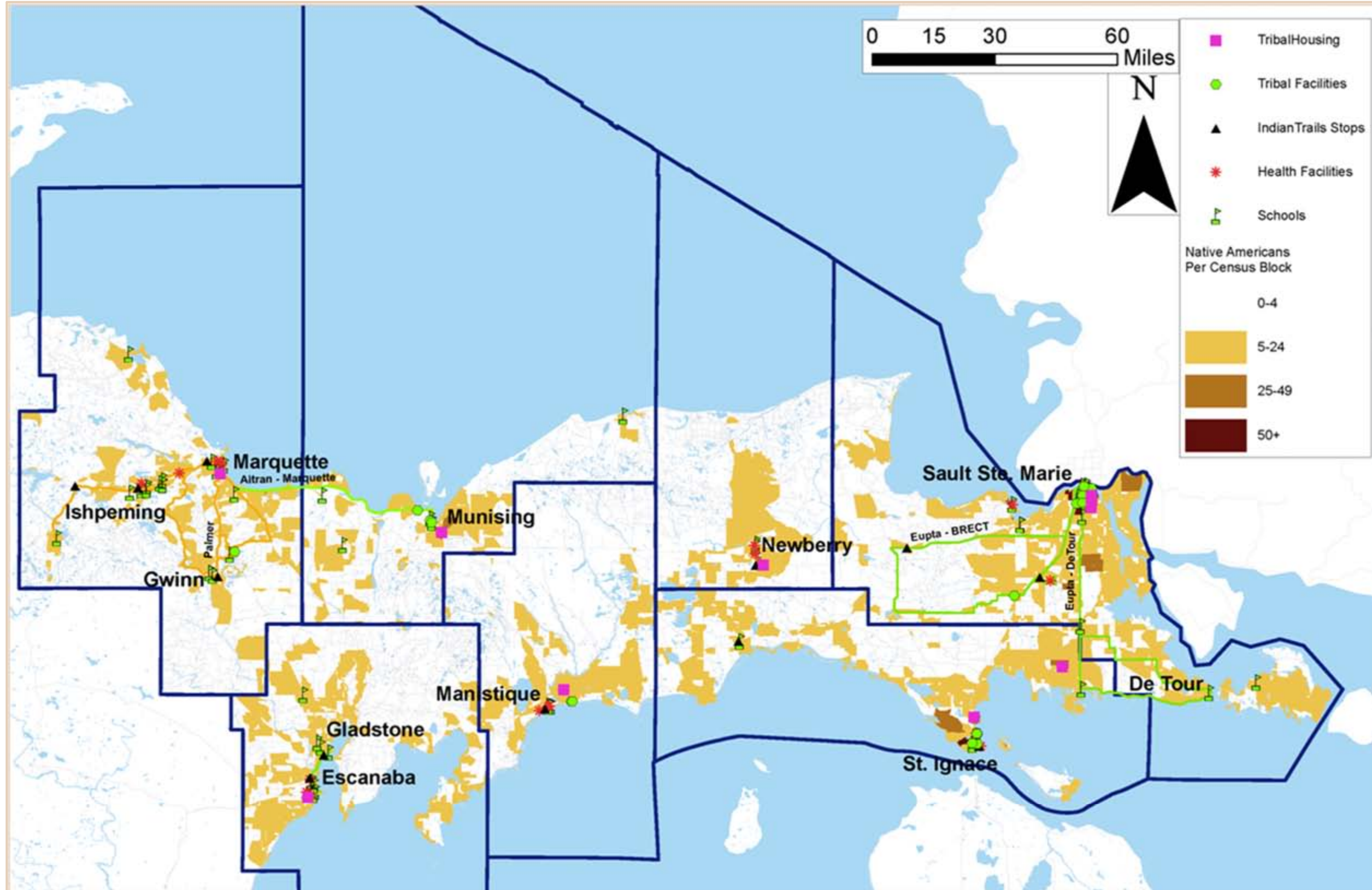
Area	Total Population			American Indian and Alaska Native Alone or in Combination		
	2000	2010	% Change	2000	2010	% Change
Michigan	9,938,444	9,883,640	-1%	44,534	44,249	-1%
Alger Co.	9,862	9,601	-3%	501	612	22%
Chippewa Co.	38,543	38,520	0%	6,513	7,625	17%
Delta Co.	38,520	37,069	-4%	1,300	1,460	12%
Luce Co.	7,024	6,631	-6%	551	516	-6%
Mackinac Co.	11,943	11,113	-7%	2,257	2,466	9%
Marquette Co.	64,634	67,077	4%	1,542	1,990	29%
Schoolcraft Co.	8,903	8,485	-5%	763	991	30%
Total of Counties	179,429	178,496	-1%	13,427	15,660	17%

Source: Source Michigan State Demographer and U.S. Census

² For purposes of analysis, the "American Indian and Alaska Native Alone or in Combination" population was used as a surrogate for the Sault Ste. Marie Tribe of Chippewa, as distinct information for the Tribe was not available.

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Figure 2-1
Native American Population Distribution by Census Tract - 2010



The mapping in Figure 2-1 shows the Native American population to be widely dispersed, but with greater concentrations at the east end of the Upper Peninsula. This is borne out by the data in Table 2-2, which shows the greatest number of Native Americans live in Chippewa County – 49 percent of the seven-county total, with a substantial portion (20%) in Sault Ste. Marie. Mackinac County shows the next greatest number of Native Americans, but only a third live in the major town, St. Ignace. Marquette County ranks third among the counties, and only one fourth of Native Americans there live in Marquette.

Table 2-2
Native American Population Change 2000 through 2010 – Study Area Communities

Area	American Indian and Alaska Native Alone or in Combination				
	2000	2010	% Change	County Rank	% of 7-County NA Population
Alger Co.	501	612	22%	6	4%
Chippewa Co.	6,513	7,625	17%	1	49%
<i>Sault Ste. Marie</i>	2,270	3,167	40%		20%
Delta Co.	1,300	1,460	12%	4	9%
<i>Escanaba</i>	343	572	67%	7	4%
Luce Co.	551	516	-6%		3%
<i>Newberry</i>	133	139	5%		1%
Mackinac Co.	2,257	2,466	9%	2	16%
<i>St. Ignace</i>	520	847	63%		5%
Marquette Co.	1,542	1,990	29%	3	13%
<i>Marquette</i>	343	504	47%		3%
Schoolcraft Co.	763	991	30%	5	6%
<i>Manistique</i>	185	410	122%		3%
County Total	13,427	15,660	17%		100%

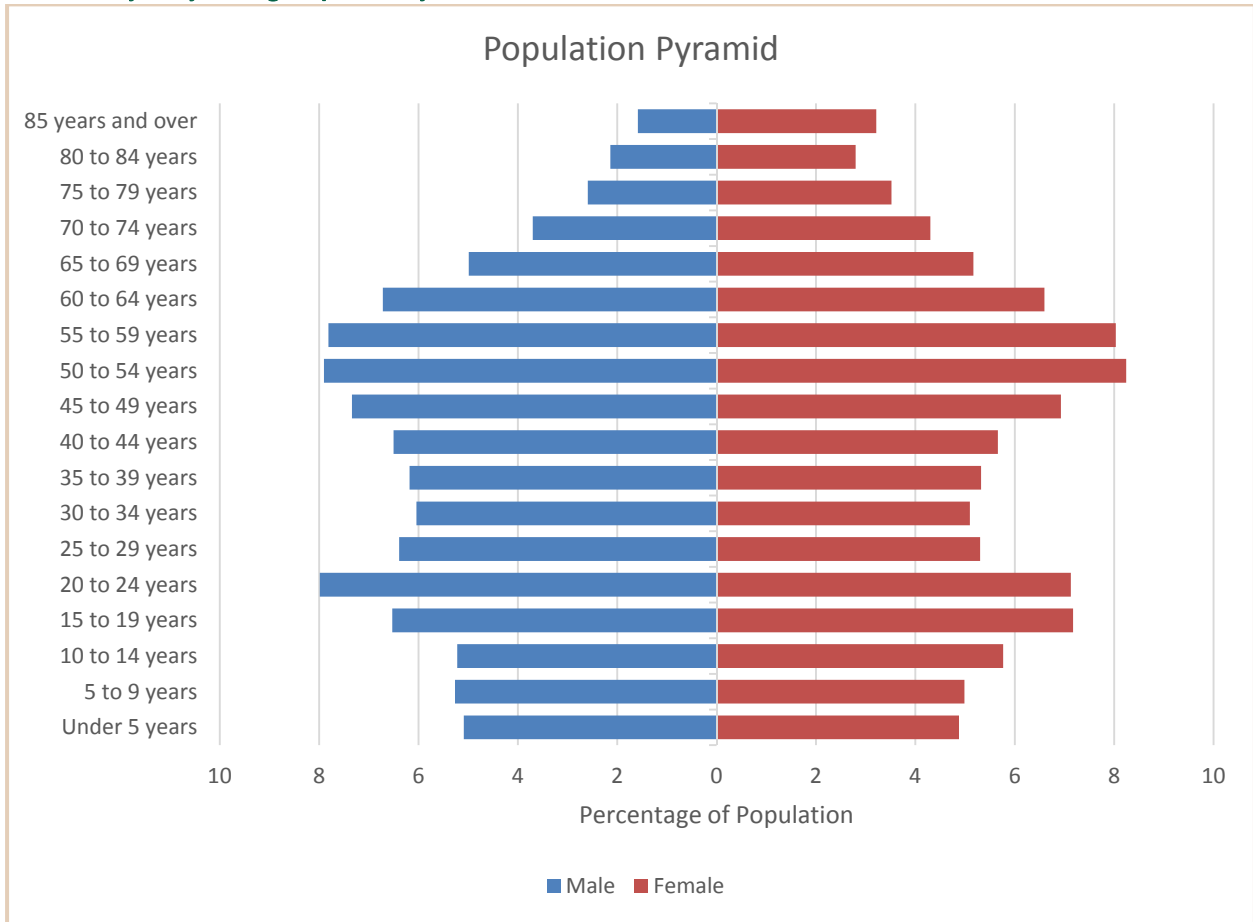
Source: U.S. Census

Data in the 2008-2012 American Community Survey 5-Year Estimates from the U.S. Census Bureau show that the Native American population is somewhat older than the background seven-county population and that of Michigan as a whole. An age pyramid of the general population in the seven counties (Figure 2-2) shows that the biggest age cohorts are 20-24 (college age and perhaps without a car) and 50-54 and 55-59 (baby boomers). The older group, in particular, points to an increasing need for transit. As these individuals move into retirement their needs for both services and transit will increase.

Travel

The 2008-2012 American Community Survey 5-Year Estimates provide a substantial body of information. However, the small size of the census samples weakens the conclusions that can be drawn. When commuter patterns are examined (Table 2-3), those few taking transit have longer travel times than those who drive alone, which is logical. Carpoolers take less time to get to work than transit riders, but more time than drive alones.

Figure 2-2
Seven-county Study Area Age Population Pyramid



Source: U.S. Census Bureau 2008-2012 American Community Survey 5-Year Estimates

The drive alone mode share is low compared to most areas of the nation. Nationwide, the drive alone mode is about 94 percent, while for the seven-county study area it ranges between 71 and 83 percent. With the overall low level of transit, this means many people rideshare. No solid pattern is discernable to differentiate mode shares for Native Americans in comparison with the total population. There are not enough data in the Native American group to draw conclusions.

**Table 2-3
Means of Commuting**

	Alger	Chippewa	Delta	Luce	Mackinac	Marquette	Schoolcraft
Total Population	2,922	14,726	15,497	2,213	4,388	30,324	2,974
Drive Alone	2,087	11,173	12,832	1,813	3,213	24,428	2,288
	71.4%	75.9%	82.8%	81.9%	73.2%	80.6%	76.9%
Carpool	263	1828	1437	264	553	2794	407
	9.0%	12.4%	9.3%	11.9%	12.6%	9.2%	13.7%
Public Transportation	33	146	54	0	69	118	5
	1.1%	1.0%	0.3%	0.0%	1.6%	0.4%	0.2%
Walk	263	811	385	70	208	1621	160
	9.0%	5.5%	2.5%	3.2%	4.7%	5.3%	5.4%
Other	57	155	247	12	174	428	10
	2.0%	1.1%	1.6%	0.5%	4.0%	1.4%	0.3%
Work at Home	219	613	542	54	171	935	104
	7.5%	4.2%	3.5%	2.4%	3.9%	3.1%	3.5%
Native Americans	130	2,668	257	74	696	431	292
Drive Alone	57	2,044	153	68	496	313	260
	43.8%	76.6%	59.5%	91.9%	71.3%	72.6%	89.0%
Carpool	15	413	62	3	139	90	8
	11.5%	15.5%	24.1%	4.1%	20.0%	20.9%	2.7%
Public Transportation	11	61	0	0	8	21	0
	8.5%	2.3%	0.0%	0.0%	1.1%	4.9%	0.0%
Walk	40	103	6	0	17	7	24
	30.8%	3.9%	2.3%	0.0%	2.4%	1.6%	8.2%
Other	0	19	34	0	22	0	0
	0.0%	0.7%	13.2%	0.0%	3.2%	0.0%	0.0%
Work at Home	7	28	2	3	14	0	0
	5.4%	1.0%	0.8%	4.1%	2.0%	0.0%	0.0%

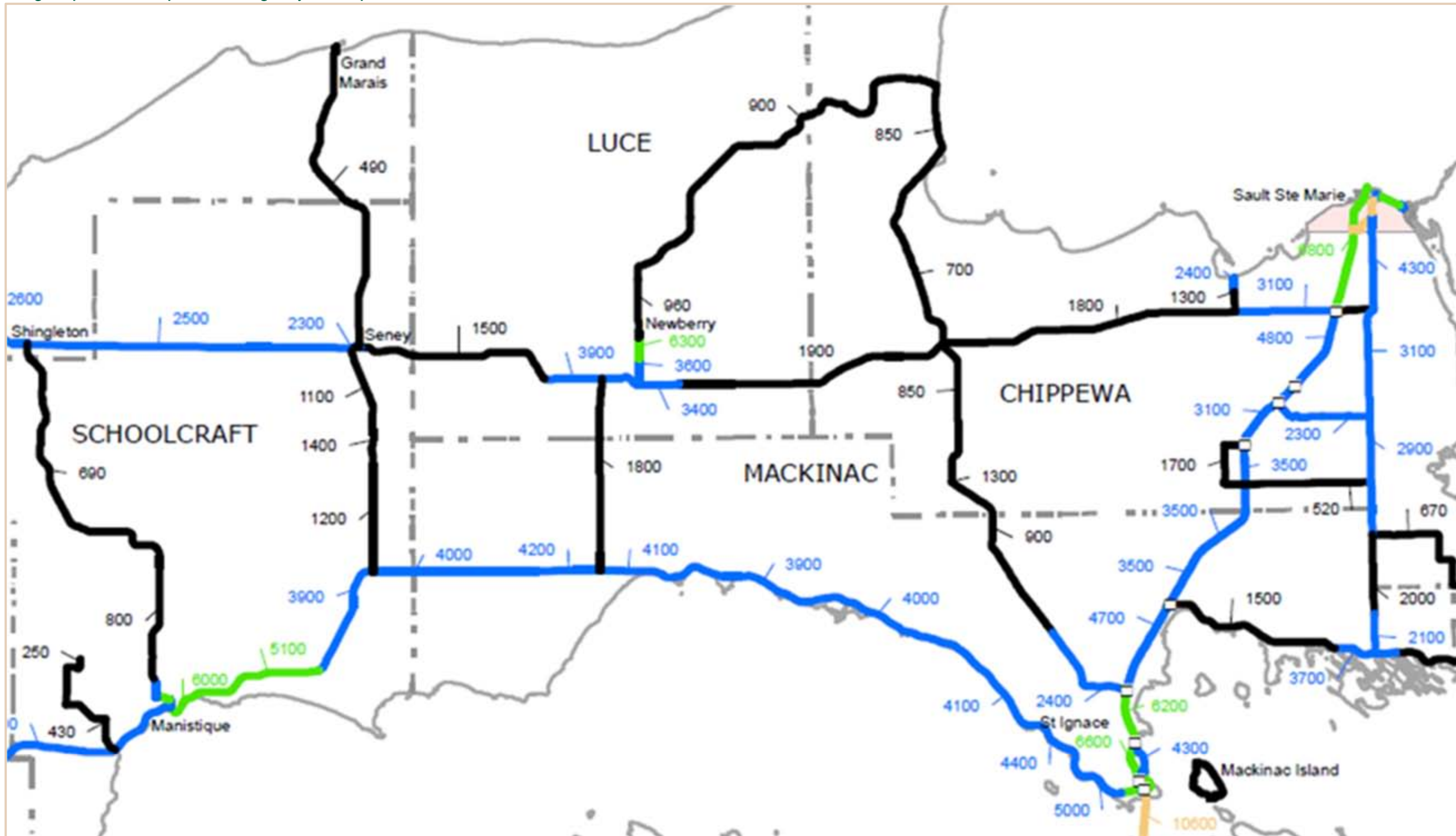
Source: U.S. Census Bureau 2008-2012 American Community Survey 5-Year Estimates

Upper Peninsula Travel Demand

An important consideration in the examination of non-local transit service in the Upper Peninsula is the level of existing travel demand. MDOT periodically publishes a map of Average Daily Traffic (ADT) within the state. This is a shorthand way to see the maximum number of people traveling from place to place. Figure 2-3 shows that the 2013 daily traffic volumes going across the state, as measured at the low count points on SR 28 and US 2 are a minimum of 1,500 and 3,900, respectively. This means at least 5,400 vehicles a day are making the long distance trip across the UP. One can see that a full percentage point of mode shift would just about fill one bus (5,400 x 0.01 = 54). An important point is why trips are being made. This tribal transit study found that there is demand, due to the need for medical and other Tribe related trips, on the part of Tribe members.

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Figure 2-3
Michigan Department of Transportation - Average Daily Traffic Map



Traffic on I-75 offers another point of comparison. Between St. Ignace and Sault Ste. Marie daily traffic volumes are as low as 3,100. This compares to 12,000-14,000 through much of the mid Lower Peninsula.

This reflects the fact that the market for over-the-road transit service, insofar as it is reflected by overall travel demand, is lower in the UP than elsewhere in Michigan.

Transportation Generators

Transit needs relate to locations that generate trips, such as housing, medical facilities, work, educational institutions, shopping, recreation, and the like. Locations most relevant to this study (generally west to east) include:

Tribal Housing – One can see that the tribal housing is more concentrated in the east than the west, the same pattern seen with the population data.

- Marquette – 10 apartments;
- Wetmore – 19 units;
- Escanaba – 25 units;
- Manistique – 38 units;
- Newberry – 23 units;
- St. Ignace – 64 units;
- Hessel – 23 units;
- Kincheloe – 94 units; and,
- Sault Ste. Marie – 417 units.

Medical – Everyone has medical needs, especially the elderly. These are noted below:

- Major medical facilities and providers such as hospitals and health departments:
 - Marquette General Hospital;
 - Upper Peninsula Medical Center (Marquette);
 - Fresenius Medical Care (Marquette);
 - OSF St. Francis Hospital and Clinic (Escanaba);
 - Fresenius Medical Care (Escanaba);
 - OSF Gladstone Clinic;
 - Marquette General Cancer Center (Manistique);
 - Schoolcraft Memorial Hospital;
 - Munising Memorial Hospital;
 - Helen Newberry Joy Hospital and Healthcare Center (Newberry);
 - Mackinac Straits Hospital and Health Center (St. Ignace);
 - War Memorial Hospital – Behavioral (Kincheloe);
 - War Memorial Hospital (Sault Ste. Marie); and,
 - VA Medical centers
- Sault Tribe Health Centers:
 - Marquette Tribal Community Health Center;
 - Munising Rural Health Center;
 - Manistique Tribal Community Health Center;
 - Newberry Tribal Community Health Center;
 - St. Ignace/Lambert Health Center; and,
 - Sault Ste. Marie Tribal Health Center.

- Other Health Services – Some regular and necessary health treatments needed by Tribe members are only available in certain locations and require travel. Recurring needs expressed during public meetings (see Chapter 4) are for:
 - Mammograms and ultrasounds – War Memorial Hospital (Sault Ste. Marie);
 - Chemotherapy – War Memorial Hospital (with a daily van to Northern Michigan Hospital, Petoskey); and,
 - Dialysis – Fresenius Medical Care (Marquette and Escanaba); War Memorial Hospital and Chippewa Memorial Hospital (Sault Ste. Marie).

Employment – Tribal employment is distributed across the seven counties, but concentrated in the east, with over 1,000 employees in Sault Ste. Marie and 371 in St. Ignace (Table 2-4). Manistique, with 149 employees largely split between the casino and Tribal Center, is the most significant employer in the western study area. The largest employer is the Sault Ste. Marie Kewadin Casino, followed by the St. Ignace Casino. Considering the Native American population in Chippewa County is shown as 7,625 in 2010, and Tribe employment is 1,031, a substantial portion of Tribe members are employed by the Tribe.

Anecdotal information indicates the correctional facilities centered in Kincheloe provide employment to a number of Tribe members who may live either north towards the Soo or in other locations.

Tribe members attend a number of educational institutions. Principal among these are:

- Northern Michigan University in Marquette;
- Bay de Noc in Escanaba;
- Bay Mills Community College, chartered by the Bay Mills Indian Community; and,
- Lake Superior State University in Sault Ste. Marie.

The public outreach effort noted that access to these institutions is a challenge. Sometimes a student can get to class, but there is no evening service to get the student home.

Other Destinations – Other destinations, such as shopping centers, grocery stores and public facilities, and recreational/tourist destinations, are also considered transit generators. These are served to a varying degree by existing transit providers. Service even includes paid trips for periodic outings.

