EATON COUNTY BOARD OF COMMISSIONERS

EATON COUNTY BOARD OF COMMISSIONERS/PUBLIC WORKS AND PLANNING COMMITTEE

WEDNESDAY, JANUARY 10, 2024
9:00 A.M.

BOARD OF COMMISSIONERS' ROOM, COUNTY COURTHOUSE, CHARLOTTE

AGENDA

1. Call to Order.
2. Pledge of Allegiance.
3. Agenda Additions and Changes.
4. Approval of December 13, 2023 Minutes.
5. Limited Public Comment.
6. Construction Code/Planning and Zoning Report.
    - County Master Plan Update
    - Finance Report
7. DIA Update.
    - Materials Management Plan (MMP) Update
    - Finance Report
8. Parks Report.
    - Finance Report
9. Bank Intercounty Drain Project Update and Presentation.
10. Semi-Annual Agency Reporting Schedule.
11. Miscellaneous.
    - EATRAN Transportation Needs Study and Service Plan Final Report
12. Limited Public Comment.
13. Adjournment.

A quorum of the Board of Commissioners may be present at this meeting.

PUBLIC WORKS & PLANNING COMMITTEE

WEDNESDAY, DECEMBER 13, 2023
9:00 A.M.

MINUTES

MEMBERS PRESENT:	Commissioners Barbara Rogers, Terrance Augustine, Blake Mulder, Joe Brehler, and Brian Lautzenheiser, Scott Hansen, and Trevor Youngquist.
ALSO PRESENT:	Commissioners Jim Mott and Brian Droscha, Connie Sobie, Claudine Williams, Chris Garrison, Travis Keeton, Brandy Miller, and Deb Penfield.

The December 13, 2023 regular meeting of the Public Works and Planning Committee was called to order at 9:00 a.m. by Chairperson Rogers.

The Pledge of Allegiance was given by all.

Commissioner Lautzenheiser moved to approve the agenda. Commissioner Hansen seconded. Motion carried unanimously.

Commissioner Lautzenheiser moved to approve the November 8, 2023 meeting minutes. Commissioner Youngquist seconded. Motion carried unanimously.

Limited Public Comment. Eaton Conservation District Executive Director, Rachel Cushieri-Murray, thanked the Commissioners for the appropriation to the Eaton Conservation District. It was noted they have hired a part-time temporary grant writer for the sub water sheds between Eaton Rapids and Dimondale E coli leakage issue and the District has finished their annual photo contest. Note cards and desk calendars with the photos that were submitted are for sale on the District's website.

Construction Code, Planning and Zoning Director, Chris Garrison, presented the department's monthly report. A contract has been signed and the Department has a meeting on December 8th to begin discussions on the implementation of the BS&A online permitting system. In reference to the Master Plan update, it was reported the Planning Commission, at their December 5th meeting, moved to recommend the Board of Commissioners approve the Draft Eaton County Master Plan at their January 17, 2024 meeting and for it to then be sent out for the required sixty three (63) day review period.

Resource Recovery Program Assistant, Debbie Penfield, presented the department's monthly report. Currently sixteen (16) applications for the recycling center operator are being reviewed. Discussion was held. Commissioner Mulder moved to approve minor repairs and improvements at the Sunfield Recycling Center as proposed. Commissioner Lautzenheiser seconded. Motion carried unanimously.

Parks Director, Travis Keeton, presented the department's monthly report. It was reported four companies submitted proposals to develop a strategic plan for Fitzgerald, Lincoln Brick, Crandell and Fox Parks. The Parks Workgroup reviewed to the proposals and recommends Williams & Works, Inc be awarded the project. Commissioner Augustine moved to recommend Williams and Works, Inc. be awarded a contract to complete a Strategic Plan for Fitzgerald, Lincoln Brick, Crandell and Fox Parks to the Board of Commissioners. Commissioner Youngquist seconded. Motion carried unanimously. Discussion was held in reference to a budget request to roll over funds to the new budget year to complete specific parks projects. Commissioner Augustine moved to recommend a budget amendment for the project rollover funds to the Ways and Means Committee. Commissioner Brehler seconded. Motion carried unanimously.

Chad Powers, Facilities Director, gave an update on the semi-annual Strata groundwater monitoring report.

Limited Public Comment. None.

Chairperson Rogers adjourned the meeting at 9:45 a.m.