**Table 2-4
Sault Tribe Employment by Location (April 2014)**

Location	Street Address	City	Team Members	Team Members per Community
Christmas Casino	M 28	Christmas	83	83
Sawyer Village	250 Voodoo Lane	Gwinn	5	5
Hessel Tribal Center	122 Nopaming	Hessel	9	36
Hessel Casino	3 N 3 Mile	Hessel	27	
Demwating	42 Wood Lake Drive	Kincheloe	7	62
ACFS Kincheloe	60 Kincheloe Drive	Kincheloe	6	
Housing (Kincheloe)	154 Parkside Drive	Kincheloe	49	
Manistique Tribal Center	698 W US 2	Manistique	46	149
Housing (Manistique)	5698 US 2	Manistique	6	
YEA Education	174 Zhigaga	Manistique	5	
Manistique Casino	5630 W US 2	Manistique	92	
Munising Tribal Center	622 W Superior	Munising	17	17
Newberry Tribal Health Center	4935 Zeev-ba-tik	Newberry	6	6
Abe LeBlanc Building	3 Mile Road	Sault Ste. Marie	11	1,031
ACFS – Child Advocacy Center	2163 Migisa Court	Sault Ste. Marie	6	
Tribal Administration	523 and 531 Ashmun	Sault Ste. Marie	100	
USDA	3601 S Mackinac Trail	Sault Ste. Marie	10	
ACFS – Advocacy Resource	2769 Ashmun	Sault Ste. Marie	13	
Chi Mukwa Recreation Center	2 Ice Circle	Sault Ste. Marie	29	
Community Care Clinic	500 Osborn	Sault Ste. Marie	4	
Chippewa Services	916 Ashmun	Sault Ste. Marie	6	
Nikomis/Mishomis Building	2076 Shunk	Sault Ste. Marie	40	
Enrollment	2428 Shunk Road	Sault Ste. Marie	3	
Judicial Building	2175 Shunk	Sault Ste. Marie	32	
Greenough Building	206 Greenough	Sault Ste. Marie	7	
Sault Ste. Marie Health Center	2864 Ashmun	Sault Ste. Marie	140	
Bonnie McKerchie Building	2218 Shunk	Sault Ste. Marie	45	
Northern Hospitality	827 Ashmun	Sault Ste. Marie	7	
Sault Ste. Marie Casino	2186 Shunk	Sault Ste. Marie	556	
Sault Tribe Construction	3375 M 129	Sault Ste. Marie	12	
Midjim SSM	2205 Shunk Road	Sault Ste. Marie	6	
YEA Computer Lab	Shunk Road	Sault Ste. Marie	4	
St. Ignace Health Center	1140 N State	St. Ignace	35	
McCann Building St Ignace	399 McCann	St. Ignace	6	
Lambert Center	225 WaSeh	St. Ignace	8	
St. Ignace Casino	3015 Mackinac	St. Ignace	302	
Midjim St. Ignace	3045 Mackinac Trail	St. Ignace	5	
Detention Center		St. Ignace	21	

Source: Sault Ste. Marie Tribe of Chippewa

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3 Transportation Services

The study area for the Tribal Transit Implementation Plan is a seven-county area encompassing the eastern Upper Peninsula. The Sault Ste. Marie Tribe of Chippewa Indians provides services to its members throughout this area, including: health care, employment, education, and a variety of social, cultural, and recreational services. The ability to improve access to these services is a critical goal of this study.

Individually, the counties have maintained a strong commitment to providing local public transit services. Six of the seven counties have local public transit systems and the authority to provide countywide service. Only Mackinac County does not exercise its authority to provide service. The service provided is open-door, public transit service available to the general public. Coverage to out-county areas is based on demand and funding. An important start point to understand how to serve Tribe members is to understand the services now in place (Table 3-1).

Table 3-1
Transit Service Providers

Area	Provider	Fleet	2013 Riders	Fixed Route	Fare	Flex Route	Fare	Demand Response	Fare	Shuttle Service	Fare
Marquette County	MarqTran	36	366,000	Y	\$0.30 to \$1.60	Y	up to \$1.60	Y	\$1.30 to \$2.60		
Alger County	ALTRAN	15	87,000	Y	\$7.00			Y	variable	Y	variable
Delta County	DATA*	15	110,000			Y	\$2 to \$16	Y	\$2 to \$16		
Schoolcraft County	SCPT	10	44,000					Y	\$2.00 to \$10.00		
Luce Co. (Newberry)	EUPTA	NA	Included in Chip.					Y	\$2.75 to \$4.00		
Chippewa County	EUPTA	9	48,000			Y	\$3.50 to \$5.50	Y	See CLMCAA		
Sault Ste. Marie	CLMCAA	7	31,000					Y	\$0.75 to \$2.00	Y	\$1.00 to \$2.00
Mackinac County	NA**										

* Menominee Delta Schoolcraft Community Action Agency does not provide transportation, other than Meals on Wheels.

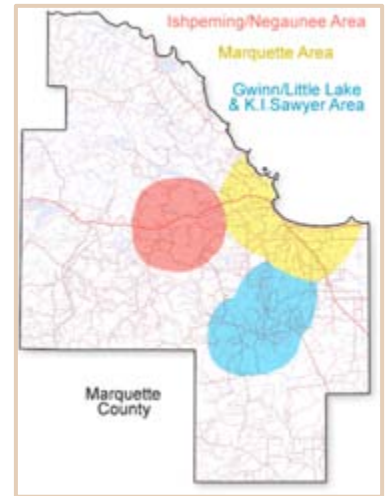
** St. Ignace CAA is part of Chippewa Luce Mackinac CAA and does not provide transportation.

Source: JDrury Consulting LLC, the Michigan Dept. of Transportation, and The Corradino Group of Michigan, Inc.

This section will emphasize services provided. Chapter 6 covers alternatives. Chapter 7 discusses the legal framework under which the providers operate and their funding. Profiles of the individual systems follow.

Marq-Tran

The Marquette County Transportation Authority, Marq-Tran, has the highest annual ridership of the seven-county providers (366,000), reflecting the county’s large population. This population base and density also allows a substantial portion of its service to be fixed route (nine routes). The relatively compact system means it also has some of the lowest fares. Three outlying areas are served by “door-to-door” service that must be scheduled in advance (sidebar graphic). Marq-Tran’s door-to-door fares are on a zone basis with a one-way fare maximum of \$5.50.



Two routes serve the Sawyer area where the Tribe has housing – Marquette to Sawyer via 553 and Marquette to Sawyer via US 41. These are flex routes. Flex routes follow a basic route with time points a bus must meet, but the route is modified for each run to pick up or drop off passengers close to their door, as the schedule allows. Such trips are made in advance by reservation. The one-way fare for the general public is \$1.60, with seniors, the handicapped, and students paying half-price.

Basic Services Provided – Fleet of 34 buses and 2 vans providing:

Fixed route service:

Marquette, 6:30 AM to 7:00 PM M-S, 9 AM to 4 PM Sun. Routes are: North/South/Mall, West County, Ishpeming Shuttle, Negaunee Shuttle, Marquette Shoppers Shuttle, Palmer, Trowbridge,

Ishpeming/Negaunee, 7:20 AM to 6:30 PM M-F, 9:30 AM to 4:30 PM Sat, 9:15 to 4:30 PM Sun

Flex route service:

Sawyer Gwinn, 6 AM to 7 PM M-F, 7:30 AM to 5:30 PM Sat

Dial-a-Ride services; 2 buses in greater Marquette, 2 in Ishpeming-Negaunee, and 1 in Gwinn/Sawyer, with service hours in parallel with fixed routes

ALTRAN

The Alger County Public Transportation Authority, ALTRAN, carries the second highest number of passengers with 87,000 a year. ALTRAN provides its fixed route service to/from Marquette through an interlocal agreement with Marq-Tran. Students going to Northern Michigan University use this service. The one-way cash fare on the fixed route is \$7. A variety of other services is provided to maximize use of vehicles.

Basic Services Provided – Fleet of 15 buses and 2 vans providing:

Fixed route service: Munising to Marquette (2 trips daily to Harvey and 3 to downtown Marquette)

Dial-a-Ride service within the county: 7 AM to 5 PM weekdays, 9 AM to noon Saturdays

Plus, Dial-a-Ride service Friday and Saturday evenings, 6 PM to 2 AM

Plus, Ride-to-Work service 7 PM – 1 AM, six days a week and 6 AM to 1 AM Sundays

Specialty services to Grand Island and backpacker runs to Grand Marais

DATA

The Delta County Area Transit Authority, DATA, currently receives millage support from Escanaba and Gladstone; therefore, service in those areas is its main focus. The system's annual ridership for 2013 was 90,000, reflecting a decline from previous years (110,000), as service had to be cut back when local funding was reduced, as property tax millages were defeated in the most populous township in August 2012 and 2013. DATA has three flex routes. The Escanaba route runs in town and then north to meet the Gladstone bus at Walmart. The Gladstone bus serves the Lake Bluff, South Bluff, and/or North Bluff areas, depending on the riders that have scheduled rides, then the areas east of US 2 and US 41, then to Gladstone and Walmart. DATA added hourly flex route service to Bay de Noc Community College for this year's Fall and Winter semesters between approximately 8 AM and 5:40 PM. Fares are \$2 to \$8 for residents, ranging higher for longer trips by non-residents.

DATA Bus does go into the outlying areas that do not currently pay millage for contracted rides for local agencies, including: the Hyde-Bark River-Schaffer areas; Riverland; Ford River; Rapid River; and, Danforth/Soo Hill. Indian Trails has a ticket office/pickup point in Escanaba.

Basic Services Provided – Fleet of 17 buses providing:

Deviated Flex-Route:

Escanaba runs hourly 9 AM to 3:45 PM in town serving the major housing complexes then north to meet the Gladstone route at Walmart at 45 minutes after the hour

Gladstone runs hourly 9:20 AM to 3:45 PM in Gladstone and south to meet the Escanaba route at Walmart at 45 minutes after the hour

Bay de Noc Community College has new service in 2014 for fall and winter semesters for Escanaba residents hourly from 8:00 AM until 5:40 PM or until passengers have reached their destinations.

Dial-a-Ride service within the Escanaba/Gladstone area: 7-6 weekdays

Dial-a-Ride service beyond the Escanaba/Gladstone area: as contracted by agencies, as outlying areas do not currently pay millage

SCPT

Schoolcraft County Public Transit, SCPT, receives local funding (49 % of operating funding) from farebox revenue (23 %) and from a local millage (26 %). SCPT has the same director as DATA, so transit planning is consistent between the two systems. The primary service provided is Dial-a-Ride, with fares ranging from \$2 to \$10. The annual ridership is about 44,000, with about half of this being devoted to elderly persons and/or health-related trips. Destinations for health related trips focus on the Tribal Clinic in Manistique, the VA Clinic in Manistique (on US 2), and Schoolcraft Memorial Hospital.

Basic Services Provided – Fleet of 7 buses and 3 vans providing:

Dial-a-Ride service within the county: 7:30 AM to 5 PM weekdays

EUPTA

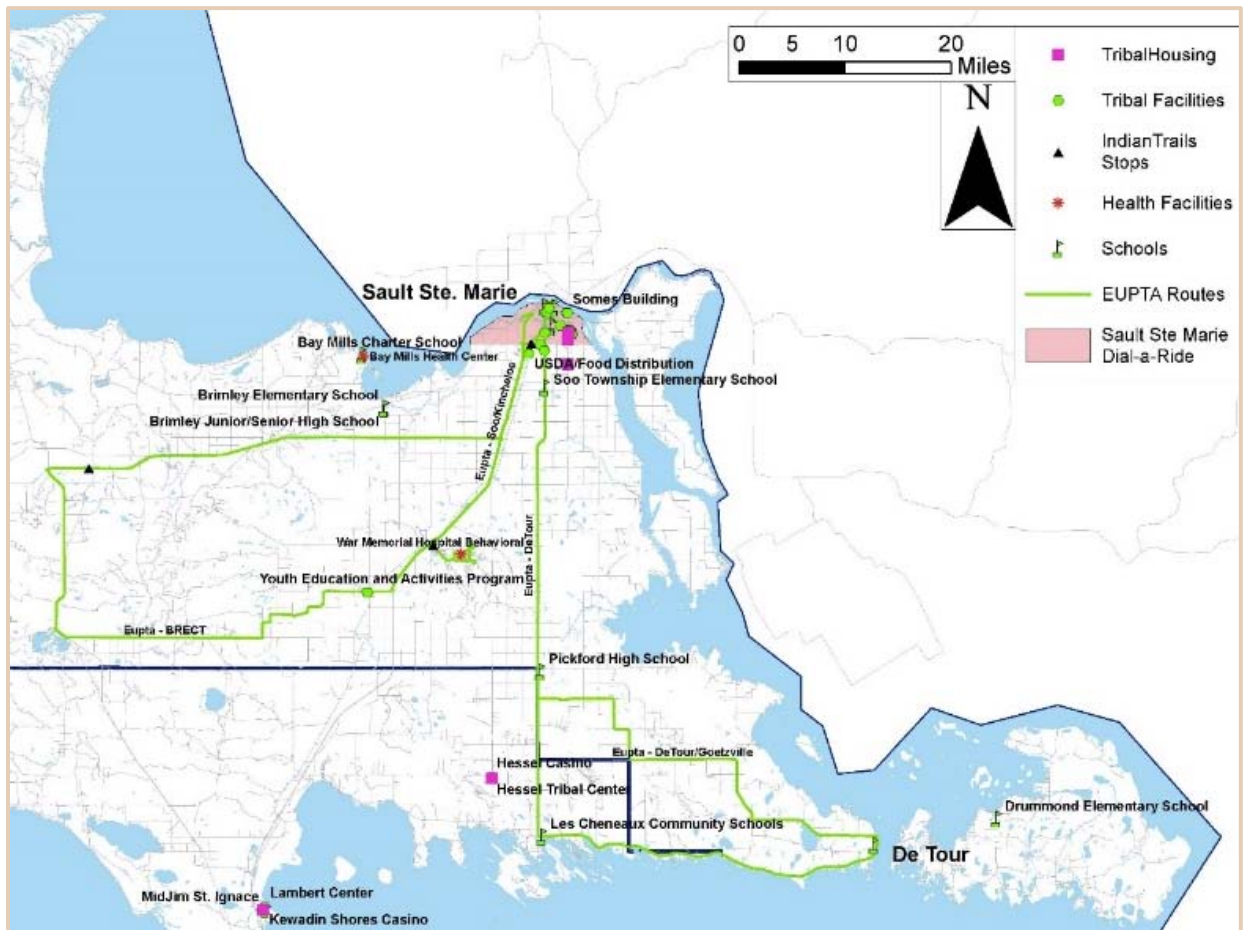
The Eastern Upper Peninsula Public Transportation Authority, EUPTA, provides transit service in Luce and Chippewa counties, carrying about 48,000 riders each year. Based on the way EUPTA was set up under Michigan law (see Table 6-1), it can provide service in Mackinac County. The primary reason it does not provide service is there has never been a continuous local funding source.

Dial-a-Ride service is provided within a five-mile radius of the village of Newberry in Luce County, where local funding is provided. The service in Newberry operates weekdays from approximately 8 AM to 4 PM, with fares set at \$4 and half price for the elderly and handicapped.

EUPTA also has responsibility for providing ferry service to Drummond, Sugar and Neebish Islands. Its patronage is significantly higher than the transit system at 784,000 passengers in 2013. All three islands are home to many Tribe members. Round trip fares range from \$12 to \$14, with reduced costs for strip tickets. EUPTA’s DeTour route (see below), connects to the Drummond Island ferry.

In Chippewa County, EUPTA operates three regional bus routes that deviate to scheduled pickups and drop-offs (Figure 3-1).

Figure 3-1
EUPTA Flex Routes



Source: The Corradino Group of Michigan, Inc.

Soo/Kincheloe – Serves several pick up/drop off locations in Salt Ste. Marie. These include the E-Z Mart and Bridge bus shelter located in the downtown. Buses then go to the EUPTA building on 3 Mile Road and Cascade Crossing on 3 Mile. From there buses head to various stops in Kincheloe, primarily the correctional facilities. This route serves the area around the Kinross Community Recreation Center and the concentration of Tribe homes there. Service is offered daily from 5:00 AM to 11:30 PM (nine round-trip runs, with five serving the Kincheloe housing area). The fare is \$3.50 for a one-way trip with a half-price fare for senior citizens and the disabled. Weekend service limited to specific stops and times.

DeTour/Sault Ste. Marie – Operates with stops in Cedarville on Monday and Wednesday, and in Goetzville on Tuesday, Thursday and Friday. The morning trip begins in DeTour at the ferry at 8:00 AM and arrives in Sault Ste. Marie at 9:35 AM. The return trip leaves Sault Ste. Marie at 2:45 PM and arrives in DeTour at 4:30 PM. The one-way fare is \$5.50 for DeTour to Sault Ste. Marie, \$4.50 from Cedarville or Goetzville and \$3.50 between Pickford and Sault Ste. Marie. Fares are discounted to half price for senior citizens and the disabled. This route passes through Mackinac County and with adequate call ahead time on certain days of the week can pick up Tribe members in Hessel where there is Tribal housing. Again, Tribe use of the service may increase with greater awareness of the service.

Brimley, Rudyard, Eckerman Corners, Trout Lake and the H40 Area: Operates Monday through Friday with one trip in the morning leaving Sault Ste. Marie at 8:05 AM and arriving back at Sault Ste. Marie at 10:45 AM. The afternoon run leaves Sault Ste. Marie at 3:00 PM, loops through all the communities and arrives back in Sault Ste. Marie at 5:50 PM. In addition, between September and May, the bus stops in Brimley on Monday, Tuesday, and Thursday. The fare depends on the pickup/destination and is \$3.50 for Brimley, \$4.50 for Rudyard, \$5.50 for Eckerman Corners and Trout Lake, and \$5.50 between H40 and Sault Ste. Marie. As with the other routes, a half-price discount is available to senior citizens and the disabled.

Newberry Dial-a-Ride: Provides service to within five miles of Newberry from 8 AM to 4 PM for \$4, with half price for elderly and handicapped. Tribal housing and the Newberry Tribal Health Center and Community Building are just over three miles from the center of Newberry, and therefore are within the service area.

Basic Services Provided – Fleet of 8 buses, 2 vans providing:

Deviated demand-responsive service on 3 routes (Figure 3-1):

- SSM to Kincheloe (location of a number of correctional institutions) (generally from 5 AM to 11:30 PM)
- SSM to the De Tour ferry to Drummond Island serving Northern Transitions, Pickford, Hessel, Cedarville, and Goetzville (in from De Tour in the morning, return in midafternoon)
- SSM to Rudyard, MI 40, Trout Lake, M 123, Eckerman Corners, M 28, and Brimley (also called the BRECT run)(outbound in the morning, return in midafternoon)

Dial-a-Ride service within a five-mile radius of Newberry in Luce County from 8 AM to 4 PM

Ferry service to Sugar, Drummond and Neebish (limited) Islands with annual ridership of 784,000

CLMCAA – Sault Ste. Marie

The Chippewa Luce Mackinac Community Action Agency, CLMCAA operates Dial-a-Ride service and International Bridge Bus service to Sault Ste. Marie, Ontario. The Dial-a-Ride service is primarily limited to the city of Sault Ste. Marie.

Five vehicles provide demand response service and one bus is used for the service to Canada. During fiscal year 2013, the two services provided transportation to 30,785 passengers. Both Sault Ste. Marie services operate Monday through Friday with the demand response from 7:00 AM until 6:00 PM and the International Bridge Bus operating between 7:00 AM and 7:00 PM. The demand for services exceeds the CLMCAA’s resources, so at times not all trips can be served the day of the request. This makes the service unreliable for work trips such as Casino workers, who may also work outside of service hours at night and weekends.

The Dial-a-Ride charges a fare of \$1.50 per one-way trip and the International Bridge Bus charges \$2.00. Seniors and handicapped are half price.

Basic Services Provided

Fleet of 7 buses providing:

Fixed route service: Bridge Bus service to Canada (hourly 7-7 M-F, 9 AM to 5 PM Sat.)

Dial-a-Ride service within city limits: 7-6 weekdays only

Indian Trails

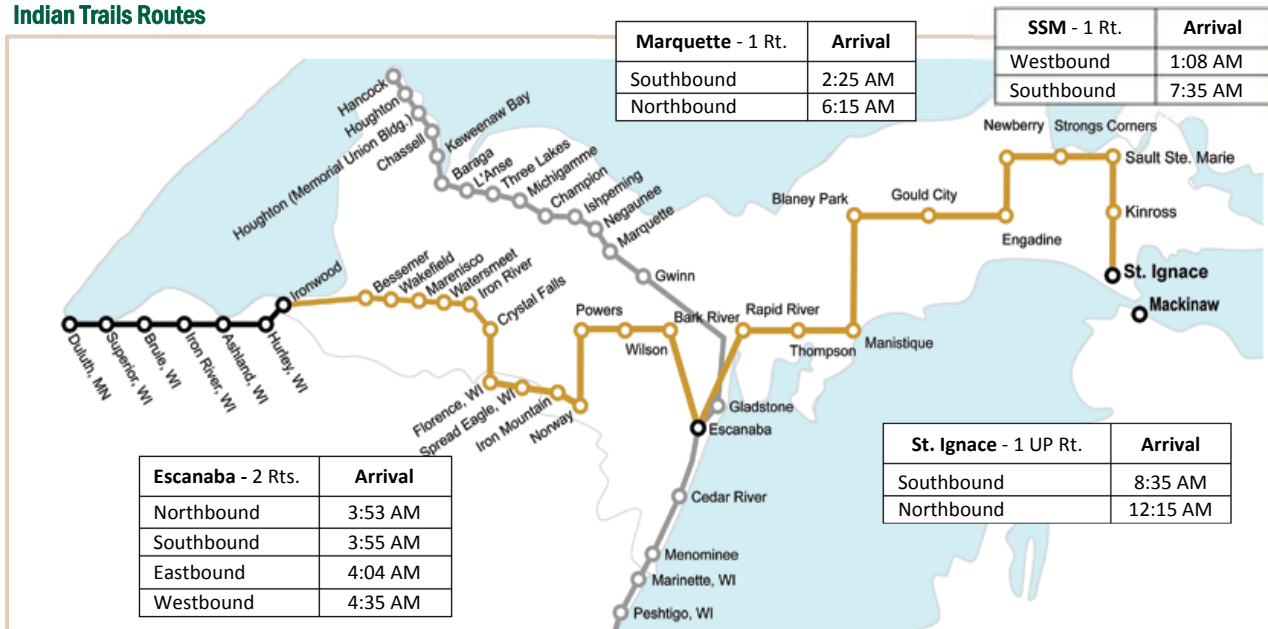
Indian Trails operates regional bus service in Michigan and surrounding states (sidebar graphic). Their routes link to Greyhound Lines, allowing access to other parts of the country. Information on their web site for service in the UP shows two routes, one generally east-west (brown in Figure 3-2) and the other generally north-south (grey in Figure 3-2). The east-west route comes from Duluth, Minnesota, enters Michigan at Ironwood in the extreme west UP and passes across the UP to Sault Ste. Marie. The same route continues south to St. Ignace – a scheduled trip of over 8 hours. (Note that St. Ignace is the transfer point to other downstate routes that are not shown.) The north-south route (silver) comes into Michigan from Wisconsin and passes through several towns before getting to Escanaba. It continues north to Hancock – a scheduled trip of about five hours from Escanaba to Hancock. The brown and grey routes intersect for transfers in Escanaba.



The times shown in Figure 3-2 show approximate arrival times for key cities. Service is provided at night with times ranging between 12:15 AM and 8:35 AM. The schedule is set by Indian Trails, a privately held, for profit business. Without MDOT subsidies to cover operating losses, there would be no service. Previously, Northland Lines provided some service in the UP in the 1970s. And, White Pine Lines ran some daytime service in the western end of the UP taking workers to the jobs at the various mines. As the mines closed the jobs vanished and so did the bus service.

Three of Indian Trail’s stops are at local transit facilities: a Marq-Tran stop in Marquette, a DATA stop in Escanaba and EUPTA’s transit building at the outskirts of Sault Ste. Marie. With the Indian Trails service only at night, there is no meaningful interface between the local and intercity service.

Figure 3-2
Indian Trails Routes



Source: Indian Trails and The Corradino Group of Michigan, Inc.

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4 Public Input

This study has had significant opportunities for public input, though the work scope for the current study did not include a full survey. The focus was on a series of public input sessions across the seven counties, comment cards, a handout survey distributed at those meetings, and an on-line survey. Surveys from previous studies are an important resource and are discussed below.

Summary of 2010 Chippewa County and 2012 Mackinac County Surveys

Because extensive surveys were performed for the 2010 Public Tribal Transit Feasibility Study/Needs Assessment, for Chippewa County and 2012 Public Transportation Feasibility Study for Mackinac County, findings of those surveys are highlighted here.

The 2010 survey had 518 complete returns against 3,248 questionnaires sent to randomly selected mail-outs. These went to Tribal households. The 2012 survey had 897 responses to a mail-out of 3,500 to the general public.

Chippewa County has EUPTA and Sault Ste. Marie Dial-a-Ride, so responses must be viewed in that context.

- Eighty-eight percent of respondents were aware of Sault Ste. Marie Dial-a-Ride service and 26 percent had used it. The same questions were asked of Tribe Elders, but only 20 percent had used it.
- Ninety-three percent were aware of EUPTA service and 25 percent has used it. Only 7 percent of Elders had used it.
- Thirty-one percent expressed a need for better transportation, with medical or dental appointments being the most important transportation need.
- Fifty-eight percent of respondents indicated they would consider using public transportation, with slightly more favoring fixed routes vs. door-to-door service.

It must be remembered the 2012 survey was targeted to Mackinac County, but some conclusions remain relevant.

- Sixty percent of respondents were aware of Indian Trails' service; 19 percent of these had used it.
- Few had used local agency transportation (none of substance is provided in the county), but 46 percent had used a taxi – showing there is substantial demand for service in Mackinac County.
- Eighteen percent expressed a need for better transportation, with medical or dental appointments at the top of the list.
- Fifty-three percent of respondents indicated they would consider using public transportation, with an equal split between those favoring fixed routes vs. door-to-door service.

- The overwhelming destination identified in the county was St. Ignace. Out of the county it was Sault Ste. Marie.
- Most thought a fare within St. Ignace of \$1.25 to \$2.00 reasonable (with half price for seniors and the disabled). Attitudes about fares for the out-county covered a broad range.
- Forty-seven percent of respondents said they would support a millage or special assessment for county transit, while 53 percent said no.

Public Input Sessions

Nine public input sessions were held over a period of four days from June 23 to 27, 2014. The purposes of these sessions was to gather input on transportation needs and provide information about the study. Figure 4-1 shows the postcard mail-out that was one means of advertising the meetings. The meeting times and locations are listed on the card.

Figure 4-1
Meeting Notice Postcard

Date	Time	Location
June 24th	3:00 pm	Sault Kewadin Casino
June 25th	9:00 am	Kinross Recreation Center
June 25th	11:00 am	Kewadin Shores Casino-Tent
June 25th	12:30 pm	Hessel Community Center
June 25th	4:00 pm	Newberry Tribal Health Center
June 26th	10:00 am	Munising Tribal Health Center
June 26th	1:00 pm	KI Sawyer Silver Wings Heritage Air Museum
June 26th	4:00 pm	Escanaba Willow Creek Building Suite 200
June 27th	1:00 pm	Manistique Tribal Health Center

Notices were published in the Tribe newsletter and posted on the Tribe’s Web site, and flyers were sent out to various Tribal facilities for posting. Most of those attending the meetings were Elders and Tribe social services staff. At the input sessions, an extensive slide show was presented about the study, the distribution of Native American population and Tribal facilities, a county-by-county review of existing transit services, plus information about carpooling and vanpooling. Maps relevant to the meeting location were laid out on tables for those present to make notes on. The public had the opportunity to ask questions and provide input on their personal transportation needs and could also complete a comment card. The comment card and a summary of comments received at the meetings is found in Appendix A. The public input sessions were not well-attended, but input was received and the information is consistent with the earlier survey.

A summary of comments from the public meetings follows by meeting location in the order in which the meetings were conducted. This summary includes comments made on the survey forms distributed at the meetings and returned at the meetings and returned later. This summary does not include the online survey results, which are discussed in the next section.

S.S.M. Kewadin Casino, June 24, 3 PM – Seven Attendees

- Tribal Court and Social Services representatives shared a number of the concerns listed here.
- People with cognitive deficits have trouble with routes that are not fixed.
- A Figure 8 route was sketched on the map.

- Service should connect everything in the Sault Ste. Marie city limits by a Figure 8 route that covers Sherman Park, 3 Mile, Penney's, Walmart, DHS, HIS, the High School, Downtown, Casino, ACFS, Tribal Court, Elders, reservation, and connecting to other means of transportation [notably the EUPTA/CLMCAA facility].
- On a daily basis buses get overloaded; to get a ride one really needs to call ahead.
- Hiawatha Behavioral Health moved out of the city, but is still served.
- Veterans Services downtown is a common destination.
- CLMCAA almost exclusively serves people without cars.
- If CLMCAA had more money, it would provide more weekend service.
- CLMCAA supports adding bike racks to buses.
- The Bay Mills Indian Community has service from their Community Center to the Soo.

Kinross Community Recreation Center, June 25, 9 AM – Two Attendees

- Up to 40% of BIA funds can go to transit.
- Service should be coordinated with casinos and shift workers.
- Individuals need to go to several agencies, but w/o appointments and not knowing how long they will be, a fixed route would serve them better.
- Lack of Kincheloe to SSM evening/weekend EUPTA service is a barrier to maintaining employment.
- Recovery communities have problems getting to appointments/interviews and meetings on time. Dial-a-Ride cannot guarantee being on time, which creates more problems for the individuals trying to get help.
- Need more routes/runs for casino shifts in Sault Ste. Marie and St. Ignace. Shifts for bars and card dealers: 10 PM to 6 AM and 6 AM to 2 PM; for housekeeping: 8 AM to 4:30 PM, 4:30 PM to 11:30 PM, and 11:30 PM to 8 AM.

St. Ignace – Casino Tent, June 25, 11 AM – Five Attendees

- We need medical service to Sault Ste. Marie.
- We need service to the grocery store and to the Tribal Health Center since it moved. Social service and health needs are hard to get to without transportation.

Hessel Community Center, June 25, 12:30 PM – 12 Attendees

- We need service between Hessel and Cedarville, plus service to: in the Soo – Vet Doctors Building, Sault Tribe Health Center, and Big Bear – and also the Ruyard School for swimming.
- We need transportation to all people in need (not just Tribe members) to Sault Ste. Marie, St. Ignace, Petoskey, Traverse City, Marquette, etc.
- Elders need service to and from appointments. The Tribe's elder services are great, but many people have no car and have trouble with transportation. People in Hessel/Cedarville go to St. Ignace or Sault Ste. Marie.
- A cab from Sault Ste. Marie to Hessel costs \$55.00.

Newberry Tribal Health Center, June 25, 4 PM – Two Attendees

- It will be important to determine whether the Affordable Care Act will cover non-emergency medical transportation and how individuals/agencies will be reimbursed.
- We need medical transportation for all disabled or those with limited disability, including to Sault Ste. Marie, Marquette, Manistique, and Munising.
- We have needs for youth services. We are isolated and need to get to activities elsewhere, like Sault Ste. Marie.

Munising Tribal Center, June 26, 10 AM – Five Attendees

- Some disabled persons do not get service from the Tribe.
- Some in Munising are outside the service area.
- More Munising/Marquette bus trips are needed and they should run later.
- Tribe members must go to Manistique for dental and optical services; there is no service in Munising.
- The Tribe contributes \$5,000 of its 2% money to ALTRAN.
- Clinics [should] define acupuncture/manipulation days for NBY, Marquette, etc. to try to get a fuller bus from Munising as well as diabetic support groups and routine three-month elder DM clinics.

K.I. Sawyer Silver Wings Heritage Air Museum, June 26, 1 PM – One Attendee

- There is a Sawyer Alliance Group that meets at the Museum the first Monday of each month that has been in discussion with Marq-Tran about transit service.
- Students can get to Northern Michigan University, but cannot get back in the evening.
- Transit service to KI Sawyer/Gwinn stops at 7 PM and no Sunday.

Escanaba, Willow Creek Office Bldg., Suite 300, June 26, 4 PM – Six Attendees

- Tribal health care does not cover surgery, which is performed in Marquette, St. Ignace, or Sault Ste. Marie.
- Service is needed to Northern Michigan University in Marquette.
- Service is needed to health care in Manistique.
- Service is needed to the Hannahville Indian Casino on US 2 west of the Delta County line.
- The need is for a flexible service at low cost.
- We need to know the cost of service and schedules.
- Elderly and those without a car need to get to appointments, work, and back again.
- Some appointments, esp. medical can be one to four hours away.
- Students need to get to/from classes – flexible times, especially return trips in the evening. Some cannot go to Northern Michigan as they cannot get home again.
- Sometimes medical appointments need to be followed right away with tests run another place.

Manistique Tribal Health Center, June 27, 1 PM – Seven Attendees

- Some Manistique school children walk to school.
- Manistique and county schools are served by school buses.
- Some school children use Schoolcraft Transit because it is faster.
- Some Tribe members cannot afford the fares.
- There is no real service for individuals from 7 AM to 9 AM and 2 PM to 4 PM because of the service provided to the schools.
- Mammograms and ultrasounds are only available in Sault Ste. Marie.
- Bay de Noc Community College in Escanaba is difficult to get to from Manistique.
- Many Tribe members come to Manistique for health services.
- We need service to Northern Michigan University from Escanaba and Manistique.
- Transit costs are extremely high: a ride from the Tribal Center to downtown Manistique costs \$4 one-way; Luce Co. Dial-a-Ride costs \$6 for a round trip in Newberry.
- We have the following transit needs: Shuttles throughout the day to Manistique and Escanaba with stops in Gladstone; shuttles to Northern Michigan University and Bay de Noc; Shuttles to medical clinics in Escanaba and Marquette; and, transportation to/from grocery store, work, laundromat, family members in hospitals and nursing homes, youth events after school, elder activities (all seven counties), cultural events (all seven counties), State Fair, social services, and medical services such as pharmacy, dental, optical, substance abuse, behavior health, dialysis, and cancer treatments.



- The Tribe should seek grants/funding to provide its own service across the seven-county area.
- Elders need service to and from appointments: doctors, dental, optical at the Tribal Center or in Marquette or Escanaba.
- Students need to get to Bay de Noc Community College and Northern Michigan University.
- Elders need rides to the meal program in Manistique.
- Tribe members need service for cancer and dialysis in Escanaba.
- Tribe members need service for work trips.
- Handicapped persons need transportation.
- I need rides to: the casino, doctors (Sault Ste., Marie), hospital (Marquette), Escanaba to shop, and Elder lunches.
- We need rides to: lunch at the Tribal Center; doctor's appointments in Escanaba, Marquette, Sault Ste. Marie; schools and colleges; home from bus stops; and, shopping in Escanaba and Marquette.
- We need rides to: lunch at the Tribal Center, doctor's appointments (Sault Ste. Marie), the grocery store, pharmacy, other stores, hospitals, Escanaba to shop, concerts, and schools.
- There is no evening service now to the outer areas of Manistique.
- I need service to late day events and weekend activities, such as wellness participation scheduled at the Tribal Center.
- I will not be able to afford \$2/day or more to have my daughter be picked up at the Shell station every day after school.
- Communication – Some individuals expressed a desire for service that is actually available, so there is a need to improve the awareness of those transit services that are available.

On-line SurveyMonkey® Results

A survey instrument was developed and posted online for anyone to fill out at their convenience. The link to the survey <https://www.surveymonkey.com/s/G3BPDV8> was widely circulated and at every public meeting, those present were asked to go online to answer the survey and encourage others to do so. The hard copy of the survey is shown in Appendix B. The hard copy survey is followed by comments written into the open-ended section of the survey – its last question; then come the results of the survey shown graphically.

Forty–seven individuals responded to one or more questions. Generally more than 40 persons answered all the questions, except whether they need assistance in travel. Results for each question follow.

1. In what county do you live?

Eighteen of 44 respondents live in Schoolcraft, which skews the sample. Twelve were from Mackinac and eight Delta. Chippewa was underrepresented with five.

2. Do you have reliable personal transportation?

Yes.....96%
 No.....4%

3. What is your primary means of transportation? (Check all that apply)

Personal automobile	91.5%	Private service (taxi).....	2.1%
Friend, relative, or neighbor	21.3%	Medical transportation.....	2.1%
Volunteer driver	4.3%	Public transit.....	6.4%
Senior center driver	0.0%		

Almost everyone has a car and drives. Transit need is evident most in those who have no car or cannot drive.

4. Is transit available in your community?

Yes..... 66%
 No..... 21%
 Not sure 13%

One goal is to ensure that everyone at least knows service is available.

5. If you use transit, how often?

Daily 6.8%	Once a month 0.0%
Twice a week 2.3%	Seldom 18.2%
Once a week 4.5%	Never..... 68.2%

The high response rate reflects the limit of the sample. Transit riders are more likely participants in the survey.

6. Which of the following transportation options would you consider using? (Check all that apply)

Public transit 80.0%	Bicycle 31.1%
Carpool..... 37.8%	Walk..... 35.6%
Vanpool..... 22.2%	None..... 8.9%

Most surveys find that people say they will use transit, if its availability meets their needs. The carpool and vanpool rates indicate these are viable modes to promote.

7. If you use public transit, which categories best describe the activities you use transit for? (Check all that apply)

Commuter to work..... 36.4%
 School..... 21.2%
 Volunteer 3.0%
 Medical..... 45.5%
 Personal services (shopping, errands)..... 48.5%
 Non-user (would not consider using public transit services)..... 18.2%

Medical uses top the list, with personal services second and commuting third.

8. If you seldom or never use public transit, please select the reasons below that most closely describe your reasons for not using transit? (Check all that apply)

Cost..... 16.7%
 No direct service where I am or where I need to go 21.4%
 No bus stop near home or work..... 19.0%
 Service not frequent enough..... 16.7%
 Need a car before or after work 11.9%
 Poor connections or transfers 7.1%
 Lack of transit route/schedule..... 23.8%
 I don't need it 45.2%
 Limited hours of operation 26.2%
 Need a car at work..... 2.4%
 Dangerous crossing street to get to bus 0.0%

There are many reasons why people don't use transit. The interesting point here is limited hours of service is chosen more often than other service shortcomings.



9. If public transit were provided in your community, what service should be included? (Check all that apply)

Fixed route (scheduled service on established routes).....	38.6%
Specialized transit (special on-call service for elderly persons and persons with disabilities).....	61.4%
Express service for commuters.....	20.5%
Some combination of the above	52.3%
I do not support the need for transit.....	0.0%
Undecided/need more information	9.1%

There is a clear understanding that the elderly and those with disabilities need service.

10. What category best describes your transit needs? (Check all that apply)

Employment related.....	36.6%
Medical/dental	53.7%
Social/recreational	24.4%
Non-user (would not consider using public transit).....	14.6%
School.....	19.5%
Personal services (shopping, errands).....	36.6%
Volunteer	2.4%

Again, medical needs appear to be foremost.

11. What days of the week would you most likely use transit service? (Check all that apply)

Monday	80.0%	Friday	80.0%
Tuesday	62.9%	Saturday	57.1%
Wednesday.....	74.3%	Sunday	31.4%
Thursday	62.9%		

12. What times would you MOST likely use transit? (Check all that apply)

6 AM – 9 AM.....	60.6%	4 PM – 7 PM.....	54.5%
9 AM – NOON	36.4%	7 PM – 10 PM	21.2%
NOON – 4 PM.....	42.4%	10 PM – 6 AM	24.2%

13. How important would each of the following characteristics be in your decision to use a transit service?

Answer Options	1 Not Important	2 Somewhat Important	3 Important	4 Very Important
Service from home to work	7	5	7	15
Flexibility	4	7	13	11
Evening service	6	9	10	8
Late-night service	11	6	6	12
Weekend service	6	5	10	12
Not enough stops	10	6	9	6
Clear fare structure	2	3	16	11
Easy to arrange	2	4	13	14
Same day scheduling	3	5	11	11
Wheelchair accessible	9	4	5	13
Guaranteed ride home	6	2	7	20
Other	2	3	0	1

These responses indicate how important a reliable means to and from work is. The guaranteed ride home is a way to get home from work in an emergency, or if one works late. An application in the seven-county service area is a way for those who work late or are in school to always be assured that they can get home,

even if it means waiting. A comment heard several times at the public meetings was some students couldn't go to school because they couldn't get home at night. Similarly, casino shift workers sometimes have no service, although in that case, the issue may be weekend service, as well.

14. What would be a reasonable amount you would pay for transit service?

Less than \$2.00 per ride.....	51.2%
\$2.01 to \$4.00 per ride.....	39.5%
\$4.01 to \$6.00 per ride.....	4.7%
More depending on circumstances	4.7%

15. How many days per week do you travel?

0-1 days per week.....	0.0%
2-3 days per week.....	15.9%
4-5 days per week.....	47.7%
6-7 days per week.....	36.4%

16. How much money does it cost you for transportation each week? (Gas, parking, tolls)

\$0 to \$10.....	2.4%
\$11 to \$20.....	17.1%
\$21 to \$30.....	26.8%
\$31 to \$40.....	17.1%
\$41 or more	36.6%

17. Do you need any of the following kinds of assistance when you travel locally? (Check all that apply) – Note only 17 responses

Help loading and unloading packages	64.7%
Assistance getting into and out of a vehicle	17.6%
Escort to accompany you.....	5.9%
Door-to-door service	47.1%
Wheelchair lift or ramp	17.6%
Space for a fold-up wheelchair.....	11.8%

Those that replied have a genuine need, and it is beyond what most transit systems provide – help unloading packages. Most systems require that riders can get from their home to the bus and back.

18. What is your age?

Younger than 18.....	0.0%	45 to 54.....	21.7%
18 to 24.....	2.2%	55 to 64.....	15.2%
25 to 34.....	13.0%	65 or older	32.6%
35 to 44.....	15.2%		

19. Are you:

Male.....	23.8%
Female	76.2%

20. What is your race/ethnicity?

White.....	40.9%	African American.....	0.0%
Hispanic.....	0.0%	Asian	2.3%
Native American	54.5%	Multi-racial.....	2.3%



Over half of the respondents are Native Americans.

21. Are you a member of a federally-recognized Tribe? If yes, which Tribe?

Sault Tribe Member.....	70.5%
Sault Tribe Spouse.....	2.3%
Other Native	2.3%
Non-Native	25.0%

22. What was your approximate total household income in 2013?

Less than \$10,000.....	14.0%
\$10,000 to 19,999.....	14.0%
\$20,000 to 29,999.....	27.9%
\$30,000 to 39,999.....	23.3%
\$40,000 to 49,999.....	4.7%
\$50,000 to 59,999.....	4.7%
\$60,000 or more	11.6%

Overall the on-line SurveyMonkey® results are consistent with the comments we have received from the earlier surveys and the comment cards. These are summarized in the next section covering transportation needs.

Service Provider Interviews

The transit service providers in the seven-county study area were interviewed for this study in June 2014. Information from the interviews is summarized in Table 3-1. A standard set of questions was used (see Appendix C). Below you will find comments related to the services provided by each system.

Marq-Tran – Marquette County

Marq-Tran has a growing ridership and the millage that supplies the local fund share was voted on in August and again was approved by the voters in the County. Marq-Tran is always examining service provision and provides service to the Tribe in the K.I. Sawyer complex. Marq-Tran has experimented with service in the past, based on community input. Marq-Tran tried service to Big Bay (up the lake shore to the northeast 30 miles), but there was only one rider in six weeks of trial service. Marq-Tran is willing to partner with others to expand its services and extend hours of service to better serve the people in their community and bring people to and from their community.

ALTRAN – Alger County

ALTRAN provides a variety of services, which include tailored packages for backpackers and tourists. For example, they have special services to get people to work at night and on weekends, and to get people home from nights out on the weekend. A key service provided through an Interlocal Agreement with Marq-Tran is multiple runs a day from Munising to Marquette and return. This is used by those working in Marquette, as well as for medical and student trips (Northern Michigan University). This Marquette route goes by the Tribe’s Christmas Casino. ALTRAN would like to: expand dispatch hours on Saturday and Sunday; improve marketing to get better usage, especially in outlining areas of Alger County such as Chatham and Trenary; and, improve service to Grand Marais, which does not express enough need to run service daily.

DATA/Schoolcraft – Delta and Schoolcraft Counties

These systems are directed by the same individual, so there is a sound awareness of the needs of both the Escanaba and Manistique communities. Funding has been insufficient to provide service between the two communities, but it is understood that there is potential for service with eastbound trips to the Tribal Community Health and Community Center and casino, and westbound trips to the larger community of Escanaba for shopping. Medical trips go both ways, depending on the service needed. About 50 percent of the two systems service is devoted to elderly persons and/or health-related trips. Other than the Tribal Clinic in Manistique, riders go to the VA Clinic in Manistique (on US 2) and the Schoolcraft Memorial Hospital. The two systems could be more efficient if the buses were equipped with Global Positioning Devices (GPS), so the routes could change in real time if the dispatcher got late calls that could be accommodated in a run. This is difficult without knowing exactly where the buses are at all times. Also, if they had the money, they would like to install bike racks on their buses.

Their experience is more dollars translate to more ridership. When the budget in Delta County was reduced in the last few years,³ patronage dropped from 120,000 a year to 90,000. Schoolcraft County, with a population of 8,000 generates demand at a level half that of Delta County, with a population of 30,000. There is also potential for a flex route to east Schoolcraft County (Germfask, Seney) and west Mackinac County (Curtis). Schoolcraft Public Transit provides contract services to Hiawatha Behavioral Health (mental health) in Curtis, but that service has been reduced. Contract services are good for the system as they generate local revenue.

EUPTA – Chippewa, Luce, and Mackinac Counties

Flex routes have been designed to cover as much of this broad territory as funding allows. One flex route originates at the De Tour ferry, also run by EUPTA, and works its way to Sault Ste. Marie. Another serves the several correctional facilities in the Kincheloe/Kinross area. A third serves west Chippewa County. Although mandated to provide service in Mackinac County (and one route does serve Hessel and Cedarville), there has not been revenue to support service there. EUPTA would welcome discussions related to expanded service, if there is revenue to support it.

CLMCAA (Sault Ste. Marie) – City of Sault Ste. Marie

While the Chippewa Luce Mackinac Community Action Agency could provide transportation on a wider geographic basis, at present only the City of Sault Ste. Marie subsidizes CLMCAA service, so their service is within the city limits with limited exceptions. They cannot always meet demand for their services, so some trips must be scheduled for the next day. If more revenue were available they would like to expand service into the evenings and weekends and put more buses on the street. A fixed route was tried in the past, but it ran empty and was discontinued.

³ Property tax millages were defeated in the most populous township in Delta County in August 2012 and 2013.