The next regularly scheduled meeting of the Public Works and Planning Committee will be held in January 2024 on a date to be determined at the Board of Commissioners Organizational Meeting scheduled for 7:00 p.m. on January 2, 2024, in the Board of Commissioners Room of the Courthouse located at 1045 Independence Blvd, Charlotte MI 48813.

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Barbara Rogers, Chairperson

Eaton County Department of Construction Codes & Planning and Zoning

1045 Independence Boulevard, Charlotte, Michigan 48813
Telephone: (517) 543-3004 Fax: (517) 543-9924

"OUR GOAL IS TO PROVIDE A SAFER PLACE TO LIVE, WORK AND PLAY"

Department of Construction Codes & Planning and Zoning Report 1/4/2024
For Public Works & Planning Committee January 10, 2024

Department Boards:

- The **Planning Commission** did not meet in January due to lack of business.
- The **Zoning Board of Appeals** did not meet in January due to lack of business.
- The **Construction Code Board of Appeals** did not meet in December due to lack of business.
- The **Zoning Ordinance Committee** will meet on January 16th at 4:00 p.m. They will further discuss potential marihuana facilities and where they may be interpreted to fit within the Zoning Ordinance.

Online Permitting System (BS&A):
Staff met with BS&A to further discuss the online permitting system. Staff signed contracts with BS&A on December 8th. Staff has a meeting scheduled with BS&A on Monday, January 29th to begin implementation of the online permitting system. We hope to be online during the month of February.

Staff from Info. Systems, Property Descriptions and Equalization, Treasures Office and our office has continued discussions with BS&A to determine if their cloud based systems for their building, assessing and tax programs will work for Eaton County.

Master Plan Update:
The Planning Commission at their December 5th meeting moved to recommend the Board of Commissioners at their January 17th meeting approve the Draft Eaton County Master Plan to be sent out for the required sixty-three (63) day review period. The Board of Commissioner may wish to stipulate, if no changes are made to the Draft Master Plan the final approval may be made by the Planning Commission. The Draft Eaton County Master Plan is located on the Eaton County Website: https://www.eatoncounty.org/618/Master-Plan

Code Enforcement (open/active):

- Work without permits seven (7)
- Hazardous buildings twenty-one (21)
- Junk thirty-nine (39)
- Zoning thirty-three (33)

No tickets were issued in the month of December.

Eaton County Board of Commissioners
January 17, 2024

Resolution to Reserve Right to Final Approval of the 2024 Eaton County Master Plan

Introduced by the Public Works and Planning Committee

WHEREAS, the Eaton County Board of Commissioners established a Planning Commission to prepare plans for the development of the county, and

WHEREAS, the Michigan Planning Enabling Act, PA 33 of 2008 establishes the procedures for the development and adoption of Master Plans, and

WHEREAS, the Michigan Planning Enabling provides the County Board of Commissioners with the option of assuming for themselves the right of final approval of a Master plan adopted by the Planning Commission, and

WHEREAS, the Eaton County Planning Commission has prepared an update to the Eaton County Master Plan and has presented it to the County Board of Commissioners to authorize a public hearing on the plan.

NOW THEREFORE BE IT RESOLVED that the Eaton County Board of Commissioners reserves for itself the right to final approval of the Eaton County Master Plan as authorized under the Michigan Planning Enabling Act, if any changes are made to the current draft following the required public comment period and Planning Commission hearing.

Those Aye: ____

Those voting Nay:____

Abstention: _None____

Absent: __None____

Motion carried.

____
Jim Mott, Chairman
Eaton County Board of Commissioners

I, Diana Bosworth, the duly qualified and acting Clerk of Eaton County, Michigan DO HEREBY CERTIFY that the foregoing is a true and complete copy of certain proceedings taken by the Eaton County Board of Commissioners of said County at a regular meeting held on the 17th day of January, 2024.