5 Transportation Needs

The Sault Tribe faces transportation challenges similar to other governments across the country, but the Tribe is unique. US Census data show that nationwide, in the UP, and within the Tribe, the population is aging. Elderly persons have special needs for medical and other social services. The Tribe has special respect for their Elders, so there is a special emphasis on identifying and addressing their needs. With the population of the UP and the Tribe dispersed into rural clusters, longer trips must be made to pick people up and deliver them to their destinations. Longer trips means more cost to provide for each person served, and it means that buses spend more time on the road serving fewer people than would be the case in an urban area. Transit typically relies on a certain concentration of people. Due to this, when people are geographically dispersed transit is less efficient. In the UP, destinations are spread out. In particular, travel for special medical services can require lengthy trips. Likewise, educational institutions are limited to Marquette, Escanaba, Bay Mills, and Sault Ste. Marie. Finally, a number of major employers are located outside of urban centers, such as the correctional facilities in Kincheloe and the multiple casinos.

Transit needs have been summarized below. The information provided was collected from the following: 1) surveys conducted during previous studies; 2) this study; and, 3) interviews with providers.

- **Indian Trails** – Their service through the UP is provided only at night (see Figure 3-2 which shows times ranging from 12:15 AM to 8:35 AM), making trips across the UP very inconvenient and of limited use for medical trips.
- **Access to Medical Services** – Specialty medical services are dispersed across the UP, with not all services in all communities or at Tribal clinics; so Tribe members and others must make long trips, with no commensurate transit service available.
- **Escanaba/Manistique** – The need for service between these communities was voiced multiple times. There is demand between Escanaba and Manistique generally, with shopping and other services in the larger Escanaba, and jobs and social/medical services at the casino and Tribal Health Center east of Manistique. There is no transit service/route for casino staff or those seeking medical services at the Tribal Health clinic.
- **Educational Access** – Those in Escanaba/Munising need service to Northern Michigan University in Marquette. The Munising/Marquette service is well regarded and used, as an example. This could be potentially accomplished by service linking at Trenary. DATA just implemented service to Bay de Noc Community College in Delta County. In Sault Ste. Marie Tribe members want to get to Lake Superior State University. This includes those living in Kincheloe.
- **Sault Ste. Marie** – There is a desire for fixed route service in town because: some with cognitive disorders have trouble with Dial-a-Ride; arrival times to appointments can be unreliable; and, some people have multiple appointments of unknown duration making it difficult to schedule a Dial-a-Ride return trip.

- **Sault Ste. Marie** – At this time Dial-a-Ride is running at capacity during the day and there is a desire for evening and weekend Dial-a-Ride service as well as route service.
- **Kincheloe** – Lack of evening/weekend EUPTA service is a barrier to maintaining employment. The Kincheloe route into Sault Ste. Marie gets near Lake Superior State University (less than ½ mile) and War Memorial Hospital, and can deviate to the casino and Tribal housing.
- **Kincheloe/Hessel** – There is a need for service for the multiple shifts of workers at the casinos.
- **Hessel/Cedarville** – There is a basic need for services to St. Ignace or Sault Ste. Marie. For example, a cab from Hessel to Sault Ste. Marie costs \$55.00. Tribal elders and community members shared that lack of available transportation severely limited their ability to access critical health and social service resources available only in St. Ignace and Sault Ste. Marie.
- **St. Ignace** – There is a basic need for services. During community input sessions and from general anecdotal information gathered from tribal staff and community members, there is a serious need for basic transit services. Additionally, with the move of the Tribal health and human services center off of the reservation, it is less accessible. There are simple needs to get groceries and to get to school, let alone to social services such as counseling, or specialized medical needs, such as mammograms, which require a trip to Sault Ste. Marie.
- **Service Awareness** – As is true for many transit operations, customers are not always aware of the services available to them. In the UP the information on provider Web sites is uneven. There seems to be a lack of marketing and promotion by local providers and Indian Trails.
- **Transit Fares** – Cost is burdensome for some Tribe members.

One effort now underway in the UP, addressing an important need, is discussion among the Sault Tribe, Disabled American Veterans (DAV), the American Legion, and Veterans Administration & Rehabilitation to allow veterans to go to nearby Tribal health facilities rather travel long distances to VA facilities. The DAV has been providing trips in a van (not for non-ambulatory or oxygen users) for such trips. The VA would then compensate the Tribal health facilities for the services. That would meet a long-standing and growing need and represents an opportunity for a 2-1-1 dispatcher to act as an information source, guiding veterans to the services they need.

6 Transit Alternatives

This chapter discusses potential ways the transportation needs of the Sault Tribe and their seven-county service area can be met. Some options are completely independent of the others and could operate on their own. Other options could be combined. Chapter 7 discusses funding sources that may apply to the options presented here and that may affect their potential for implementation. Chapter 8 then evaluates the ideas presented in this chapter in light of the potential funding, service characteristics, and institutional changes that would be needed. Some of the transportation options discussed in this chapter would result primarily from actions by the private sector. The list presented below is expanded on in the rest of the chapter.

- Provide Mobility Coordination services and marketing.
- Explore changes to Indian Trails service:
 - New service within the UP; and,
 - Daytime service.
- Upgrade services (purchase of service) between counties through existing providers:
 - Marquette to Escanaba, Gladstone, Manistique;
 - Escanaba-Manistique; and,
 - St. Ignace-Sault Ste. Marie.
- Upgrade services (purchase of service) within a county through existing providers:
 - St. Ignace;
 - Sault Ste. Marie Dial-a-Ride; and,
 - EUPTA routes.
- Rideshare:
 - Carpooling/targeted rideshare boards;
 - Vanpooling – casinos and correctional facilities;
 - Zip Car; and,
 - Uber (modified).
- Create a Regional Authority:
 - Governmental agencies (i.e., counties) can establish an Regional Transit Authority under Michigan PA 196 to provide service with taxing/bonding authority, and eligibility for state and federal funding; and,
 - The Regional Authority would coordinate with existing transit providers.
- Create a Tribe-operated transit service.
- Update the Eastern Upper Peninsula Coordinated Transportation Plan.

The following sections discuss potential alternatives and how each would address the needs of the Tribe and the general public. Funding is discussed in Chapter 7. The relationship between alternatives and funding is discussed in Chapter 8, with recommendations in Chapter 9.

Mobility Coordination Services

Chapter 3 discussed the transit services available to the Tribe and the general public. In some cases the public and Tribe members are not aware of the services. It is essential that providers share accurate information and promote knowledge of transit services with the public. As an example, the Web sites of some transit operators have incomplete information and/or broken links that give an error when the user seeks more information. The first step to use of transit services is accurate information, readily available.

One option would be to recruit a Mobility Coordinator position for the Tribe. If the position were funded through FTA grants, its services would need to be offered to the general public as well.

The Mobility Coordinator would serve as a point of contact for information about all transit resources available. This individual could gather and have available information on all transit services in the seven-county region, including the various bus and ferry services as well as services operated by private agencies and organizations. A person in need of transportation would call the Mobility Coordinator and explain where and when they needed to get to a specific destination and the Mobility Coordinator would tell them their transportation options and help them schedule their trip, if possible. The Coordinator could develop a regional transit access web site with links to the various providers throughout the region.

A Mobility Coordinator’s duties could include promoting existing transit services at a regional level, coordinating with existing providers and conveying service preferences to the existing providers, based on inquiries from the public. One such request/recommendation heard on several occasions during public outreach for this project was that someone coordinate longer medical trips. For example, if certain medical services are available only in Sault Ste. Marie, try to establish an appointment/scheduling system so that a medical run (whomever the provider) could be made, say from Escanaba, or K.I. Sawyer to the Soo on a given day of the week. Aggregating trips in this way makes transit provision more viable.

A Mobility Coordinator would support on-going coordination efforts among the existing providers and could be responsible for Tribe grant application preparation.

Beyond this the Mobility Coordinator could support rideshare efforts, such as ride boards at educational institutions, discussions with vRide or other vanpool service providers, Zipcar, Uber, or other innovative services that may emerge in the private sector to provide transportation services.

Changes to Indian Trails Service

Indian Trails provides intercity bus service in the Upper Peninsula through a contract with MDOT. MDOT covers the cost between what is paid in fares and the total cost to run the service. As noted in Chapter 3, without MDOT subsidies, there would be no intercity bus service in the UP. There is an opportunity to discuss options for day service within the study area with both Indian Trails and MDOT. However, it must be recognized that scheduling decisions at Indian Trails are based on many service and cost factors, and is the background for the negotiated service now provided in the UP. So, it is most likely day service would be in addition to the existing night service.

Several options were explored for providing additional service. Detailed information about this service is provided in Appendix D. If one thinks of the intercity service as “legs” the service is considered as combining legs in different combinations to create the options. The legs are:

- A – Marquette/Esanaba;
- B – Newberry/Marquette;
- C – Escanaba/Newberry;
- D – Newberry/Sault Ste. Marie;
- E – St. Ignace/Newberry; and,
- F – Sault Ste. Marie/St. Ignace.

Figure 6-1
Indian Trails Potential Route Legs



Source: Google Earth and The Corradino Group of Michigan, Inc.

Several representative service options are discussed below.

Option 1 - "Y" Loop - Marquette>Esanaba>Newberry>SSM>Newberry>Marquette

This option combines legs A, C, D (eastbound), D (return westbound), and B. Allowing for reasonable travel speeds and time for stops and layovers (driver breaks), running this loop beginning at Marquette and returning ultimately back to Marquette would take over 9 hours. Assuming a bus ran in each direction, six days a week, the annual cost would be just over \$1 million. This is in line with the current subsidy that MDOT is providing to Indian Trails for current night-time service (although that subsidy is for all UP service, not just the seven-county area). For comparison, only two UP providers, Marq-Tran and DATA have budgets exceeding that level, so what is presented as an option here is costly.

Option 2 – Two Loops – Marquette>Escanaba>Newberry>Marquette and SSM>Newberry>St. Ignace>SSM

This option is like a Figure 8. A west loop runs from Marquette south to Escanaba and then to Newberry before returning to Marquette. An east loop runs from Sault Ste. Marie to Newberry, to St. Ignace and back to Sault Ste. Marie. Newberry is the common point for transfers, midway across the UP. The west loop would take more than six hours, the east loop almost five hours. With two runs on each loop daily, six days a week, the annual cost would be more than \$1.2 million.

Option 3 – Horseshoe – Escanaba>Marquette>Newberry>SSM>St. Ignace

The concept of this option is to begin in Escanaba, go north to Marquette, then east to Newberry, then on to Sault Ste. Marie, and then south to St. Ignace. Buses would run in each direction, meeting in Newberry. But there would be no meaningful transfer in Newberry. There would be no reason to go west from the Soo to Newberry only to turn around and go back. The trip from Escanaba over its full length to St. Ignace would take more than six hours. With one run in each direction daily, six days a week, the annual cost would be over \$1.5 million.

It is unknown what ridership would be attracted to any of the three options noted above. The nighttime service that is now provided captures long-distance travelers who have no alternative but the Indian Trails service (transit dependent riders). If daytime service were provided, the first thing that would happen is some of the nighttime patronage would shift over to daytime travel, which would potentially increase the subsidy MDOT would be required to pay for the night-time service, making a day-time subsidy a harder sell. Predicting ridership is heavily dependent on a knowledge of ultimate destinations beyond the UP, which is not known. Meanwhile, there is latent demand, meaning there are trips people would take, if service were available during the day.

Daytime service would allow coordination of service with local providers. As noted, Indian Trails uses Marq-Tran, DATA, and EUPTA stops already. Any institution of daytime service would require an evaluation of how local service could be coordinated to the mutual benefit of Indian Trails and the local providers by maximizing the potential for riders to transfer from one system to another. This is another of the roles a Mobility Coordinator could provide.

Upgrade Inter-county Service – Purchase of Services by Tribe

The systems that expressed the most pressing need for additional service in the provider interviews were: DATA/Schoolcraft, EUPTA, and the Sault Ste. Marie Dial-a-Ride. Tribe members wanted better service to Marquette from Escanaba/Manistique, between Escanaba and Manistique, and generally in the eastern UP, especially in the Hessel community and the St. Ignace area.

Costs have been estimated for trips provided by the local providers in the western study area for comparative purposes (Figure 6-2). Using planning assumptions, a single, one-way trip from Escanaba to Marquette could be provided by Marq-Tran (if they had the equipment) for about \$130 (Figure 6-2) vs. \$268 as provided by Indian Trails (Appendix D data on route legs). The local provider-supplied trip would take longer and have more stops with flex-route options. But, such a run could not pick up or drop off Marquette County residents under the current interlocal agreement. On the other hand a new interlocal agreement could be entered into to allow such service. The annual service cost for six-day-a-week service could be about \$240,000.

DATA and/or Schoolcraft County Public Transit could provide six round trips daily between Escanaba and the Tribal Health Center for about \$300,000 a year (six days a week), if a funding source could be found.



Figure 6-2
City-to-City Service by Existing Providers

MarqTran - Escanaba/Marquette

	Hrs/Trip	\$/hr	Cost
1 one-way trip	2.0	\$ 65	\$ 130
3 rnd trips/day			\$ 779
Marq-Escan point deviation	days/yr		312
Annual at 6 days/wk			\$ 242,905

Delta County - DATA - Escanaba/Manistique

	Hrs/Trip	\$/hr	Cost
1 one-way trip	1.50	\$ 53	\$ 79
6 rnd trips/day			\$ 952
Escan-Manistique pt. dev.	days/yr		312
Annual at 6 days/wk			\$ 297,144

EUPTA - Sault Ste. Marie/St. Ignace

	Hrs/Trip	\$/hr	Cost
1 one-way trip	1.25	\$ 38	\$ 48
6 rnd trips/day			\$ 571
St. Ig-SSM point deviation	days/yr		312
Annual at 6 days/wk			\$ 178,273

SSM Dial-a-Ride - Sault Ste. Marie/St. Ignace

	Hrs/Trip	\$/hr	Cost
1 one-way trip	1.25	\$ 43	\$ 54
6 rnd trips/day			\$ 652
St. Ig-SSM point deviation	days/yr		312
Annual at 6 days/wk			\$ 203,306

Source: The Corradino Group of Michigan, Inc.

Likewise, six round trips a day could be provided by EUPTA between Sault Ste. Marie and St. Ignace for under \$200,000 a year. EUPTA has the authority to provide such service. The CLMCAA does not. The per bus trip (city-to-city) cost of about \$50 compares to an estimate for Indian Trails of over \$200 (Appendix D). Again, the institutional structures are in place already to provide such service.

The primary providers of service within the eastern UP are the CLMCAA and EUPTA. The Dial-a-Ride operates in Sault Ste. Marie, Monday through Friday between 7:00 AM and 6:00 PM. There is no evening or weekend service. CLMCAA has indicated its service often operates at capacity. They currently carry just over 30,000 passengers a year. They probably provide more transit trips to Tribe members than any other transit operator. (EUPTA provides more trips through its ferry service). CLMCAA's annual

budget is under \$300,000. Given additional budget Sault Ste. Marie Dial-a-Ride has indicated it would expand its service to evenings and weekends, in Sault Ste. Marie.

Two of the three EUPTA routes operate only Monday through Friday and with only one (DeTour/Sault Ste. Marie) or two trips (Brimley, Rudyard, Eckerman Corners, Trout Lake and the H40 Area) per day. The third route, EUPTA's Soo to Kincheloe route, provides nine daily service runs between 5:00 AM and 11:30 PM, making it functional for those who can access it. There is potential for providing service to a more diverse ridership. So, there is room for improvement of the first two routes that would make them more conducive to use for a daily work or school commute. Expanded service, based on data for the existing system, would cost about \$40 an hour.

Just as adding more hours of service or trips would make them a viable means of a daily work or school commute, so would adding additional stops or routings. Examples of stops that could be added to the EUPTA service are the casinos, educational facilities, major employers, health care facilities, housing areas, and shopping destinations. This would make the EUPTA service a more viable option for those with daily commutes from outlying areas to work or school. The Hessel area was particularly vocal about more service as they have destinations both north (Soo area) and south (St. Ignace). But, it is important to point out that a number of Elders at the public meeting there were unaware that EUPTA's route runs just east on SR 129 and could serve the community center.

Upgrade Intra-county Service – Purchase of Services by Tribe

In the western study area a primary concern voiced by the public and Tribe members was city-to-city service. In the eastern UP there was a stronger focus on in-county services, and/or services by EUPTA, a multi-county provider. Service could be point-to-point, flex-routes and/or demand responsive. Point-to-point service between Sault Ste. Marie and St. Ignace was discussed above.

Demand responsive service is generally focused on the elderly and disabled. Because of their needs, many such individuals live in more densely populated areas, where more services are available. It is most logical that demand responsive services expand in Sault Ste. Marie and St. Ignace. The Chippewa-Luce-Mackinac Community Action Agency (CLMCAA) that operates the Sault Ste. Marie Dial-a-Ride has a presence in St. Ignace with very limited services (only 1,441 passenger trips were provided in 2010, based on the 2012 Feasibility Study for Mackinac County).

CLMCAA is the most logical provider for expanded demand responsive services in the Soo. In St. Ignace either EUPTA or CLMCCA could provide the service. EUPTA has the advantage of having transportation, rather than social services, as its mission, and it has experienced with Dial-a-Ride service in Newberry. These systems have hourly costs for service in the same range. There is a transit center in St. Ignace just east of I-75 on US 2 that was developed by MDOT. It could be the focal point for service.

One potential change that could affect service is the potential for EUPTA to move. It currently shares a building with the Sault Ste. Marie Dial-a-Ride, but EUPTA operates without a lease. This situation makes it difficult to clarify its operations to the Federal Transit Administration (FTA), a primary funding provider. If EUPTA made a move to a new location, its operations would likely be affected. It might relocate to a point closer to St. Ignace, for example.

Alternatively, the Mackinac County Commission could provide funding and market the existing specialized service provided by CLMCAA in order to build the specialized service ridership in anticipation of a future transition to an expanded specialized service system or for the transition to an open-door public transit service. Based on the transportation needs survey conducted as part of this study and input from stakeholders, the existing service is not meeting transportation needs.



Ridesharing

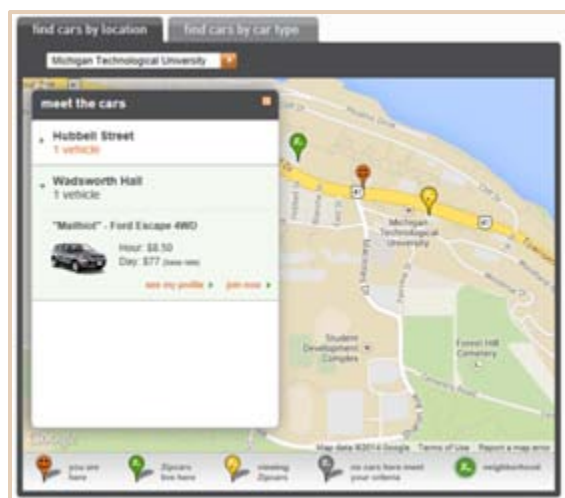
Carpooling is a fact of life for most families. Dropping children at school or others at appointments is routine. More structured carpooling gets more involved. A particular and specific application that has been common for many years is use of ride boards at educational institutions. Today, with cell phones and web sites, ad hoc carpooling is much easier. Carpooling, especially through ride boards offers a true opportunity for students to get to and from school at hours when transit service is not available, if it is available at all. Such ride boards could be organized by educational institutions and/or a Mobility Coordinator.

Vanpools are a good means of providing transportation for groups of people with common work destinations and work shift hours, and long commutes. A vanpool is a group of typically seven to 15 people who share a regularly scheduled commute in a van. The need for regular schedules is very important. Shift workers at correctional institutions and casinos are good candidates for vanpools. It can be lucrative for the driver, especially. For taking on certain responsibilities, the driver rides free and has extra free miles when the vanpool is not operating. So, once established, there is an incentive for a vanpool to continue. Riders generally meet at a designated pick-up location or a park-and-ride lot, but some vanpools have more than one pick-up point. Some also have more than one drop off point. By sharing the cost with up to 14 other people, participating in a vanpool is less expensive than driving to work alone. Vanpools sometimes form from existing carpools as a nucleus.

MDOT operates a vanpool program known as MichiVan. MichiVan does all the administration tasks associated with vanpools to help them function. They assist in organizing the vanpool and collect all the payments. MichiVan provides the vehicle and screens and approves the vanpool driver. They also provide a ride matching service in the event there is not sufficient demand for a vanpool in a particular area. Again, some of these functions could be performed by a Mobility Coordinator. Other vanpool services in addition to MichiVan are operated by the private sector, such as vRide.

Zipcar

Zipcar is a subsidiary of Avis Budget Group that provides automobile reservations to its members, billable by the hour or day, for use of a car that is permanently stationed at a location. As such, Zipcar is a business/enterprise investment. The car must be picked up from and returned to that location. Zipcar members pay a monthly or annual membership fee in addition to the hourly or daily rates. To qualify one must have a valid drivers' license, be 21, and have a good driving record. An individual joins, goes to the site where the car is located, unlocks the car with the membership card that is provided, makes the trip, and returns the car. Gas and insurance are covered by the membership fee, and the bill covers everything. Reservations can be made by phone, on line, or through an app.



Zipcar has been around since 2000. It now offers nearly 10,000 vehicles throughout the United States. Traditional car rental companies have replicated Zipcar's short-term car rentals with their own products. Zipcar is available at Michigan Tech in Marquette. Enterprise CarShare, is present in Grand Rapids.

The private enterprise nature of the Zipcar type services mean they could expand in the UP at any time in selected markets. Historically they gravitate to university environments. A Mobility Coordinator could engage with a provider to determine the potential for stationing a vehicle close to Tribe facilities.

Uber

Uber is another business investment option. It is a privately held company among a handful of recent U.S.-based start-ups that use smartphones and freelance drivers to provide taxi-like service. Any qualifying driver can provide the service with Uber as middleman. Uber, which doesn't own or store any vehicles, sets fares and takes about 20 percent of each transaction via its phone app. Tipping is forbidden. MDOT and many cities consider Uber as a "for hire" service under the law because they charge customers for rides. Drivers must therefore obtain a \$300 Certificate of Authority from the state. Cities often require a taxicab operator's fee also. Uber is now operating in Grand Rapids, Lansing, Kalamazoo and Flint, as well as Ann Arbor and Detroit. In Detroit, like many cities, the service is subject to lawsuits and regulatory action. Its future is uncertain.

Create a New Regional Authority

Regional authorities have been established in Michigan under PA 196 to provide transit service across county lines. Authorities may establish routes, schedules, and fares, and have taxing and/or bonding authority. A regional authority is eligible for state and federal funding. A regional authority would coordinate with the existing local transit providers across all or part of the UP. A phase 1 effort could involve establishing quarterly and annual meetings to promote regional collaboration. Discussions about collaboration and building partnerships can lead to solutions of meeting transportation need even short of a formal structure.