____
Diana Bosworth, Clerk
Eaton County Board of Commissioners

County Wide Housing Starts		January	February	March	April	May	June	July	August	September	October	November	December	2023 Totals	2022 Totals
Delta Twp.	Site Built	1	0	0	1	1	4	0	0	2	0	0	0	9	23
	Mobile Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Totals	1	0	0	1	1	4	0	0	2	0	0	0	9	23
Eaton County	Site Built	2	4	1	4	6	3	8	10	14	11	6	3	72	78
	Mobile Homes	1	0	0	0	0	0	0	0	1	2	2	15	21	9
	Totals	3	4	1	4	6	3	8	10	15	13	8	18	93	87
Eaton Rapids	Site Built	1	0	0	0	0	0	0	1	1	0	1	1	5	0
	Mobile Homes	0	0	0	4	0	0	0	0	0	0	0	0	4	10
	Totals	1	0	0	4	0	0	0	1	1	0	1	1	9	10
Grand Ledge	Site Built	0	0	4	1	1	0	0	0	0	0	0	1	7	14
	Mobile Homes	9	0	0	0	0	0	0	0	10	0	0	0	19	5
	Totals	9	0	4	1	1	0	0	0	10	0	0	1	26	19
Oneida	Site Built	0	0	0	0	0	1	0	0	0	0	0	0	1	2
	Mobile Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Totals	0	0	0	0	0	1	0	0	0	0	0	0	1	2
County Wide Total		14	4	5	10	8	8	8	11	28	0	0	0	118	141

Monthly Activity Con Code	Tickets issued		Magistrate hearings		Court cases		Commercial Plan Review		Complaints regarding contractors		Public Surveys		TOTAL MONTH	
MO/YR	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"
JAN				1		0		2		0		4	0	7
FEB				0		0		4		0		0	0	4
MARCH				0		0		0		0		3	0	3
APRIL				0		0		4		0		2	0	6
MAY				0		0		5		0		2	0	7
JUNE			0	0	0	0	0	5	0	1	3	8	3	14
JULY		22	0	1	0	0	4	4	0	0	4	5	8	32
AUG		6	2	0	0	1	2	3	0	0	2	4	6	14
SEPT		0	0	1	0	1	3	4	0	0	2	2	5	8
OCT		0	0	0	1	0	0	4	0	0	6	3	7	7
NOV		0	0	0	0	0	2	7	0	0	1	2	3	9
DEC		0	0	0	1	0	1	4	0	0	1	2	3	6
TOTALS	0	28	2	3	2	2	12	42	0	1	19	37	35	117

Construction Inspections	Building		Electrical		Mechanical		Plumbing		TOTAL MONTH	
MO/YR	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"
JAN	231	224	108	132	101	211	65	78	505	645
FEB	164	240	108	109	77	106	35	96	384	551
MARCH	198	255	117	89	121	87	70	156	506	587
APRIL	271	237	121	98	88	89	99	182	579	606
MAY	300	326	101	104	112	86	60	177	573	693
JUNE	305	297	137	120	108	86	92	62	642	565
JULY	338	335	117	101	83	68	72	47	610	551
AUG	390	471	144	148	116	114	81	71	731	804
SEPT	345	432	111	124	100	59	79	11	635	626
OCT	359	437	130	141	116	114	56	66	661	758
NOV	336	361	150	104	89	97	69	93	644	655
DEC	209	347	79	129	58	121	58	61	404	658
TOTALS	3446	3962	1417	1399	1169	1238	835	1100	6874	7699

Construction Permits	Building		Electrical		Mechanical		Plumbing		TOTAL MONTH	
MO/YR	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"
JAN	53	50	83	69	71	85	30	44	237	248
FEB	35	64	71	46	84	63	42	259	232	432
MARCH	67	47	73	57	71	63	46	78	257	245
APRIL	92	78	80	82	67	71	59	46	298	277
MAY	74	83	95	64	86	64	53	35	308	246
JUNE	82	68	90	80	102	75	42	34	316	257
JULY	83	91	74	80	73	60	33	22	263	253
AUG	82	90	116	79	153	60	32	40	383	269
SEPT	62	143	80	116	69	74	45	31	256	364
OCT	71	65	82	103	95	107	38	35	286	310
NOV	43	67	63	140	82	174	28	142	216	523
DEC	28	63	52	58	78	96	39	21	197	238
TOTALS	772	909	959	974	1031	992	487	787	3249	3662