It is instructive to understand how the existing providers are organized in considering a new authority. There are seven different Public Acts under which local public transit services can be provided in Michigan. Each act allows a local public transit system to provide service in a designated area and be eligible to receive state financial support for operations (putting buses on the street) as well as capital projects (buying buses and facilities). Table 6-1 summarizes information for each local public transit provider in the seven-county study region, except Sault Ste. Marie Dial-a-Ride, which as a community action agency, was not organized under any of the acts.

Table 6-1 shows the five primary local public transit providers are organized under three different Public Acts (CLMCAA is not organized under any of the acts). It also shows local funding sources.

EUPTA and Marq-Tran are organized under Public Act 7 of 1967, as amended, known as the Urban Cooperation Act. Schoolcraft County Public Transit is organized under Public Act 94 of 1933, as amended, known as the Revenue Bond Act. Alger County Public Transportation Authority and Delta Area Transit Authority are organized under Public Act 196 of 1986, as amended, known as the Public Transportation Act of 1986. These Public Acts establish the organizational structure under which the transit systems operate and, together with the Articles of Incorporation, identify the service area within which a transit system is authorized to provide service. In the seven-county study area transit providers have for the most part operated within their own county boundaries. EUPTA is an exception. Its service area encompasses two counties, Chippewa and Luce, and service could include Mackinac County (but no local funding participation has occurred there to support service).



**Table 6-1
Provider Organizational Structure**

County	Provider	Public Act (Organizational Structure)	Expenses (2013 MDOT Reconciled)	Type of Service	Local Funding Basis Beyond Farebox
Alger	Alger County Public Transportation Authority (ALTRAN)	Public Act 196 of 1986 - The Public Transportation Authority Act of 1986	\$799,101	Demand Response Countywide & Regional Route	Property tax millage, charter service.
Chippewa	Eastern Upper Peninsula Transportation Authority (EUPTA)	Public Act 7 of 1967 - The Urban Cooperation Act	\$492,726	Demand Response Countywide	No taxing authority. Chippewa County contributes local share within county.
Delta	Delta Area Transit Authority (DATA)	Public Act 196 of 1986 - The Public Transportation Authority Act of 1986	\$1,111,380	Demand Response Countywide	Uses a property tax millage. Only some townships participate.
Luce	EUPTA	Public Act 7 of 1967 - The Urban Cooperation Act	See Chippewa EUPTA Total	Five-mile radius of Village of Newberry	No taxing authority. Only Newberry contributes.
Mackinac	EUPTA	Public Act 7 of 1967 - The Urban Cooperation Act	NA	No service because no local participation	No taxing authority. No local funding.
Mackinac	Chippewa-Luce-Mackinac Community Action Agency (CLMCAA)	NA	\$371,511	Demand Response in Sault Ste. Marie	No taxing authority. City of Sault Ste. Marie provides local funds.
Marquette	Marquette County Transit Authority	Public Act 7 of 1967 - The Urban Cooperation Act	\$2,964,036	Fixed Route, Door-to-Door and Specialized Services Countywide	No taxing authority, but receives money form a local option County millage.
Schoolcraft	Schoolcraft County Public Transit	Public Act 94 - The Revenue Bond Act of 1933	\$661,460	Demand/Response Countywide	No taxing authority but receives money form a local option County millage

Source: Mannik & Smith Group

EUPTA and Marq-Tran are organized under Public Act 7 of 1967 Ex Session (PA 7), the Urban Cooperation Act, which allows two or more governmental units to jointly exercise the powers that each governmental unit has individually. PA 7 is not specifically written for the provision of local public transit services. Eight transit systems operating in the state were established under PA 7. A federally recognized Tribe can be a party to an Act 7 agreement.

Schoolcraft County Public Transit is organized under Public Act 94, which allows an entity such as a county to establish a Public Corporation to undertake improvements, including transportation systems. Similar to Public Act 7, Public Act 94 was not specifically written for the provision of public transit services, but 21 transit systems operating in the state have been established under that act. Neither PA 7 nor PA 94 provide for any taxing authority.

Alger County Public Transportation Authority (ALTRAN) and Delta Area Transit Authority (DATA) are organized under Public Act 196 of 1986, as amended (PA 196), which specifically focused on the provision of local public transit service. A public authority organized by one or more local governmental entities can plan, promote, finance, improve, enlarge, extend, own, construct, operate, maintain, and contract for public transit services. The service area can be less than a complete county or larger than a county, such as a multi-county area. The public authority can pursue a property tax millage. Twenty-two transit authorities operating in the State have been established under PA 196. Though not organized under PA 196, Marq-Tran receives revenue from a local option millage that was renewed in August 2014, for another six years. So, millage options existing outside of PA 196.

To address regional transit needs in the seven-county study, one option would be for some combination of the seven counties to form a PA 196 Authority for the specific purpose of providing regional public transit service. Once in place, a PA 196 authority could pursue a millage to support the transit services within the jurisdiction(s) that are members of the PA 196 Authority.

In December 2002 existing Upper Peninsula transit operators recognized the need for transit service across county lines, formed the Upper Peninsula Transit Providers Group, and entered into an Interlocal Agreement. This agreement allows services into adjoining counties, but does not, as written, contemplate regular service into and out of counties. Rather, such service is “in the event it is necessary for respective transit systems to cross jurisdictional boundaries.” By way of explanation, if System A is running a route into System B’s county, System A must notify System B that a trip is being made. System A can only carry passengers from its own territory and cannot pick up/drop off passengers whose trip is wholly within System B’s service area. ALTRAN and Marq-Tran have been very successful with service from Munising to Marquette through this provision, but it can be cumbersome and only allows limited cross county transportation services. Importantly, such interlocal agreements do not provide any new financial resources for the operation of regional services.

Create a Tribe-operated Transit Service

The Tribe could develop a transit system or service. This would require vehicle acquisition and staffing. Facilities for operations and maintenance would also need to be addressed. Or, the Tribe could contract with a private transportation firm that would provide transit services including all operations, management, drivers and vehicles. Given that some funding would be required from the FTA, the service would need to be available to the general public as well as Tribal members. The service(s) could be fixed route, flex-route, or demand response or some combination of these.

Update the Eastern Upper Peninsula Coordinated Transportation Plan

In 2007, EUPTA, acting as the lead agency, held a meeting with human service agencies from Chippewa, Luce and Mackinac counties, Michigan Works, Community Mental Health Agencies and others to develop a coordinated plan for the purpose of getting people to work, medical appointments, shopping, and school, and making transportation options available to those that do not have a way or means to get to their destination. The meeting addressed available services, identified gaps in service, and conducted an assessment of transportation needs. This plan currently serves as the “Coordinated Public Transit – Human Services Transportation Plan” on file with MDOT. Many FTA programs require this plan in order to be eligible for funding, with projects specifically identified in the plan. There is no indication that the Tribe was invited to participate in the development of the 2007 plan. At a minimum the next plan update should include the results of this study. The Sault Ste. Marie Tribe of the Chippewa Indians should be invited to participate in the development of any updated plan.

7 Funding Programs

Individually, the counties in the seven-county area have maintained a strong commitment to the provision of local public transit services for their citizens and visitors. Six of the seven counties have local public transit systems. Only Mackinac County does not exercise its authority to provide service. Since this study is focused upon the provision of public transit services for tribal members within and across the region, an important start point must be the countywide operators, which are already in place and provide service with a deep understanding of the existing operating environment.

The strong local commitment to transit can be seen by noting that half of the local (seven-county study area) transit operating costs of \$6,028,703 in 2013 derived from enacted local millages, local governmental contributions, fare box revenues, contract services, and other lesser sources.⁴ State and federal funds cover the balance of eligible operating expenses.

This chapter reviews federal and state funding programs. At the end of the chapter is a summary of how funding could apply to various Tribe-related transit service scenarios.

United States Department of Transportation Funding – Federal

The U.S. Department of Transportation (US DOT) administers many programs that address the transportation needs of federally designated Indian Tribes. The focus of the review below is on the programs and funding sources administered by the US DOT that can support the operation and capital cost requirements for multi-county public transportation service in a non-urbanized area and could be applied within the study area.

Historically, US DOT tribal transportation initiatives have focused on roads and bridges, starting with the creation of the Indian Reservation Roads (IRR) program in 1928. The US DOT began a multi-modal approach with the incorporation of transit programs in the Surface Transportation Assistance Act of 1978. The multi-modal approach continued with the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1991; the Transportation Equity Act for the 21st Century (TEA-21) in 1998; the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) in 2004; and, Moving Ahead for Progress in the 21st Century (MAP-21) in 2012. These acts set the stage for the programs currently administered by the US DOT.

MAP-21 established transportation programs and funding only through September 30, 2014, so it has expired. Congress has not enacted a new transportation authorization act. Rather it extended MAP-21 funding until May 15, 2015. Congress did this before for three years after the expiration of SAFETEA-LU in 2009. So, it is not clear when the new transportation authorization will be in place, or how the programs described here will be affected.

⁴ MDOT Michigan Public Transit Facts, 2013 Revenue/Expense Report Reconciled.

The federal programs described below are those within MAP-21 that are most applicable to provision of multi-county public transportation services in non-urbanized areas, such as the seven-county study area. With the exception of Section 5311 (c) and (j), they are administered by MDOT.

Section 5311 – Non-Urbanized Area (Rural) Formula Program

Section 5311 provides formula funding to states for public transportation in areas of fewer than 50,000 persons (all of the UP). For Section 5311 funds, there are: 1) a Tribe set aside (next section), and 2) funds apportioned to states (this section). MDOT administers the state funds in Michigan. Indian Tribes can apply to a state, and if successful can receive these funds through the state as a subrecipient. Or, a Tribe can request that the funds awarded by the state be transferred to FTA, in which case the Tribe would contract directly with FTA for those funds. Funds that Indian Tribes receive through the MDOT administered Section 5311 program are not, according to MAP21, to be reduced or replaced by the funds the Indian Tribe may receive through the separate Tribal Transit Program under Section 5311(c) and (j). Tribes can receive funds from both sources.

When Section 5311 funds are apportioned to states, the subrecipients apply for the funds through MDOT. Subrecipients include local governmental authorities, non-profit organizations, Indian Tribes, and public transit operators. Funds may be used for capital, operating, planning and administrative purposes; job access and reverse commute projects; and, the acquisition of public transportation services. The maximum federal share for capital projects and Americans with Disabilities (ADA) non-fixed route para-transit service is 80 percent. The federal share for operating assistance is up to 50 percent, but because of the high demand for funding in Michigan, MDOT currently anticipates it will pay only 16 percent for FY 15. Overall, this means Tribe money must be used to get the federal money.

Michigan’s apportionment for FY 2014 was \$20.6 million. MDOT has developed and posted a FY 2016 Application for Section 5311 funds (not the (c) and (j) programs), for services operated directly by Tribes or services contracted by Tribes through a transit agency or private provider. The funding application requires certifications that the service will be operated for a minimum of one year and be coordinated with other public transit services. A tribal applicant can request between \$20,000 and \$300,000 in Section 5311 funds. However, MDOT notes that grants over \$200,000 seem unlikely if MDOT receives several applications, due to the level of money available.

Sections 5311 (c) and (j) – Tribal Transit Program

Section 5311, Subsection (c) is the Public Transportation on Indian Reservations Program administered by the FTA, and Subsection (j) outlines funding. There is a formula allocation and a discretionary grant program. Funds flow directly to federally recognized Tribes (not through MDOT), thus respecting tribal sovereignty, and are available for planning, capital purchases, and operating assistance. MAP-21 authorized \$25 million in formula funds in FY 2013-14 and \$5 million for competitive discretionary grants. The formula funding requires no match (no Tribe funds), but there is a ten percent match required for discretionary funds.

As a practical matter, the process usually involves applying for discretionary money to start service. This may mean applying for planning funds (Mobility Coordinator included), and for “seed” money for vehicles and/or other facilities, and to operate the system initially. Thereafter formula money can be sought. There have to be vehicles on the street recording miles of service. Formula money is distributed under a three tiered basis with Tiers 1 and 2 relating to the revenue miles of service. Tier 3 is based upon census data.



The applicant doesn't get formula money until after the service is up and running. So, there is up front money to match any grant money won (ten percent), then the formula moneys with no match can kick in.

Tribes operating or purchasing public transit service must gather and report data to the National Transit Database (NTD). (This helps the government track the effectiveness of its investments.) If there is a purchase of service from an existing provider, that provider cannot "claim" those same NTD miles and be compensated through formula funds for them a second time.

The distribution of Section 5311 (c) funds is made on a competitive basis through an FTA application. Nationwide, the FY 2014 formula apportionments ranged from \$473 to \$1.9 million. The Bay Mills Indian Community was the only Tribe to receive these direct formula funds in Michigan in the last funding cycle, receiving \$37,455.

A Notice of Funding Availability⁵ for FY 2014 Tribal Transit Program Funds was published December 9, 2014 (http://www.fta.dot.gov/documents/FY14_Supplemental_Form.pdf) with all project proposals submitted electronically through <http://www.GRANTS.GOV> by 11:59 PM EDT on February 18, 2015.

Section 5311 (f) – Intercity Bus Program Set-Aside

In addition to the program activities described above, Section 5311 (f) provides that a state shall expend at least 15 percent of FTA funds each year to support intercity bus transportation, such as: planning and marketing; facilities; purchase of services and demonstration projects; coordination of rural connections between small public transit operations; and, intercity bus service. A state can skip this requirement, if the Governor consults with the intercity bus operators, and certifies that intercity bus service needs are being adequately met. MDOT uses these funds to subsidize intercity bus service in Michigan.

Section 5339 – Bus and Bus Facility Program

This program provides capital assistance for new and replacement buses, related equipment, and bus related facilities. The nationwide program authorization for 2014 is \$427.8 million. Eligible recipients are states and designated recipients. The allocations to states is \$65.5 million, with each state receiving \$1,250,000. In Michigan, MDOT distributes this funding to local transit systems. The funds not going to states, approximately \$362.3 million, are distributed to designated recipients, such as major transit systems. The maximum federal share is 80 percent.

Section 1119 – The Tribal Transportation Program (TTP)

The Tribal Transportation Program (TTP) authorized in Section 1119 of MAP-21 replaces the former Indian Reservation Roads (IRR) Program. This new program seeks to provide access to basic community services to enhance the quality of life in Indian country. Funds are allocated on a formula based upon factors such as population, road miles, and Bureau of Indian Affairs' region. Over the next few years the basis of the formula will shift more heavily to population and less heavily on what Tribes have historically received. Before funds are distributed, there are specific small set asides for planning, deficient bridges, and safety. The program also has a new High Priority Projects Program that is funded from the general fund. The TTP funds can be used to pay the non-federal share of projects funded under 23 USC that provide access to or within federal or Tribal lands. The TTP federal share is 100 percent. While the TTP has historically been used for road and bridge projects, it can be used to support transit service. Eligible transit activities are the

⁵ Federal Register/Vol. 79, No. 236/Tuesday, December 9, 2014/Notices

operation and maintenance of transit programs and facilities that are located on or provide access to tribal land or are administered by a tribal government. The Sault Ste. Marie Tribe of the Chippewa Indians is estimated to receive approximately \$1.2 million under this program for FY 2016.

MDOT State Transit Programs and Funding

Apart from federal programs, the State of Michigan through MDOT provides state funds for transit programs, as authorized in Public Act 51 of 1951, as amended (Public Act 51). Participation in these programs is limited to eligible authorities and governmental agencies, as defined in Public Act 51. Indian Tribes are not specifically referenced as eligible. It may be possible for an Indian Tribe to gain eligibility by forming or establishing an eligible governmental agency, for example, by entering into an interlocal agreement with a county or city. Under Public Act 7 of 1967, as amended, The Urban Cooperation Act, an Indian Tribe (recognized by the federal government before 2000) and the local unit of government could potentially form a governmental agency that is eligible for MDOT funding. However, the determination of eligibility for funding under Public Act 51 programs is a legal question outside the scope of this study and the professional expertise of The Corradino Group and the Mannik & Smith Group.

The MDOT financed transportation programs described below complement and support many of the federal programs listed above by providing all or portion of the non-federal (local) match for capital projects or supplementing federal and local funding for eligible operating expenses. The MDOT transit programs described below are those programs most applicable to the provision of regional or multi-county public transportation services in the non-urbanized seven-county study area in the Upper Peninsula.

MDOT Local Bus Operating Assistance

Local Bus Operating Assistance is a distribution of MDOT funds for eligible transit operating expenses. This distribution supplements federal and local funds. Public Act 51 authorizes non-urban transit systems to receive up to 60 percent of their eligible expenses, however, due to limited state revenues, MDOT has advised rural transit agencies to assume the FY 2015 distribution will be only 36 percent.

This is MDOT's largest program distributing approximately \$167 million to over 70 transit systems across the state in FY 2015. The existing seven-county study area transit operators receive Local Bus Operating Assistance. These funds could help support operation of regional transit service under a variety of scenarios.

Transit Capital

MDOT assists local transit agencies by providing matching funds for the non-federal share of capital grants. Historically, MDOT has provided the 20 percent match for federal transit grants. However, due to the lack of revenue in recent years MDOT has not been able to match all of the federal funds and has prioritized the use of the Transit Capital funds, giving a higher priority to capital items such as the replacement of buses. In FY 2015 MDOT was appropriated approximately \$25.8 million from Michigan's Comprehensive Transportation Fund for Transit Capital projects. The existing local transit operators in the seven-county study area are eligible to receive funds through the Transit Capital Program, however the specific level of funding will vary year to year based upon their respective capital budgets, federal grants, and legislative appropriations to the Transit Capital Program.



MDOT Van Pooling

MDOT provides limited operating support for the Michigan Van Commuter Vanpool Program. The program is administered by vRide, Inc. and Enterprise Leasing Company of Detroit, LLC. This program is designed to provide commuters who live and work in the same area the ability to ride to and from work each day in a comfortable van. There can be more than one pick-up and drop off point. The person designated to drive the van rides free in exchange for taking care of the van (washing and cleaning, providing scheduled and unscheduled maintenance, and preparing and submitting reports per MDOT requirements). Vans range from seven passenger minivans to 15-passenger full-sized vans. The driver also may use the vehicle after work and on weekends for up to 200 miles per month. Riders are assessed a monthly fee paid by the rider, the employer, or a combination of both. The minimum ridership, including the driver, is five people. The monthly fare is based upon the miles traveled and size of the van. Prices can range from \$60 per month per person for use of a 15-passenger van traveling 0-30 one way miles to \$250 per month per person for use of a seven passenger van traveling 61-90 one way miles. The Vanpool Program was appropriated \$195,000 for FY 2015. MDOT uses these funds to market vanpooling and subsidize the cost of the vans, resulting in a reduced cost to the rider or employer paying for the service.

MDOT Intercity Bus Program

Like FTA, MDOT provides funding for intercity bus service. MDOT will provide priority for funding to projects that: 1) demonstrate coordination and connectivity between rural areas and the regional or national system of intercity service; 2) support the intercity needs of residents in rural areas; and, 3) demonstrate coordination and connectivity with other transit providers or other modes of travel. The intercity bus service in the UP is provided by Indian Trails through an operating contract with MDOT, as previously discussed. For FY 2014 the intercity service program had an appropriation of \$1 million from the Comprehensive Transportation Fund and \$ 4.5 million from the Section 5311 (f) program described above. These funds can be used for capital projects, such as bus procurement, and service development projects (operations). Proposals for new state subsidized service/routes can be submitted at any time to MDOT.

Service Initiatives

The MDOT FY 2015 budget contains \$2.8 million from the Comprehensive Transportation Fund for Service Initiatives, plus \$1.1 million of federal Section 5304 funds (Statewide and Non-Metropolitan Transportation Planning). These funds can be used for transit related research, training, development, demonstration, planning and coordination, and technical projects. Program goals are: increasing the accessibility and mobility of people and freight; protecting and enhancing the environment; promoting energy conservation; improving the quality of life; promoting consistency between transportation improvements and state and local planned growth and economic development patterns; and, enhancing the integration and connectivity of the transportation system across and between modes for people and freight. Grant applications require support from the local transit agencies and local coordination committees within the geographic area affected. There is a match requirement of 20 percent for the Section 5304 funds.

Funding Scenarios

The funding sources discussed above may or may not be available to the Tribe depending on the institutional arrangement (if any) that the Tribe adopts to pursue meeting its transit needs. Table 7-1 offers some structure to this discussion. Other options are possible and the Tribe could adopt one option for one service and another for another situation. The table shows whether operating costs and/or capital costs would likely

be available from a funding source for a given situation, but it must be understood that some MAP-21 programs are new and some rules and precedents are still being worked out, so the following is a best planning understanding as of early 2015.

Any service implementation must begin with planning to establish service. This means accounting for capital costs and operating costs and structures. Potential sources for planning money, which could also be used to fund a Mobility Coordinator are: Sec 5311 – Tribal Discretionary; and, Sec 1119 – Tribal Transportation Program. One a system were underway, operating money is needed. Table 7-1 shows some examples of operating and capital resources that could apply after initial planning for various operating scenarios. These options are discussed below.

**Table 7-1
Funding and Organizational Structure**

Sources of Funding	Option A		Option B		Option C		Option D		Option E	
	Capital	Oper.	Capital	Oper.	Capital	Oper.	Capital	Oper.	Capital	Oper.
Sec 5311 Tribal Discretionary	X	X	X	X					X	X
Sec 5311 Tribal Formula	X	X	X	X	X	X	X	X	X	X
Sec 5311 (State)			X	X	X	X	X	X		
Sec 5339 (State)			X		X		X			
Sec 1119 Tribal Trans. Program	X	X	X	X	X	X	X	X	X	X
State Local Bus Operating				X		X		X		
State Transit Capital			X		X		X			
State Intercity Bus	X(A)	X(A)								
State Service Initiatives				X		X		X		X
New Local Tax						X				

Note: X(A) means MDOT would review, based in part on the specific routes/service that MDOT wants to subsidize.

Source: Mannik & Smith Group

Option A – Regional Service by Private Operator – Purchase of Service

The Tribe could initiate service by contracting with a private provider, such as Indian Trails. The Tribe could initially apply to FTA for Sec 5311 Tribal Discretionary funds (see Table 7-1) to get capital and operating money to establish regional service. In subsequent years it could apply to FTA for Sec 5311 Tribal Formula funds, based upon the miles of service provided. Such miles would have to be reported to the National Transit Database (NTD). The Tribe may have access to Sec 1119 Tribal Transportation Program funds for public transit proposes. Funding through the State Intercity Bus Program (X(A) in the table) would be determined by MDOT based in part on the specific routes that MDOT wants to subsidize.



Option B – Regional Service by Existing Public Provider – Interlocal Agreement and Purchase of Service

The Tribe could contract with an existing provider, using funds directly from FTA or through MDOT. In the latter case, the Tribe would enter into an interlocal agreement under PA 7 of 1967, with one of the existing providers discussed in this report. (The Tribe could do purchase of service without an interlocal agreement, but would not have a position on a governing board.) The entity established by an interlocal agreement would be eligible to apply for traditional transit funding administered by MDOT, under Section 5311. The Tribe may be eligible for Section 5311 Tribal Formula funds, if the miles operated by the entity are included in the NTD in the name of the Tribe, as opposed to the public provider. If the Tribe got formula funding for the miles of service, the providing agency could not and vice versa. (MDOT normally inputs the miles into the NTD for rural systems.) The Tribe could use Section 1119 Tribal Transportation Program funds for public transit purposes.