Construction Enforcements	WWOP (NEW)	WWOP (NEW)	WWOP (CLOSED)	WWOP (PENDING)	HAZ BLDG (NEW)	HAZ BLDG (NEW)	HAZ BLDG (CLOSED)	HAZ BLDG (PENDING)
		2022 carryover 13				2022 carryover 9		
MO/YR	2022	2023	2023	2023(PENDING)	2022	2023	2023	2023(PENDING)
JAN	19	22	19	16	0	7	3	13
FEB	10	20	22	14	2	5	2	16
MARCH	14	14	11	17	2	5	4	17
APRIL	16	20	11	26	4	0	3	14
MAY	14	9	14	21	2	5	3	16
JUNE	9	12	12	21	0	2	2	16
JULY	20	14	10	25	1	0	3	19
AUG	17	8	17	16	2	3	4	18
SEPT	7	5	11	10	3	1	1	18
OCT	11	3	1	12	3	5	3	20
NOV	9	1	6	7	3	0	0	20
DEC	10	2	2	7	1	1	0	21
TOTALS	156	130	136	7	23	34	28	21
			TOTAL WORK WITHOUT PERMITS (WWP) & HAZARDOUS BUILDINGS VIOLATIONS					27

Planning & Zoning Cases	Conditional Use Permits		Board of Appeals		Adminis-trative Variances		District Change Amend-ments		Site Plan Reviews		Zoning Referrals		Private Roads		Agricultural Buildings		Lot Line Adjustments		Land Divisions Reviewed		TOTAL MONTH	
MO/YR	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"	"22"	"23"
JAN	0	0	0	0	0	0	0	0	0	0	18	19	0	0	5	0	8	1	6	2	37	22
FEB	4	0	1	0	0	0	0	0	0	0	16	16	0	0	0	2	0	5	3	1	24	24
MARCH	0	0	0	0	0	0	0	0	0	0	20	19	0	0	1	2	3	1	4	3	28	25
APRIL	0	4	1	1	0	0	0	1	0	0	38	22	0	0	3	3	3	0	6	1	51	32
MAY	2	3	0	2	0	0	1	0	0	0	36	22	0	0	3	3	2	2	2	2	46	34
JUNE	1	0	0	0	0	0	0	0	0	0	38	22	0	0	0	1	4	2	4	1	47	26
JULY	2	0	1	0	0	0	1	0	0	0	31	32	0	0	2	1	2	3	4	1	43	37
AUG	1	1	0	0	0	0	0	1	0	0	37	25	0	0	3	4	2	4	2	2	45	37
SEPT	1	1	1	0	0	0	0	0	0	0	29	25	0	0	2	4	2	2	4	1	39	33
OCT	1	4	1	0	0	0	0	0	0	0	26	21	0	0	1	1	1	3	4	3	34	32
NOV	0	0	0	0	0	0	0	0	0	0	14	16	0	0	0	1	2	2	3	1	19	20
DEC	0	2	1	1	0	0	0	0	0	0	12	9	0	0	5	1	6	2	0	1	24	16
TOTALS	12	15	6	4	0	0	2	2	0	0	315	248	1	0	25	23	35	27	42	19	437	338

Planning & Zoning Enfor.	JUNK (NEW)	JUNK (NEW)	JUNK (CLOSED)	JUNK (PENDING)	ZONING (NEW)	ZONING (NEW)	ZONING (CLOSED)	ZONING (PENDING)
		2022 carryover: 31				2022 carryover: 26		
MO/YR	2022	2023	2023	2023(PENDING)	2022	2023	2023	2023(PENDING)
JAN	1	3	0	34	7	2	1	27
FEB	1	2	0	36	0	1	0	28
MARCH	1	7	4	39	2	3	1	30
APRIL	6	2	1	40	3	1	0	31
MAY	6	2	1	41	2	3	3	31
JUNE	0	1	0	42	1	2	2	31
JULY	1	0	0	42	10	0	1	30
AUG	1	1	3	40	5	0	4	26
SEPT	2	2	0	42	1	1	0	27
OCT	1	3	3	42	1	3	0	30
NOV	2	0	3	39	4	5	2	33
DEC	1	0	0	39	0	0	0	33
TOTALS	23	23	15	39	36	21	14	33
			TOTAL PENDING JUNK & ZONING VIOLATIONS					72

Eaton County Construction Code
Financial Report
Fiscal Year 2023/24
Through the end of December, 2023