Option C – Establish a New Regional Authority with Property Tax Potential

A new regional authority could be formed under PA 196 to provide public transit services in a specific designated area. A Tribe that enters into an interlocal agreement with a county, city village or township may be considered a “political subdivision” under PA 196 and therefore organize an authority authorized to provide public transit services. The newly established authority would be eligible to apply for traditional transit funding administered by MDOT. In addition, the new authority would have the ability to pursue a property tax levy designated specifically for transit purposes. This is a primary attribute of this option, but is dependent on passing a new tax. Meanwhile, it is unclear if the Tribe can apply for Sec 5311 tribal discretionary or formula funds as a member of the authority.

Option D – Expand EUPTA Service in Eastern UP – Interlocal Agreement and Purchase of Service

The Tribe could support transit service in the already designated service area of a local transit system, such as EUPTA. The local transit system would continue to be eligible to apply for traditional transit funding administered by MDOT. The Tribe could support the transit operator by applying for and providing capital funds through the Sec 5311 discretionary program and/or Sec 1119 Tribal Transportation Program. If a Tribe used the discretionary funding for purchase of services and included those miles in the National Transit Database, it could also receive Section 5311 formula funds in the future. This purchase of service approach would be like Option B, but would be local, rather than intercity service. An interlocal agreement would be needed to establish the relationship between the Tribe and the provider.

Option E – Tribe-provided Service – Cross UP Example

The Tribe could initiate service by purchasing buses, hiring drivers, and providing for managing the service and maintaining the vehicles. The Tribe could initially apply to FTA for Sec 5311 Tribal Discretionary funds (see Table 7-1) to get capital and operating money to establish regional service. In subsequent years it could apply to FTA for Sec 5311 Tribal Formula funds, based upon the miles of service provided. Such miles would have to be reported to the NTD. The Tribe could access Sec 1119 Tribal Transportation Program funds for public transit purposes, if the Tribe elected to direct these funds, typically used for roads, to transit.

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8 Alternatives Analysis

This chapter discusses the pros and cons of the alternatives identified in Chapter 6.

- Provide Mobility Coordination services;
- Change Indian Trails service;
- Upgrade services (purchase of service) between counties through existing providers;
- Upgrade services (purchase of service) within a county through existing providers;
- Ridesharing;
- Uber and Zipcar;
- Create a Regional Authority;
- Create a Tribe-operated transit service; and,
- Update the Eastern Upper Peninsula Coordinated Transportation Plan.

Each of these topics is discussed individually in terms of implementation assumptions, funding, and cost. The next chapter addresses recommendations. The costs highlighted in yellow in the tables in this chapter indicate recommended services carried forward to Chapter 9 - Recommendations.

Provide Mobility Coordination Services

As noted earlier in this document, providing Mobility Coordination services would entail hiring an individual as a Mobility Coordinator.

Implementation Assumptions – The provision of transportation services and their funding is complex. The Mobility Coordinator would provide a single point of contact for Tribal members and the general public. The Mobility Coordinator would have the information on all transportation services in the Tribe’s seven-county service area. This would include public transit providers noted in Chapter 3, but also private providers such as taxi companies and any human service agency transportation that might be available. They could also support ridesharing services provided by others.

Funding – Sec 5311 – Tribal Discretionary; Sec 5311 – Tribal Formula; and, Sec 1119 – Tribal Transportation Program.

Cost – \$40,000 – \$60,000.

Changes to Indian Trails Service

Implementation Assumptions – There two potential paths. The first is to discuss with Indian Trails and/or MDOT whether service could be shifted to daytime service for a greater part of the seven-county UP Tribe service area. The second is discussed herein and involves a purchase of service agreement for intercity regional service by Indian Trails, the most realistic entity to provide such service. Table 8-1 summarizes important aspects of Indian Trails’ service.

**Table 8-1
Indian Trails Service Options**

	Indian Trails "Y" Loop	Indian Trails 2 Loops	Indian Trails Horseshoe
Employment trips	No option can provide job service due to lack of frequency. "Y" loop has no St. Ignace service.		
Medical trips	Overnight or multi-day trips only; no returns same day. Serves major med centers, except Horseshoe does not connect to the Manistique Tribal Health Center.		Horseshoe could serve Marquette and SSM medical facilities with 2-way trips.
Educational trips	No return trip	No return trip	Horseshoe could serve NMU and Lake Superior with 2-way trips.
Other trips	Opportunity for social and discretionary trips.		
On-bus restroom?	Function of bus type and cost; likely yes.		
Stops	Existing + new depending on routes.		
Annual Cost - 6 days/week	\$1,063,300	\$1,258,000	\$1,472,600
Annual Cost - 2 days/week	\$354,400	\$419,300	\$490,900

Source: The Corradino Group of Michigan, Inc., Mannik & Smith Group, and JDrury Consulting LLC

Indian Trails is a for-profit business. It provides a valuable service across the UP. Service is provided through a subsidy by MDOT, as MDOT believes the service is needed to allow those in the UP to reach distant destinations. MDOT covers operating losses on some portions of the UP service. The existing night-time service is driven by contractual negotiations between Indian Trails and MDOT. The low frequency of existing service and the potential services summarized in Table 8-1 indicate this service cannot easily serve discretionary trips that involve scheduling. Trips could be taken to a medical appointment on the other side of the UP, but these may necessitate an overnight stay. And, the demand generated by such trips would be very low, as indicated by total daily traffic demand in the UP as shown in Figure 2-3.

That said, there is no reason daytime service should not be discussed among the Tribe, Indian Trails and MDOT. The concept is that the increase in ridership if service were operated during the day would more than offset the ridership loss that could result if riders had to wait hours for a connection in Escanaba and St. Ignace to get to points outside the UP. On the other hand, such service would mean less productivity for buses and drivers that now through-route to points outside the UP. The buses and drivers would have to wait, or the scheduling system be adjusted so drivers and buses did not have down time.

Funding – Sec 5311 – Tribal Discretionary; Sec 5311 – Tribal Formula; and, Sec 1119 – Tribal Transportation Program. Potentially state intercity bus subsidy.

Cost – Even if service were only two days a week, costs of \$350,000 to \$500,000 would be anticipated.

Upgrade Service between Counties

Transit providers now operating in the study area could provide service across county lines.

Implementation Assumptions – Service between counties by public providers has been explored in the past in various locations with limited success. Compared with Indian Trails, the cost is lower and the ability to serve a variety of trip needs is greater (Table 8-2).



**Table 8-2
New Inter-county Existing Provider Service**

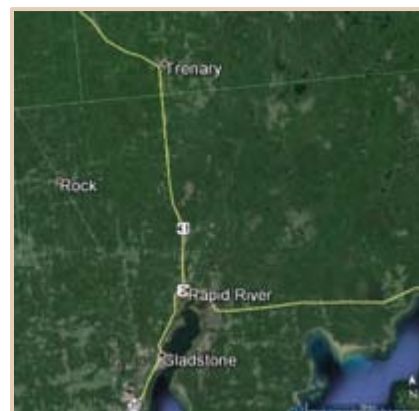
	Marq to Escanaba – MarqTran	Marq to KI Sawyer – MarqTran	Escanaba to Manistique – DATA	St. Ignace to SSM – EUPTA
	6 Round Trips/Day 6 Days/Week	Round Trips/Day 5 Days/Week	6 Round Trips/Day 6 Days/Week	6 Round Trips/Day 6 Days/Week
Employment	Some potential	Some potential	Some potential	Some potential
Medical	Reasonable potential	Reasonable potential	Reasonable potential	Reasonable potential
Educational	Good potential	Good potential	No potential	Some potential
Other	Good potential	Good potential	Good potential	Good potential
On-bus restroom	No	No	No	No
Stops	Point Deviation	Point Deviation	Point Deviation	Point Deviation
Annual Cost	\$243,000	NA	\$300,000	\$180,000
	2 Round Trips/Day 5 Days/Week	1 Round Trips/Day 5 Days/Week	3 Round Trips/Day 2 Days/Week	2 Round Trips/Day 5 Days/Week
Minimal Service/yr	\$135,000	\$37,000	\$49,500	\$74,300

Source: The Corradino Group of Michigan, Inc., Mannik & Smith Group, and JDrury Consulting LLC

Marq-Tran serves the K.I. Sawyer area, where there is tribal housing. Service could be more frequent, but the distances are great, meaning the cost of service is high. Service in Escanaba, Gladstone and Manistique could be more frequent, but the biggest expressed need was for the longer distance service, between Escanaba and Manistique. Contracted service could be worked out with DATA and the Schoolcraft County system. There has long been a desire to have better service between Sault Ste. Marie and St. Ignace. For all these services, there would be an important role for a Tribal Mobility Coordinator: first to determine more precisely what the demand is, then to focus that demand into scheduled trips at a level that serves needs, while minimizing costs. If such service were provided, it would require a commitment to provide a defined level of service for a period of more than a year, at a minimum.

In 2012 the Central Upper Peninsula Planning & Development Regional Commission prepared the *Regional Transit Hub Study*. This study examined a transfer hub in Trenary, which is a point central to Marquette, the Gladstone/Escanaba area, and Manistique. The study found:

- Service would require 36 passengers a day to be cost-effective, with 54 being preferable;
- Marketing would be extremely important;
- It would not be cost-effective for four transit systems to change their schedules;
- A second transfer point would be needed at Rapid River;
- Direct runs by a single provider would be more cost effective;
- The pilot would have to be fully funded for at least two years; and,
- Mobility management may be a better course forward.



Services in Table 8-2 are consistent with the findings that there be one provider. It is important to note their conclusion that a minimum trial period be two years.

Funding – Sec 5311 – Tribal Discretionary; Sec 5311 – Tribal Formula; Sec 5311 – State Operating; and, Sec 1119 – Tribal Transportation Program.

Cost – one or two round trips per day, five days a week city-to-city service by an existing public sector transit provider would have costs of \$37,000 – \$135,000.

Upgrade Service within Counties

Perhaps the most straightforward way to implement expanded transit service is to purchase service by an existing public provider within their existing service area.

A number of interlocal agreements are in place today in the UP. Meanwhile, EUPTA has the authority to operate in Chippewa, Luce, and Mackinac counties, and the CLMCAA has the authority to operate in Sault Ste. Marie and St. Ignace.

The Tribe could support transit service in the already designated service area of a local transit system, such as EUPTA or CLMCAA, depending on the service coverage desired. The local transit system would continue to be eligible to apply for traditional transit funding administered by MDOT. The Tribe could support the transit operator by applying for and providing capital funds through the Sec 5311 Tribal Transit discretionary program and/or Sec 1119 Tribal Transportation Program. If a Tribe used the discretionary funding for purchase of services and included those miles in the NTD, the service could thereafter receive Section 5311 formula funds. An interlocal agreement would support the relationship between the Tribe and the provider, but is not essential. Service could be demand response, fixed route, or point deviation. Pros and cons of these service types are shown in Table 8-3.

Table 8-3
Demand Response vs. Fixed Route or Point Deviation Service

	Demand Response	Fixed Route/Point Deviation
Employment	Some potential within a community. Expensive per trip.	Good potential; examples Kincheloe prison jobs, casinos.
Medical	Good potential within community.	Good potential within region.
Educational	Low potential within community.	Some potential to NMU and Lake Superior State University.
Other	Good potential for shopping/social.	Good potential for shopping/social.
On-bus restroom	No	No
Stops	Curb	Curb
Annual Cost	Dependent on service; \$50/hr	Dependent on service; \$50/hr

Source: The Corradino Group of Michigan, Inc.

Sault Ste. Marie

Implementation Assumptions – Some of those attending the public meetings favored fixed route service within Sault Ste. Marie to get those needing social services to appointments on time. This issue could be addressed by providing more dial-a-ride service within the city. Because of the history of CLMCAA providing this service, it would appear reasonable, as a practical matter, for the Tribe to enter into an interlocal agreement with CLMCAA to provide additional service. While the service would be open door, this could be done in a targeted way that best serves the needs of Tribe members. Targeting service could be determined by a

survey of existing CLMCAA riders, asking whether they are Tribe members and what additional service hours they need. An example of a service extension of two hours of service by CLMCAA each weeknight evening and eight hours of service on Saturday is shown in Table 8-4. The need expressed during public outreach found those in the Odenaang Tribal Housing development and casino workers want more service.

Table 8-4
Additional CLMCAA Evening and Saturday Dial-a-Ride Service – Sault Ste. Marie

SSM Dial-a-Ride – Evening/Sat Service			
	Hrs/Trip	\$/hr	Cost
NA	NA	\$43	NA
18 hours/week			\$782
Annual at 18 hours/week			\$40,700

Source: The Corradino Group of Michigan, Inc.

Funding – Sec 5311 – Tribal Discretionary; Sec 5311 – Tribal Formula; Sec 5311 – State Operating; and, Sec 1119 – Tribal Transportation Program.

Cost – Two hours of additional service by CLMCAA each weeknight and eight hours of service on Saturday would cost \$41,000 annually.

St. Ignace

Implementation Assumptions – Service in the eastern UP beyond county lines has historically been delivered by EUPTA. But CLMCAA already has very limited service in St. Ignace. A number of options for expanded service are presented in Table 8-5.

The first option is for dial-a-ride service in St. Ignace. Such service has been discussed for years. The obstacle has been a lack of local funding, but discussions are continuing about how to implement service. The institutional structure of providing service there would require membership on a Board of a member of that community, if they agreed to be a funding partner. The concept is that, with the Tribe as a partner, the city or county might join also, making the service viable.

Funding – Sec 5311 – Tribal Discretionary; Sec 5311 – Tribal Formula; Sec 5311 – State Operating; Sec 1119 – Tribal Transportation Program; City of St. Ignace; and, Mackinac County.

Cost – Five day a week of six-hour a day service would cost \$59,300 annually. This cost does not include the cost of a dispatcher. The dispatch function is one point of discussion related to implementation.

Other Services

Implementation Assumptions – A review of where Native Americans live, together with the input from the public, indicates the BRETH service (Figure 3-1) would not really benefit the Tribe as much as other services. Kincheloe is relatively well served with nine trips a day, but there is a need to expand service to others with transit needs.

Need was expressed for round trip service between Sault Ste. Marie and St. Ignace over I-75. And, a separate Sault Ste. Marie service to Hessel could follow SR 128.

**Table 8-5
Potential EUPTA Service Expansions**

St. Ignace Dial-a-Ride – Weekday Service			
	Hrs/Trip	\$/hr	Cost
NA	NA	\$38	NA
30 hours/week			\$1,524
Annual at 40 hours/wk*52/yr			\$79,230
EUPTA – BRETH service – One new trip – Doubles existing service			
	Hrs/Trip	\$/hr	Cost
1 round trip	3.00	\$38	\$114
2 directions			\$228
Annual at 5 days/wk*52/yr			\$59,300
EUPTA – SSM/Hessel Local Service – Two Daily			
	Hrs/Trip	\$/hr	Cost
1 round trip	2.00	\$38	\$76
2 round trips			\$152
Annual at 3 days/wk*52/yr			\$23,800
EUPTA – Kincheloe Service – Three more trips/day			
	Hrs/Trip	\$/hr	Cost
1 round trip	1.50	\$38	\$57
3 round trips			\$171
Annual at 5 days/wk*52/yr			\$44,500

Source: The Corradino Group of Michigan, Inc.

Funding – Sec 5311 – Tribal Discretionary; Sec 5311 – Tribal Formula; Sec 5311 – State Operating; and, Sec 1119 – Tribal Transportation Program.

Cost – EUPTA services above would have annual costs of \$24,000 – \$59,000.

Ridesharing

Ridesharing in this context is seen as a Tribe supported function encouraging institutions with Tribe members as employees to develop rideshare programs. For larger employers, such as the casinos, this could mean a vanpool program.



**Table 8-6
Rideshare Pros and Cons**

	Vanpooling – 3rd Party	Ridesharing – Tribe Sponsored
Employment	Good potential where there are concentrations of employees	Good potential where there are concentrations of employees
Medical	No potential	No potential
Educational	No potential	Potential through university ride boards
Other	No potential	No potential
On-bus restroom	No	No
Stops	Curb and collection points	Curb
Annual Cost	Low cost for commuters; free for driver	Informal shared costs

Source: The Corradino Group of Michigan, Inc.

Implementation Assumptions – The assumption is a Tribal Mobility Coordinator is hired, with the rideshare effort performed within the schedule of the Coordinator. For example, existing vanpool programs could be contacted to encourage them to propose to larger employers in the UP. There is a relationship between vanpooling and carpooling. Formation of a vanpool would likely first build from existing carpools. Nevertheless, vanpooling’s history and track record indicate demonstrable benefits to vanpool members.

Modern technology allows for virtual ride boards to be created, especially at educational institutions. The Tribe could have its own ride board on its website. Those wanting to make certain trips could check to see whether anyone else is making a similar trip.

Funding – Sec 5311 – Tribal Discretionary and Sec 1119 – Tribal Transportation Program.

Cost – Built into the salary of the Mobility Coordinator.

Uber and Zipcar

Uber and Zipcar are seen as private, for-profit efforts that may or may not expand in the UP. A Zipcar near Tribal facilities could benefit some Tribe members. The Mobility Coordinator could explore potential service, perhaps at a casino for patrons, such that it would also be accessible to Tribe members.

Create a Regional Authority

In the eastern UP, EUPTA is already in place as a regional transit authority. In the western sections of the Tribe’s service area, the *Regional Transit Hub Study* (with Trenary as the hub) discussed regional service, but there was a lack of initiative resultant from a lack of funding to pursue such broader service. Discussions should continue on a quarterly or annual basis, as the funding climate can change. Also, the Michigan 2-1-1 effort is a cross regional effort to link service to needs statewide. The concept is to dial 2-1-1 and be directed to the appropriate transit provider. This is a collaborative effort that will itself foster cooperation, even if not at the level of a legalized authority.

Implementation Assumptions – As contrasted to collaboration, conditions must change substantially, such as a dramatic increase in funding, for there to be impetus for a new regional authority under PA 196.

Funding – While seed funding could come from a variety of sources, the new regional authority would have the authority to propose a local property tax to support its service, together with Sec 5311 – State Operating.

Cost – The cost of the system would be dependent on its services.

Create a Tribe-operated Transit Service

A Tribe-operated transit service would require dedicating Tribe resources to transit. A Mobility Coordinator would carry out the day-to-day operations of the transit service. Because purchases of transit have been covered elsewhere, this section assumes the Tribe would buy vehicles. Maintenance could be contracted out, or the Tribe could house its own vehicles and maintain them.

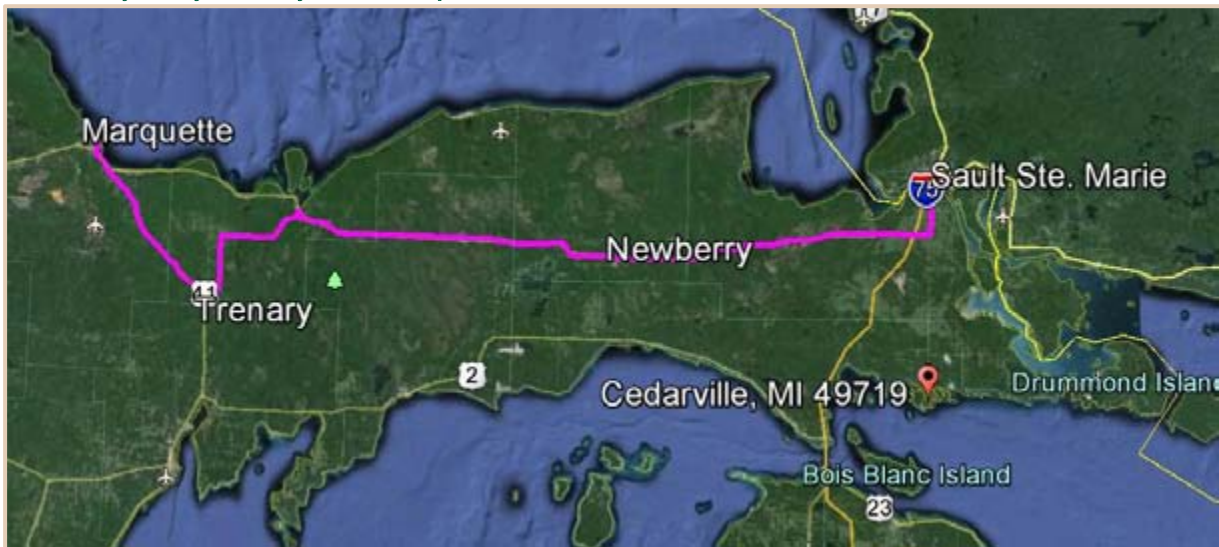
Under this scenario the Tribe would run the day-to-day operations. A phased program would be practical, with the number of vehicles and complexity of scheduling dictating the required staffing – drivers and mechanics.

An example of a base daytime service across the seven county service area is discussed below.

Implementation Assumptions – It is assumed local providers are in place for most Tribe needs. Service could be expanded through these providers by purchase of services or other arrangements. What is lacking is convenient over the road service across the UP. With Indian Trails’ service operating only during the night, the Tribe could institute daytime service. The service would be designed to serve Tribe members, but with an open door policy, so all members of the public are welcome. There would be an established schedule and stops. The Mobility Coordinator would coordinate with other providers to facilitate transfers and there may be some dependence on ridesharing from Escanaba and Manistique to Trenary to make the connection.

A scenario that provides service between Marquette and Sault Ste. Marie via Trenary, Munising, and Newberry, could offer strategic services to Tribe members and the general public during the day. Figure 8-1 shows this example route and Table 8-7 shows related example costs.

Figure 8-1
Cross UP City-to-City Service by Tribe – Example Route



Source: The Corradino Group of Michigan, Inc.

Table 8-7
Cross UP City-to-City Service by Tribe – Example Costs

Operating	Miles	Cost = \$/mile	Leg Time	Dwell (min)	Total (min)	Eastbound		Westbound	
						Depart	Arrive	Depart	Arrive
Marquette-Trenary	34	\$ 102	40	5	45	7:00	7:40	4:34	5:14
Trenary-Munising	28	\$ 84	32	5	37	7:45	8:17	3:57	4:29
Munising to Newberry	60	\$ 180	67	5	72	8:22	9:29	2:45	3:52
Newberry to SSM	65	\$ 195	75	5	80	9:36	11:11	1:25	2:40
Totals	187	\$ 561			234				
									4 hrs 49 min
One round trip		\$ 1,122							One trip one way
One round trip from each end		\$ 2,244							
Three days/week		\$ 6,732							
52 weeks/year		\$ 350,064							

Capital

One bus needed for each direction, plus one spare = 3 vehicles

Ford diesel vans - 3 @ \$46,000	\$ 138,000
Ford gas van - 3 @ \$40,000	\$ 120,000
Bus shelters 5 @ \$4,000	\$ 20,000
Diesel + shelters	\$ 158,000

Notes: The operating cost is on a per mile basis, using a midrange cost from of existing Providers costs. It is inclusive of housing and maintaining vehicles, which could be done by Tribe or contracted out. It also includes staff and all other costs to operate the system.