	Original Budget	Adjusted Budget	Actual Year to Date	Projected Year to Date	Remaining Balance	% Used
Revenues						
Permitting Revenue						
Building Permits *	300,000	350,375	396,945.01	711,148.05	(360,773.05)	203%
Mechanical Permits	120,000	120,000	45,922.00	183,688.00	(63,688.00)	153%
Electrical Permits	120,000	120,000	40,560.00	162,240.00	(42,240.00)	135%
Plumbing Permits	65,000	65,000	25,442.00	101,768.00	(36,768.00)	157%
Total Permitting Revenue	605,000	655,375	508,869.01	1,158,844.05	(503,469.05)	
Other Revenue						
Construction Code Services	11,600	11,600	9,019.00	36,076.00	(24,476.00)	311%
Fines and Forfeitures	500	500	-	-	500.00	0%
Fund Balance Carryover	400,310	400,310	-	-	400,310.00	0%
Total Other Revenue	412,410	412,410	9,019.00	36,076.00	376,334.00	
Total Revenues	1,017,410	1,067,785	517,888.01	1,194,920.05	(127,135.05)	112%
Operational Expenditures						
Personnel	682,374	682,374	108,257.79	663,732.42	18,641.58	97%
Supplies	22,700	22,700	4,666.89	18,667.56	4,032.44	82%
Other Services & Charges	59,012	79,387	17,815.31	61,261.24	18,125.76	77%
Total Operational Expenditures	764,086	784,461	130,739.99	743,661.22	40,799.78	
Other Expenditures						
Debt Service - Vehicle Leases	19,404	19,404	5,250.61	21,002.44	(1,598.44)	108%
Capital Outlay	51,000	51,000	-	51,000.00	-	100%
Transfer Out - General Fund	45,000	45,000	-	45,000.00	-	100%
Transfer Out - Public Improvement	134,000	134,000	-	134,000.00	-	100%
Transfer Out - Computer Fund	3,920	33,920	-	33,920.00	-	100%
Total Other Expenditures	253,324	283,324	5,250.61	284,922.44	(1,598.44)	101%
Total Expenditures	1,017,410	1,067,785	135,990.60	1,028,583.66	39,201.34	96%
Excess Revenues over Expenses (Net Carryover)	-	-	381,897.41	166,336.39		
9/30/2023 Estimated Fund Balance	1,139,660	1,139,660	1,139,660	1,139,660		
Projected 9/30/2024 Fund Balance	*739,350*	*739,350*	*757,762*	*1,305,996*		

** Projected Building Permits Includes One-Time Single Permit for $288,036*

Resource Recovery Department Report

For Public Works & Planning Committee
December 2023

General Updates:
Michigan Department of Environment, Great Lakes, and Energy sent notice on 12/20/23 of the initiation of the material management planning process on 01/08/2024. Within 180 days of initiation, the county must affirm the Board of Commissioners will prepare a material management plan and function as the County Approval Agency, and the County Approval Agency must consult and document potential multicounty cooperation with adjacent counties.

12/05/2023: Attended the EGLE Healthy Climate Action Input Session

12/30/2023: Attended the West Michigan Sustainable Business Forum Food Waste Reduction session.

Local Projects:
1st quarter reporting forms were sent to all current SWAG participants on 12/15/2023 and are due on or before January 31, 2024.

The department attended a meeting and tour at the EJ, USA facility in Sunfield with their Environmental Health & Safety Superintendent, Phillip Angelosanto and Jill Brown from Metro Recycling in continued efforts to streamline processing of their pallet wrap (LDPE). The previously discussed plan to transition their materials from the Ag plastic program utilizing smaller bundles has proven ineffective.

Multiple applications have been received for the recently vacated Sunfield Recycling Center Operator position with interviews to be scheduled 01/09/2024.

12/13/2023 Calhoun County delivered their second load of #5 plastics to the Sunfield Recycling Center. A total of 780 pounds of #5 plastics have been received since inception of this agreement.

County Programs:
To date, the department has received 2/9 Solid Waste Ordinance Licensing forms, which were sent to all licensed waste haulers via certified mail on November 30, 2023 and due December 31, 2023.

Solid Waste Ordinance Reporting forms for the second period of 2023 were sent by certified mail to all licensed haulers on 12/15/2023 and are due by January 15, 2024. To date, 0/9 reporting forms and associated payments have been received.

The department plans to utilize the protocol initiated in January 2023 to address late/noncompliant companies.

Sunfield Recycling Center shipped 35 bales (40,703 lb) of cardboard on 12/19/2023.