Source: The Corradino Group of Michigan, Inc.

This example could be varied in any number of ways, but is designed to provide cross UP trips in an economical fashion, with service three days a week. The basic service principle is that a bus would start in the morning in Marquette (say 7 AM) and work its way to Sault Ste. Marie (after 11 AM). It would dwell in Sault Ste. Marie until after 1 PM then head back to Marquette, arriving after 5 PM. A second bus (not shown in Table 8-7) would begin in the morning in Sault Ste. Marie, get to Marquette mid-day, and return to Sault Ste. Marie in the early evening. These are examples, but these trips can be made over and back in the same day in “daylight” hours.

The vehicles proposed for service here are wheelchair equipped vans, rather than substantially more expensive over the road buses, which could cost ten times as much. The seating capacity of such a van, if there were no wheelchairs on board would be about nine, depending on the interior configuration. This means small groups could be accommodated.

The Tribe has a Motor Pool today, and it also has land on East 3 Mile Road, not far from the building that EUPTA and the CLMCAA use as their transit stop, administrative space, maintenance shop and indoor bus storage area (Figure 8-2).

Figure 8-2
Tribe Property on East 3 Mile Road



Source: The Corradino Group of Michigan, Inc.

Tribe Property Boundaries



Source: The Corradino Group of Michigan, Inc. & Sault Tribe

The 3 Mile Road site is large enough to support any services needed. An Environmental Assessment has been performed to ensure there are no hazardous materials on the site from previous use. If the Tribe decided to develop this site as a bus center/storage/maintenance/administrative facility, another study would have to be conducted, if federal funds were used to develop the site. Such a study would clear the site under the National Environmental Policy Act, to ensure there are no wetlands, historic/archeological sites, endangered species, and the like. The cost of developing a facility on this site would be substantial and is not considered here, but might be considered in a later phase of initiation of Tribal transit service in the future.

Funding – Capital costs could be drawn from Sec 5311 – Tribal Discretionary and Sec 1119 – Tribal Transportation Program. Operating costs for the first year could also come from Sec 5311 – Tribal Discretionary, with later year costs reverting to Sec 5311 - Tribal Formula; and, Sec 1119 – Tribal Transportation Program.

Cost – It is estimated that the annual operating cost of providing service with a fleet of three vehicles is approximately \$350,000. The initial cost of vehicles and five bus shelters would be approximately \$158,000 (depending on the size of the vehicles) for a three-vehicle fleet. Alternatively, if the Motor Pool has a vehicle available as a spare, only two vehicles would be needed.

The cost for securing a Tribe owned maintenance facility would be considered in a later phase when service is in place and operating successfully. This topic is discussed more in the next chapter. In the short term, the Tribe could contract with a private provider for maintenance or work through its Motor Pool. For planning purposes here, the operations cost are based on regional averages, and the costs would be considered in the same range either way.

Update Upper Peninsula Coordinated Transportation Plan

The Eastern Upper Peninsula Coordinated Transportation Plan fulfills the FTA requirement for a Coordinated Public Transit-Human Service Transportation Plan. The plan is listed as a requirement for some FTA grant programs. When the plan was originally developed, the Tribe was not considered as a human service agency or transportation provider. Given the availability of funds for tribal transit, the Tribe should be involved in the next update of the plan.

In addition, the next update of the plan should contain recommendations for specific transportation projects. Any transit service funded by the Tribe will ultimately involve FTA funds. Thus these services will be available to not only Tribe members, but also the general public. As such, these projects should be listed and prioritized in the Transportation Improvement Plan for the county where service is provided.

EUPTA is the lead agency for the Eastern Upper Peninsula Coordinated Transportation Plan. EUPTA will be responsible for scheduling meetings and inviting participants. EUPTA will also be responsible for drafting the Plan document. It will be the responsibility of the Tribe to send a representative to any meetings and work to get projects in the plan that will best serve the Tribe and make the most of any FTA resources that they may be able to leverage.

The Tribe should maintain contact with the Western Upper Peninsula Planning & Development Region office (WUPPDR) to participate in any long-range transit planning conducted there.

Implementation Assumptions – It is assumed that EUPTA will take the initiative for updating the Eastern Upper Peninsula Plan. The Tribe should remain in touch with EUPTA to represent its interests.

Funding – Sec 5311 – Tribal Discretionary and Sec 1119 – Tribal Transportation Program.

Cost – As with coordination meetings, the cost associated with updating the Eastern Upper Peninsula Coordinated Transportation Plan or a Western Upper Peninsula Plan will involve staff time of the representatives that participate in the plan.

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9 Recommendations/ Implementation

Chapter 8 examined the pros and cons of a number of transit service scenarios and presented costs and funding sources. This chapter summarizes consultant recommendations first in tabular form (Table 9-1), then in detail for those items that are recommended for implementation.

Table 9-1
Disposition of Alternatives

Alternative	Comments/Recommendations
Provide Mobility Coordination Services	Hiring a Mobility Coordinator is an important first step to implementing a number of the other alternative services/measures.
Changes to Indian Trails Service	Changes in Indian Trails service is a topic that can be explored with that provider. Looking simply at cost, the service is considered to be better provided by the Tribe – at a lower cost and in a way that better serves its members.
Upgrade Services (purchase of service) Between Counties	A review of needs and cost concluded purchase of services made sense for: <ul style="list-style-type: none"> • DATA – Escanaba/Manistique • EUPTA – St. Ignace/Sault Ste. Marie
Upgrade Services (purchase of service) Within a County	A review of needs and cost concluded purchase of services made sense for: <ul style="list-style-type: none"> • CLMCAA – Sault Ste. Marie added evening/ weekend Dial-a-Ride • EUPTA/ CLMCAA – St. Ignace weekday Dial-a-Ride • EUPTA – Additional local service to Hessel
Ridesharing	The Mobility Coordinator could facilitate carpooling and vanpooling in the function of directing users to available transportation opportunities.
Uber and Zipcar	Uber and Zipcar are private, for-profit efforts that may or may not expand in the UP. The Mobility Coordinator could explore potential service with the Zipcar (or similar) organization.
Create a Regional Authority	EUPTA is already in place as a regional transit authority and there appears no need to create another.
Create a Tribe-operated Transit Service	An example system is discussed in the text.
Update the Eastern Upper Peninsula Coordinated Transportation Plan	When the Plan is updated, the Tribe should participate.

Source: The Corradino Group of Michigan, Inc.

So, the services that are recommended for implementation are:

- Upgrade services (purchase of service) between counties through existing providers;
- Upgrade services (purchase of service) within a county through existing providers;
- Provide Mobility Coordination services; and,
- Create a Tribe-operated transit service.

Annual costs (in \$2015) of these services are summarized below.

Table 9-2
Summary Recommendations - Operations

Text Reference	Full Service Cost	Tribe Cost (38%)	Purchased Service
Table 8-2	\$ 49,524	\$ 18,819	DATA - Escanaba/Manistique 3 round trips/day x 2 days/wk
Table 8-2	\$ 74,280	\$ 28,227	EUPTA - Sault Ste. Marie/St. Ignace 3 round trips/day x 5 days/wk
Table 8-4	\$ 40,661	\$ 15,451	SSM Dial-a-Ride - Added Evening/Sat Service
Table 8-5	\$ 79,232	\$ 30,108	EUPTA/CLMCAA St. Ignace Dial-a-Ride - Weekday Service
Table 8-5	\$ 23,770	\$ 9,032	EUPTA - SSM/Hessel Local Service - Two Daily
SUBTOTAL	\$ 267,467	\$ 101,638	Subtotal Annual Purchase of Service
Text Reference	Full Service Cost	Tribe Cost (50%)	Tribe Operated Service
Text	\$ 60,000	\$ 30,000	Tribal Transit Coordinator
Table 8-7	\$ 350,064	\$ 175,032	Tribe operated cross UP service - Two Directions, Three days/wk
SUBTOTAL	\$ 410,064	\$ 205,032	Subtotal Annual Tribe Operated
TOTAL	\$ 677,531	\$ 306,670	Annual paid by Tribe after Year 1

Source: The Corradino Group of Michigan, Inc.

Michigan and the federal government provide funding for both capital costs and operating costs as explained in Chapter 7. Programs and funding levels vary from year to year, so the “local” share that the Tribe would pay also varies. Some funding is based on miles of service and other funding is based on a percentage of cost. Table 9-2 assumes that state and federal sources would cover 62 percent of the operating costs of purchased services once the system is up and running and has vehicle miles of travel that can be reported to the National Transit Database. If the Tribe were to pursue each of the elements shown, purchase of services and Tribe operated service, its annual cost could be on the order of \$307,000, once the state and federal subsidies are accounted for. In the first year the startup costs would be lower, if there were a successful application for 5311 Tribal Transit Discretionary funds. This is a function of how many other grant applications are made. Since the Tribal Transit funding was established there has been a shifting emphasis on operating, rather than capital costs.

At a minimum for startup of cross UP service, three vehicles would be needed and shelters are recommended. These costs would be eligible for 90 percent funding through the 5311 Tribal Transit discretionary funding, and that assumption is built into costs shown in Table 9-3.



**Table 9-3
Summary Recommendations - Capital**

Item	Number	Unit Cost	Total
Ford diesel van	3	\$ 46,000	\$ 138,000
Bus shelters	4	\$ 4,000	\$ 20,000
SUBTOTAL	NA	NA	\$ 158,000
5311 Tribal Discretionary	NA	NA	\$ 142,200
Annual paid by Tribe	NA	NA	\$ 15,800

Source: The Corradino Group of Michigan, Inc.

Implementation Considerations

Mobility Coordinator

A Mobility Coordinator would be a focal point of information and coordination for Tribal members and all residents of the Sault Tribe’s service area. S/he would allow people the opportunity to understand all the various transportation options available at a personalized level, and promote an increased awareness of those services. The Coordinator would promote coordination among the providers and promote use of existing provider services. Finally, the Coordinator would be involved in writing grant applications, record keeping, and reporting.

The Coordinator could be a function of the success of the Tribe’s application for Tribal Discretionary funds. If the application is successful, the position could be advertised and filled, or a portion of an existing employee’s time could be devoted to the position.

Upgrade Services (Purchase of Service) between Counties

This is service that can be purchased from DATA between Escanaba and Manistique (three round trips/day, two days/week) and service purchased from EUPTA between Sault Ste. Marie and St. Ignace via I-75 (three round trips/day, five days/week).

These services would be subject to negotiation between the Tribe and DATA and EUPTA, respectively, and would require the appropriate approvals from the partners in each agreement. Among questions to be discussed would be whether providers have an adequate vehicle fleet to cover the service, or if the Tribe would have to underwrite vehicle purchases, but then reflect a lower per mile or hour operating cost.

Each of these proposed services cross county lines. In the case of DATA the connection into Schoolcraft County is something that has been considered but has not been possible due to limited funding. An interlocal agreement would allow this service across the county line. The same director heads DATA and the Schoolcraft County system, so the purchase of service could be with either entity, subject to contract negotiation, and an interlocal agreement would be straightforward.

EUPTA has the authority to provide service in Mackinac County but has not done so, due to lack of funding participation there. New service into Mackinac County such as the service between Sault Ste. Marie and St. Ignace would be subject to review by EUPTA’s Board.

Vehicles would be housed and maintained by the providers. Ridership and information support would be provided by the Mobility Coordinator.

The miles of travel incurred under this scenario would accrue to the provider. That means the miles would be entered into the National Transit Database by the provider, and the provider would be recompensed through the formula funding, rather than the Tribe being recompensed. The purchase of service agreement would reflect this arrangement.

Upgrade Services (Purchase of Service) within a County

This service category covers proposed purchase of services from: the CLMCCA for expanded Dial-a-Ride service in Sault Ste. Marie (two additional hours of service weekday evenings and eight hours on Saturday); EUPTA or CLMCCA for daytime, weekday Dial-a-Ride service in St. Ignace; and, EUPTA for local service between Sault Ste. Marie and the Hessel area.

Information gathered indicated a demand for more transit service in Sault Ste. Marie, including evening and weekend service. Providing more hours of service will also somewhat reduce the demand during existing hours. At times today not all trips can be served and some trips are pushed to a following day. Because the service would be at times when buses are not now being used, vehicle availability is not expected to be an issue. The purchase of service would be with the Chippewa, Luce, Mackinac Community Action Agency and would hence be negotiated with their Board.

EUPTA service in St. Ignace, like the inter-county service between St. Ignace and Sault Ste. Marie would be subject to agreement of the EUPTA Board.

Like the service provided between counties, the miles of service would be entered into the National Transit Database by the provider and the provider would receive the formula funding, not the Tribe.

Create a Tribe-operated Transit Service

Whereas most Tribal transit needs can be met by expanding the services of existing providers in the UP, movement across the UP is an exception. The data collection effort pointed to a clear need for service across the UP. Indian Trail's service is geared to long distance travel with destinations outside the UP and only provides service in the middle of the night. Such service is not a viable option for many, especially older persons and those with medical trip needs. To satisfy this need the Tribe could embark on providing its own daytime service, several days a week.

The first step is to talk to Indian Trails to determine whether it is possible for Indian Trails to make its service more amenable to the needs of Tribe members. Depending on the outcome of these discussions and the results of a grant application to FTA for Section 5311 Tribal Transit funds, the Tribe could establish its own service as outlined in the previous chapter, with the cost shown above as \$350,000 annually if the service is established, following the scenario presented. Making a series of reasonable assumptions regarding state and federal subsidies, the annual cost to the Tribe would be about \$175,000 if its share worked out to be approximately 50%.

Unlike the purchase of service agreements with existing providers, with the Tribe as the operator, the Tribe would benefit directly from the formula funding, as it would be the entity recording the transit miles in the National Transit Database.



Expansion of Tribe service would be a function of its success. The role of the Mobility Coordinator as a full or part time position would become clearer as will the financial resources needed to support that position. Any service that is instituted should be allowed at least a year, and preferably longer to mature and establish ridership. It simply takes that long for potential patrons to become aware of the service and built it into their habits and schedules. By the same token, once that happens there is a certain dependency that is established. The Tribe is in a somewhat unique position as it conducts social outreach and other programs, and the work of a Mobility Coordinator can publicize services rapidly and directly to those with the greatest need and get feedback from social service administrators about the importance of the service.

As operator the Tribe will also have greater flexibility in adjusting service.

Long term the Tribe can continue to cultivate relationships with the other providers. In particular, EUPTA serves the eastern portion of the Tribe's service area, and their service can be closely coordinated.

Of note is the fact that EUPTA currently shares a building with the Sault Ste. Marie Dial-a-Ride, but EUPTA operates without a lease. This situation makes it more difficult to clarify its operations to the FTA. The Tribe owns land on 3 Mile Road near EUPTA. The Tribe may elect to develop that land to house its transit operations. Or it may elect to work housing and maintaining its transit vehicles at the Motor Pool. If the 3 Mile Road site were to be developed, there may be interest on the part of EUPTA to move their operations/maintenance to that site under a long term lease with the Tribe.

Discussions with Veterans Administration and Disabled American Veterans

One effort now underway in the UP, that should be subject to further discussion among the Sault Tribe, Disabled American Veterans (DAV), the American Legion, and Veterans Administration & Rehabilitation is to allow veterans to go to nearby Tribal health facilities rather travel long distances to VA facilities. The DAV has been providing trips in a van (not for non-ambulatory or oxygen users) for such trips. The VA would then compensate the Tribal health facilities for the services. That would meet a long-standing and growing need and represents an opportunity for a 2-1-1 dispatcher to act as an information source, guiding veterans to the services they need.

Next Steps

The Tribe is working with the FTA to secure Section 5311 funds that can be used to purchase services and establish its own service across the UP. Depending on the success of the grant application and decisions by its Board of Directors, it will determine what, if any, service(s) to sponsor.

The purchase of services with existing providers will involve negotiations and service across the UP will be supported by coordination with all the providers.

A Mobility Coordinator, if established, will support all these efforts, market the Tribe's service, and represent Tribe needs to all other providers.

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Appendix



C o m m e n t C a r d a n d
S u m m a r y o f M e e t i n g
C o m m e n t s



SAULT TRIBE PUBLIC TRIBAL TRANSIT STUDY

COMMENT CARD

The Corradino Group and Sault Tribe Transportation are visiting local communities to gain insight to your Transit needs. Please take this opportunity to comment on any needs you have below. If you prefer to comment online, please visit <https://www.surveymonkey.com/s/G3BPDV8> and complete a short survey. For more information contact: Wendy Hoffman, Transportation Planner, whoffman@saultTribe.net, 906.635.6050 or Ted Stone, Vice President, tstone@corradino.com, 502.587.7221

* * * OPTIONAL * * *

Name _____
Address _____
City / Zip _____
Email _____

TELL US WHAT YOU THINK. Please circle which county you live in.

Alger	Chippewa	Delta	Luce	Mackinac	Marquette	Schoolcraft	Other
-------	----------	-------	------	----------	-----------	-------------	-------

We want to know about your transportation needs and issues, and what you think are the transportation issues affecting the Tribe. Are there places you would like to go that you can't get to? Do you have any suggestions of items or issues we should consider as part of the study? Anything you have to say is important! Use the space on the back.

Tribal Transit Public Comments - from Comment Cards Collected at Meetings

Alger County - ALTRAN	Munising Tribal Center	26-Jun-14	10 AM	5 Attendees
Rita has a sister who does not get service from the Tribe and she is disabled.				
Mari has a sister who needs services, but is outside the service area.				
There was consensus that more runs should be made from Munising to Marquette (presently 6 per day) and that they run later.				
Tribe members must go to Manistique for dental and optical services; there is no service in Munising.				
The Tribe contributes \$5,000 of its 2% money to ALTRAN.				
Clinics [should] define acupuncture/manipulation days for NBY, Marquette, etc. to try to get a fuller bus from Munising as well as diabetic support groups and routine 3-month elder DM clinics.				
[Buses could] serve MSTB [?] dental /optical run on the way home.				
The Tribal Center is going to initiate exercise on its 3rd floor walking track.				
Delta County - DATA	Escanaba, Willow Creek Office Bldg., Suite 300	26-Jun-14	4 PM	6 Attendees
Tribal health care does not cover surgery, which is performed in Marquette, St. Ignace or Sault Ste. Marie.				
Service is needed to the Northern Michigan University in Marquette.				
Service is needed to health care in Manistique.				
Service is needed to the Hannahville Indian Casino on US 2 west of the Delta County line.				
The need is for a flexible service at low cost.				
We need to know the cost of service and schedules.				
Elderly and those without a car need to get to appointments, work, and back again.				
Some appointments, esp. medical can be 1-4 hours away.				
Students need to get to/from classes - flexible times, especially return trips in the evening. Some cannot go to Northern Michigan as they cannot get home again.				
Sometimes medical appointments need to be followed right away with tests run another place.				
Chippewa County - EUPTA	S.S.M. Kewadin Casino	24-Jun-14	3 PM	7 Attendees
Some people with cognitive deficits have trouble with routes that are not fixed.				
A route was sketched on the map - Sherman Park to 3 Mile to DHS to High School to Casino to Health to Social, in a figure 8.				

Ken Stott of Chippewa Luce Mackinac Community Action Agency (CLMCAA) was present and noted:

The City of Sault Ste. Marie subsidizes CLMCAA service.

On a daily basis buses get overloaded; to get a ride one really needs to call ahead.

Buses usually get to destinations such as the hospital on time.

Hiawatha Behavior Health moved out of the city, but is still served.

Walmart allows buses on its property.

The Veterans Services downtown is a common destination.

A fixed route was tried previously, but ran empty and was discontinued. [Project Zero was administered by the state's Family Independence Agency, Michigan Works, and MDOT and had two runs a day between the Soo and St. Ignace - news article 2003].

CLMCAA almost exclusively serves people without cars.

If CLMCAA had more money, it would provide more weekend service.

CLMCAA supports adding bike racks to buses.

The Bay Mills Indian Community has service from their Community Center to the Soo. [Three round trips a day; 6:30, 11:15, 4:30 for \$3 one-way, seniors \$3]

	Kinross Community Recreation Center	25-Jun-14	9 AM	2 Attendees
--	--	------------------	-------------	--------------------

Safety is a concern.

Up to 40% of BIA funds can go to transit.

Service should be coordinated with casinos and shift workers.

The Tribe manages housing in Kinross. The Public Housing is 100% Tribe members, but other housing is only 40% Tribe.

Service should connect everything in the Sault Ste. Marie city limits by a figure 8 route that covers Sherman Park, 3 Mile, Penney's, Walmart, DHS, HIS, the High School, Downtown, Casino, ACFS, Tribal Court, Elders, reservation, and connecting to other means of transportation [notably the EUPTA/CLMCAA facility].

Many families have multiple needs and SSM is spread out. Individuals need to go to several agencies, but w/o appointments and not knowing how long they will be, so a fixed route would serve them better, even if only reduced hours and weekdays only.

Lack of Kincheloe to SSM evening/weekend EUPTA service is a barrier to maintaining employment.

Recovery communities have problems getting to appointments/ interviews and meetings on time. Dial-a-Ride cannot guarantee being on time, which creates more problems for the individuals trying to get help.

Need more routes/runs for casino shifts in Sault Ste. Marie and St. Ignace. Shifts are for the bars and card dealers: 10 PM to 6 AM and 6 AM to 2 PM; For housekeeping: 8 AM to 4:30 PM, 4:30 -11:30 PM, and 11:30 PM to 8 AM.

	St. Ignace - Casino Tent	25-Jun-14	11 AM	5 Attendees
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There is a Mackinac County coalition for transit that meets at the airport.

We cannot get to the grocery now that my husband doesn't drive and cabs are very expensive [\$14], more than in the Soo.

There used to be Meals on Wheels and is still in the Soo. [In fact Meals on Wheels exists in St. Ignace, but not Sault Ste. Marie.]

[In Mackinac County, 140 people receive food through the Meals on Wheels program. The program operates five days a week with five volunteer drivers delivering. Community Action Agency.] St. Ignace News, Oct 24, 2013.				
We need medical service to Sault Ste. Marie.				
We need service to the grocery store.				
	Hessel Community Center	25-Jun-14	12:30 PM	12 Attendees
There is a cancer run to Petoskey [In Manistique a Tribe nurse supervisor said this is a War Memorial Hospital (SSM) oncology run daily for chemo or radiation treatment to Petoskey.]				
We need service between Hessel & Cedarville, plus service to: in the Soo - Vet Doctors Building, Sault Tribe Health Center, and Big Bear - and also the Rudyard School for swimming.				
I think it would be great to have transit in the Hessel area.				
We need transportation to all people in need (not just Tribe members) to Sault Ste. Marie, St. Ignace, Petoskey, Traverse City, Marquette, etc.				
Elders need service to and from appointments. The Tribe's elder services are great, but many people have no car and have trouble with transportation. Most of these people in Hessel/Cedarville go to St. Ignace or Sault Ste. Marie.				
A cab from Sault Ste. Marie to Hessel costs \$55.00.				
	Newberry Tribal Health Center	25-Jun-14	4 PM	2 Attendees
It will be important to determine whether the Affordable Care Act will cover non-emergency medical transportation and how individuals/agencies will be reimbursed.				
We need medical transportation for all disabled or those with limited disability, including to Sault Ste. Marie, Marquette, Manistique and Munising.				
Marquette County - Marq-Tran	K.I. Sawyer Silver Wings Heritage Air Museum	26-Jun-14	1 PM	1 Attendee
There is a Sawyer Alliance Group that meets at the Museum the 1st Monday of each month that has been in discussion with Marq-Tran about transit service.				
Students can get to Northern Michigan University, but cannot get back in the evening.				
Transit service to KI Sawyer/Gwinn stops at 7 PM and no Sunday. Four years ago I and my son bought a home at Sawyer (coming from Kincheloe) and am upset that the school here doesn't recognize there are Tribe children in the school.				
Schoolcraft Co. - Schoolcraft Co. Transit	Manistique Tribal Health Center	27-Jun-14	1 PM	7 Attendees
Some Manistique school children walk to school.				
Manistique and county schools are served by school buses.				
Some school children use Schoolcraft Transit because it is faster.				
Some Tribe members cannot afford the fares.				
There is no real service for individuals from 7-9 AM and 2-4 PM because of the service provided to the schools.				
Mammograms and ultrasounds are only available in Sault Ste. Marie.				
Bay de Noc Community College in Escanaba is difficult to get to from Manistique.				
Many Tribe members come to Manistique for health services.				

We need service to Northern Michigan University from Escanaba and Manistique.
Transit costs are extremely high: a ride from the Tribal Center to downtown Manistique costs \$4 one-way; Luce Co. Dial-a-Ride costs \$6 for a round trip in Newberry.
We have the following transit needs: Shuttles to: Manistique and Escanaba with stops in Gladstone run throughout the day. Shuttles to: Northern Michigan University and Bay de Noc. Shuttles to: medical clinics in Escanaba and Marquette. Transportation to/from: grocery store, work, laundromat, family members in hospitals and nursing homes, youth events after school, elder activities (all seven counties), cultural events (all seven counties), State Fair, needed social services, and medical services such as pharmacy, dental, optical, substance abuse, behavior health, dialysis, and cancer treatments.
The Tribe should seek grants/funding to provide its own service across the seven-county area.
Elders need service to and from appointments doctors, dental, optical at the Tribal Center or in Marquette or Escanaba.
Students need to get to Bay de Noc Community College and Northern Michigan University.
Elders need rides to the meal program in Manistique.
Tribe members need service for cancer and dialysis in Escanaba.
Tribe members need service for work trips.
Handicapped persons need transportation.
I need rides to: the casino, doctors (Sault Ste., Marie), hospital (Marquette), Escanaba to shop, and Elder lunches.
We need rides to: lunch at the Tribal Center; doctor's appointments in Escanaba, Marquette, Sault Ste. Marie; schools and colleges; home from bus stops; and shopping in Escanaba and Marquette.
We need rides to: lunch at the Tribal Center, doctor's appointments (Sault Ste. Marie), the grocery store, pharmacy, other stores, hospitals, Escanaba to shop, concerts, and schools.
There is no evening service now to the outer areas of Manistique.
I need service to late day events and weekend activities, such as wellness participation scheduled at the Tribal Center.
I will not be able to afford \$2/day or more to have my daughter be picked up at the Shell station every day after school. We live in Manistique and I prefer for her to go to high school in Garden. The Manistique Shell drop-off is 3:30-3:45. I am unable to pick her up.

B

Appendix



SurveyMonkey®
Survey

**Sault Ste. Marie Tribe of Chippewa Indians
Transportation Program - Transit Survey**

The Sault Ste. Marie Tribe of Chippewa Indians in collaboration with Corradino Group is currently conducting a study to develop a Tribal Transit Implementation Plan. The purpose of this study to develop a three-year plan for public transportation services within our service area. An important part of this effort is to gather input from Programs and Departments to help us assess current transit assistance provided to our membership, membership needs, and membership use and/or identify ways of improving transit services. The survey is arranged in three parts “Public Transportation Question”, Demographic Questions” and an “Optional Comment” section. The survey should take no more than 20 minutes to complete.

Public Transit Questions

This section will ask questions about current transit services provided to membership, available Transit in your community and your knowledge of the transit needs of the membership you serve.

1. Does your Program or Department provide any type of Transit/Transportation assistance to membership?

- Yes No

a. If you do provide services, what type of service best describes the services provided by your Program or Department? (check all that apply)

- Provide general information on available public transportation (contact phone number, schedules, rates, general information, etc.).
- Volunteer Driver
- Staff / Employee Driver
- Private Service (taxi) vouchers
- Public Transit vouchers
- Gas Voucher
- Other _____

b. If yes, are members charged for this service? Yes No

c. What are the rates? (if rates vary; list service and rate for each)

Service: <u>Medical (Non-Emergency Medical)</u>	Rate \$ _____
Service: <u>Emergency Medical</u>	Rate \$ _____
Service: <u>Job / Employment Access</u>	Rate \$ _____
Service: <u>Education</u>	Rate \$ _____
Service: <u>Shopping, Errands, Volunteering</u>	Rate \$ _____
Service: _____	Rate \$ _____
Service: _____	Rate \$ _____
Service: _____	Rate \$ _____

d. In which counties are these services provided? (Check all that apply).

- Chippewa County
- Luce
- Alger
- Marquette
- Mackinac County
- Schoolcraft
- Delta
- All Counties

e. How are these services funded? (check all that apply)

- Tribal General Fund
- Federal
- State
- Other

f. What has your Program or Department budgeted for Transportation services for FY 2014? (please provide totals)

<input type="checkbox"/> Tribal General Fund	\$ _____
<input type="checkbox"/> Federal	\$ _____
<input type="checkbox"/> State	\$ _____
<input type="checkbox"/> Other	\$ _____
TOTAL	\$ _____

2. How often is this service provided? (check all that apply)

- Daily
- Twice a week
- Once a week
- Once a month
- Seldom
- Never

3. Does your Program/Department track ridership, usage, etc.? Yes No

4. If you do not provide public transit services; which category below best describes the reasons for not providing this service? (Check all that apply).

- Cost information
- No direct service to facilities/services
- No bus stop near facilities/services
- Service not frequent enough
- Poor connections or transfers
- Lack of transit route/schedule
- No need
- Limited hours of operation
- Dangerous street crossing
- Other (please explain) _____

-
5. If public transit was provided in our community, what services should be include:
- Fixed route (scheduled service on established routes).
 - Specialized transit (special on-call service for elderly persons and persons with disabilities).
 - Express service for commuters.
 - Some combination of the above.
 - I do not support the need for transit.
 - Undecided/need more information
6. Which category best describes the transit needs of the membership you serve? (check all that apply)
- | | |
|---|--|
| <input type="checkbox"/> Employment related | <input type="checkbox"/> School |
| <input type="checkbox"/> Medical/dental
(shopping, errands) | <input type="checkbox"/> Personal services |
| <input type="checkbox"/> Social/recreational | <input type="checkbox"/> Volunteer |
| <input type="checkbox"/> Non-users (would not consider public transit services) | <input type="checkbox"/> Other |
7. Does the membership you serve need any of the following kinds of assistance to travel? (check all that apply)
- | | |
|---|--|
| <input type="checkbox"/> Help loading and unloading packages
vehicle | <input type="checkbox"/> Assistance getting into and out of a
vehicle |
| <input type="checkbox"/> Escort | <input type="checkbox"/> Door to door service |
| <input type="checkbox"/> Wheelchair lift, lift or ramp | <input type="checkbox"/> Space for a fold-up wheelchair |
| <input type="checkbox"/> Other | |
8. Which days of the week would transit service most likely be used by your Program/Department?
(check all that apply)
- Monday Tuesday Wednesday Thursday Friday Saturday Sunday
9. What times would your Program/Department MOST likely use transit?(check all that apply)
- | | | |
|--------------------------------------|--|--|
| <input type="checkbox"/> 6 am to 9am | <input type="checkbox"/> 9 am to 12 noon | <input type="checkbox"/> 12 noon to 4 pm |
| <input type="checkbox"/> 4 pm to 7pm | <input type="checkbox"/> 7 pm to 10pm | <input type="checkbox"/> 10 pm to 6 am |
10. How important would each of the following characteristics be in your decision to provide some type of transit service (1-Not Important, 2-Somewhat Important, 3-Important, 4-Very Important).

	1 Not Important	2 Somewhat Important	3 Important	4 Very Important
Service from home to work				
Flexibility				
Evening Service				
Late-night service				
Weekend service				
Very few stops				
Clear fare structure				
Easy to arrange				
Same day scheduling				
Wheelchair accessible				
Guaranteed ride home(for staff or members)				
Other				

Demographic Questions

Demographic questions are important for analysis and will help us make comparisons.

1. What is the median age of the membership that you serve?

- Less than 18
- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 and over

2. Does your Program/Division provide services to the following? (check all that apply)

- Sault Tribe Member
- Sault Tribe Spouse
- Other Native
- Non-Native

Optional Comment Section

We've included this section so you can provide us with comments and suggestions

1. Please take a moment and add any additional comments you may have about transit in our community.

Open-ended SurveyMonkey® Question Responses

Please take a moment to add any additional comments you may have about transit in your community. Especially tell about any specific needs you have.

1. I feel that we need more transportation for KI Sawyers/Gwinn for people that work night shift and Sunday and people that don't have a car. I feel it would help KI Sawyers and Gwinn a lot.
2. No public transit for our area in evening hours.
3. Needs exist for some, but not myself. Feel a scheduled option for getting to clinic series or events would be nice to have in Schoolcraft County.
4. St. Ignace transit should connect with the non-transportation schedule.
5. Public transportation to Petoskey or Marquette hospital.
6. I would like transportation here in Hessel. I would use it.
7. It would be nice for Hessel Elders to have transportation a couple of days a week to go to Soo, where they have exercise rooms & things we don't have here.
8. It is very hard living out in Kinross and transportation is very scarce, living out in Kinross.
9. My children will be going to Big Bay de Noc High School in Garden, MI, the fall of 2015, possibly 2 of them in this coming September. The school bus drops them off at the Shell Station at 3:30-3:45. I work until 4:00. I cannot afford to pay \$2.00 or more a day for the transit to take them home every day. FROM SCHOOLCRAFT???
10. Not sure if it's in our area.
11. I would use public transit to get home from a bar or party maybe once per month - other than that, I really do not have a need for it.
12. It is a nice service.
13. As a teacher in Chippewa County, I have students who struggle to get to school due to transportation needs and I also find it extremely difficult to get students places in the community as a group. I would love if there were a subsidized/affordable option for myself and my students to get to school (locally in Kinross area and from the Soo to Kinross), a more affordable way that we could schedule field trips to get into the Soo, and a means for my students to get into the Soo on a regular basis to pursue employment.
14. More transit is needed in our area, Escanaba, Mi.
15. Public transportation is essential to any community. It provides jobs, opportunities for further education, recreation, etc., for all individuals!

C

Appendix



P r o v i d e r S u r v e y

SAULT STE. MARIE TRIBE OF CHIPPEWA INDIANS
PUBLIC TRIBAL TRANSIT IMPLEMENTATION PLAN
Alger, Chippewa, Delta, Luce, Marquette, Mackinac, and Schoolcraft Counties

Questions for Transit Managers

1. Have you had contact with the Sault Ste. Marie Tribe of Chippewa Indians or members of the Tribe requesting specific transit services?
2. Do you know if there are facilities owned or operated by the Sault Ste. Marie Tribe of Chippewa Indians in your county and within your existing service area? Do you currently serve those facilities?
3. If the Sault Ste. Marie Tribe of Chippewa Indians approached you regarding the development of a purchase of services agreement for services both within and outside of your county what would you see as the biggest concern or obstacle that would keep you from entering into such an agreement?
4. Do you feel the current level of transit service that you are providing within your County is adequate? If not, how would you improve the level of service? Do you have service expansion plans?
5. Do you have adequate capital resources (buses, facilities, etc.) to meet your current level of demand? What capital resources would you need to meet the improved level of services described in Question # 2 above?
6. Do you currently provide service beyond your county boundaries? If yes, where do you go to and do you see the need for out county service expanding or declining?
7. Would the establishment of a separate multi-county regional system that coordinates with the existing transit systems to provide greater transit access to jobs, medical facilities, shopping, schools, etc., help address unmet transit needs? If yes, would you be willing to lead or be part of the planning for such a system? Do you believe there would be public / political support for a regional system?
8. Considering our discussion today and the fact that the study is in its initial stages, what thoughts and ideas would you like me to take away from this meeting?

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Appendix



I n d i a n T r a i l s
S e r v i c e O p t i o n s

Indian Trails Service Options

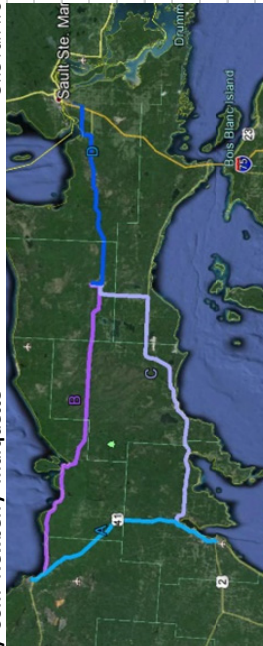
Leg	From	To	Hours*	Miles	Cost/Run**	Route	Rank of Need
A	Marquette	Escanaba	1.52	67	\$ 268	Via US 41 - Maquette, Harvey, Green Garden, Skandia, Kiva, Diffin, Maplewood, Masonville, Gladstone, Wells, Escanaba	2
B	Newberry	Marquette	2.20	106	\$ 424	Via M-123, M-28 - Newberry, McMillian, Senev, Shingleton, Wetmore, Mumising, Christmas, AuTrain, Harvey, Marquette	
C	Escanaba	Newberry	2.35	113	\$ 452	Via US 41, US 2, M-117, M-28, M-123 - Escanaba, Gladstone, Rapid River, Manistique, Gulliver, Engadine, Newberry	
D	Newberry	Sault Ste. Marie	1.55	70	\$ 280	Via M-123, M-28, M-221, I-75 - Newberry, Eckerman Corner, Strongs, Raco, Brimley, Sault. Ste Marie	3
E	St. Ignace	Newberry	1.53	68	\$ 272	Via M-28, M-123, I-75 - Newberry, Trout Lake, Ozark, Moran, Allenville, St. Ignace	
F	SSM	St. Ignace	1.17	52	\$ 208	Via I-75, S. Mackinac Trail, I-75 - St. Ignace, Rudyyard, Kincheloe, Dafter, Sault Ste. Marie	1

*Point-to-point + 15 minute dwell time per run

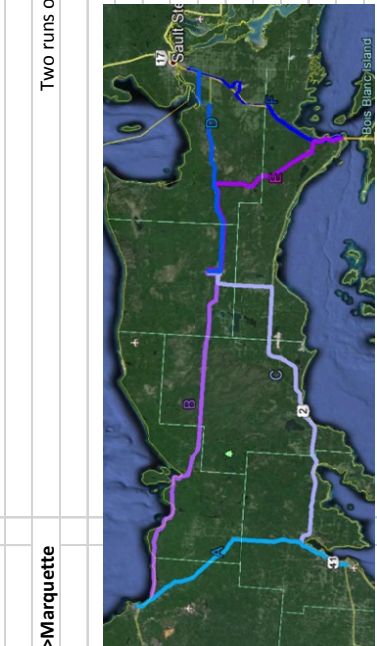
**Assume medium bus @ \$4.00/mi

Below shows example schedule, rounded to quarter hour with dwell time built in

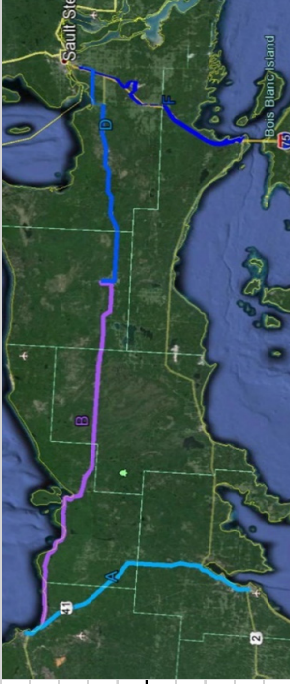
Option 1 - "Y" Loop - Marquette>Escanaba>Newberry>SSM>Newberry>Marquette		One run from each end		Depart	
A	Marq/Escan	1.52	67	\$	268
C	Escan/New	2.35	113	\$	452
D	New/SSM	1.55	70	\$	280
D	New/SSM	1.55	70	\$	280
B	New/Marq	2.20	106	\$	424
One east, one west run		9.17	426	\$	1,704
Annual 6/week			852	\$	3,408
Annual 6/week				\$	1,063,296



Option 2 - 2 Loops - Marquette>Escanaba>Newberry>Marquette & SSM>Newberry>St. Ignace>SSM		Two runs of each loop		Depart	
A	West	1.52	67	\$	268
C		2.35	113	\$	452
B		2.20	106	\$	424
D		6.07	286	\$	1,144
F		1.55	70	\$	280
F		1.17	52	\$	208
E		1.53	68	\$	272
SR 123 to New		0.56	28	\$	112
Each loops twice daily		4.81	218	\$	872
Annual 6/week			436	\$	4,032
Annual 6/week				\$	1,257,984



Option 3 - Horseshoe - Escanaba>Marquette>Newberry>SSM>St. Ignace			
Hours	Miles	Total	
A	1.52	67	\$ 268
B	2.20	106	\$ 424
D	1.55	70	\$ 280
F	1.17	52	\$ 208
Two runs each direction daily			6.43
Annual 6/week			295
			\$ 1,180
			590
			\$ 4,720
			\$ 1,472,640



Example Runs			
N&E	Depart	N&W	Depart
Escan	7:00 AM	St. I	8:00 AM
A Mar	8:30 AM	F SSM	9:15 AM
B New	10:45 AM	D New	10:45 AM
D SSM	12:15 PM	B Mar	1:00 PM
F St. I	1:30 PM	A Escan	2:30 PM
			6.5 hrs
			6.5 hrs

E

Appendix



P u b l i c T r a n s p o r t a t i o n
o n I n d i a n R e s e r v a t i o n s
P r o g r a m ; T r i b a l
T r a n s i t P r o g r a m

Public Transportation on Indian Reservations Program; Tribal Transit Program

Date Posted: 12/9/2014

Closing Date: 2/18/2015

Program: Public Transportation on Indian Reservations Program; Tribal Transit Program

FTA Opportunity ID: FTA-2015-002-TPM

Opportunity Announcement Text: <http://www.gpo.gov/fdsys/pkg/FR-2014-12-09/html/2014-28792.htm>

Opportunity Announcement PDF: <http://www.gpo.gov/fdsys/pkg/FR-2014-12-09/pdf/2014-28792.pdf>

Details:

December 9, 2014. Solicitation of Project Proposals: Public Transportation on Indian Reservations Program; Tribal Transit Program ([Text](#)) ([PDF](#)) Synopses and full announcement are posted on Grants.gov site as opportunity **FTA-2015-002-TPM**. Proposals must be submitted electronically through Grants.gov website by midnight Eastern Time on **Wednesday, February 18, 2015**.

Summary: The Federal Transit Administration (FTA) announces the availability of approximately \$5 million in funding provided by the Public Transportation on Indian Reservations Program (Tribal Transit Program (TTP)), as authorized by 49 U.S.C. Section 5311(j), as amended by the Moving Ahead for Progress in the 21st Century Act (MAP-21), Public Law 112-41 (July 6, 2012). This is a national solicitation for project proposals and includes the selection criteria and program eligibility information for Fiscal Year 2014 projects. FTA may choose to fund the program for more or less than the announcement amount, including applying any FY 2015 appropriations or other funding toward projects proposed in response to the Notice of Funding Availability (NOFA).

The primary purpose of these competitively selected grants is to support planning, capital, and, in limited circumstances, operating assistance for tribal public transit services. Funds distributed to Indian tribes under the TTP should NOT replace or reduce funds that Indian tribes receive from States through FTA's Section 5311 program. Priority consideration will be given to eligible projects that help to expand ladders of opportunity. Examples could include enhancing access to work, educational, and other training opportunities, and supporting partnerships that expand access to other governmental, health, medical, education, social, human service, and transportation providers to improve coordinated delivery of services.

FTA requires that all project proposals be submitted electronically through <http://www.GRANTS.GOV> by 11:59 PM EDT on February 18, 2015. Mail and fax submissions will not be accepted. A complete proposal submission will consist of at least two files: (1) the SF 424 Mandatory form (downloaded from GRANTS.GOV) and (2) the Tribal Transit supplemental form provided at http://www.fta.dot.gov/documents/FY14_Supplemental_Form.pdf. The Tribal Transit supplemental form provides guidance and a consistent format for applicants to respond to the criteria outlined in this NOFA. Once completed, the applicant must place the supplemental form in the attachments section of the SF-424 Mandatory form. Applicants must use the supplemental form designated for TTP and attach the form to their submission in GRANTS.GOV to complete the application process. A proposal submission may contain additional supporting documentation as attachments.

Important: FTA urges applicants to submit their project proposals at least 72 hours prior to the due date to allow time to receive the validation message and to correct any problems that may have caused a rejection notification. FTA will not accept submissions after the stated submission deadline. GRANTS.GOV scheduled maintenance and outage times are announced on the GRANTS.GOV Web site <http://www.GRANTS.GOV>. The deadline will not be extended due to scheduled maintenance or outages.

Eligible Applicants: Federally-recognized Indian tribes or Alaska Native villages, groups, or communities as identified by the U.S. Department of Interior (DOI), Bureau of Indian Affairs (BIA). As evidence of Federal recognition, a tribe may submit a copy of the most up-to-date Federal Register notice published by DOI, BIA: Entities Recognized and Eligible to Receive Service from the United States Bureau of Indian Affairs. To be an eligible recipient, a tribe must have the requisite legal, financial and technical capabilities to receive and administer Federal funds under this program. Applicants must be registered in the [System for Award Management \(SAM\)](#) database and maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by FTA.

Link to the supplemental form to the SF-424: All applicants must complete the [supplemental form \(PDF\)](#) and attach it to their submission on Grants.gov.

Dates: An applicant must submit a proposal electronically by midnight Eastern Time on Wednesday, **February 18, 2015**. Any agency intending to apply should initiate the process of registering on the Grants.gov site immediately to ensure completion of registration before the submission deadline.

For Further Information Contact: Élan Flippin, Tribal Transit Program, Office of Program Management (202) 366-3800, e-mail: elan.flippin@dot.gov.