December 20, 2023

VIA EMAIL

Dear Honorable County Commissioner/Executive:

SUBJECT: Materials Management Planning

Michigan's Solid Waste Program has been updated with the passage of significant amendments to Part 115, Solid Waste Management, of the Natural Resources and Environmental Protection Act, 1994 PA 451, as amended, that became effective on March 29, 2023. The amendments require that existing county Solid Waste Management Plans be replaced with new Materials Management Plans (MMP) that focus on sustainable materials management approaches, such as recycling and composting, instead of just landfilling waste.

In accordance with Part 115, the Department of Environment, Great Lakes, and Energy (EGLE) is initiating the materials management planning process as of January 8, 2024.

Counties, boards of commissioners, or elected executives are given the first opportunity to assume authority over MMP development and implementation. If the county accepts this authority, they are required to consult with adjacent counties about the option of preparing a multicounty plan and submit a Notice of Intent (NOI) to prepare an MMP **within 180 days of the date that the EGLE Director initiates the process**. If the county declines this authority, they must advise all the municipalities in the county and the regional planning agency of their decision. The regional planning agency or all of the municipalities, acting jointly, may assume planning responsibilities if the county declines. If the county, municipalities, and regional planning agency all decline the responsibility to prepare the plan, EGLE may prepare the MMP.

The NOI to prepare the MMP will be submitted via an online platform. The link to the submission platform can be found on the Materials Management Planning website at: www.Michigan.gov/EGLEMMP or directly at https://www.surveymonkey.com/r/EGLENOI. Completion of the NOI submittal will include documentation, by resolution or similar mechanism, from the entity accepting planning responsibilities; documentation of consultations with adjacent counties; and if pursuing a multicounty plan, an executed interlocal agreement. Submittal of the NOI begins the three-year timeframe for MMP development and approval.

Materials management planning will be the foundation of a more sustainable materials management framework in Michigan. To assist with this transition, grants will be available to every county for developing and implementing the MMP, with additional funds available for multicounty planning areas. Please visit the Materials Management Planning website at www.Michigan.gov/EGLEMMP to find guidance, resources, and grant information. Questions can be directed to planning staff at EGLE-MMP@Michigan.gov.

Thank you in advance for your attention to this matter. We look forward to working with your community. If you need further information, please contact Christina Miller, Materials Management Planning Specialist, Sustainable Materials Management Unit, Solid Waste Section, Materials Management Division (MMD), at 517-614-7426; MillerC1@Michigan.gov; or EGLE, MMD, P.O. Box 30241, Lansing, Michigan 48909-7741.

Sincerely,

Phillip D. Roos

Phillip D. Roos
Director
517-284-6700

cc: Aaron B. Keatley, Chief Deputy Director, EGLE
Elizabeth M. Browne, EGLE
Tracy Kecskemeti, EGLE
Julie Staveland, EGLE
Rhonda S. Oyer, EGLE
Phil Roycraft, EGLE
Jeff Spencer, EGLE
Amy Karana, EGLE
Christina Miller, EGLE
Carlie Money, EGLE
County Plan File

Eaton County Resource Recovery
Financial Report
Fiscal Year 2023/24
Through the end of December, 2023

	Original Budget	Adjusted Budget	Actual Year to Date	Projected Year to Date	Remaining Balance	% Used
Revenues						
Administration						
Private Grant	36,000	36,000	-	-	36,000.00	0%
Donations	11,000	11,000	-	8,000.00	3,000.00	73%
Transfers-In	81,392	81,392	-	81,392.00	-	100%
Fund Balance - Carry Over	33,395	33,395	-	-	33,395.00	0%
Total Administration Revenues	161,787	161,787	-	89,392.00	72,395.00	
Operational Revenues						
Waste Hauler Licenses	1,800	1,800	-	1,500.00	300.00	83%
Solid Waste Surcharge	330,000	330,000	-	346,767.46	(16,767.46)	105%
Agricultural Plastic Revenue	2,500	2,500	913.60	2,000.00	500.00	80%
Total Operational Revenues	334,300	334,300	913.60	350,267.46	(15,967.46)	
Total Revenues	496,087	496,087	913.60	439,659.46	56,427.54	89%
Expenditures						
Administration						
Personnel	192,908	192,908	16,283.55	177,272.85	15,635.15	92%
Supplies	3,000	3,000	321.64	2,986.56	13.44	100%
Other Services	10,104	10,104	402.63	9,610.52	493.48	95%
Debt Service - Vehicle Lease	-	-	-	-	-	0%
Transfer Out - Public Improvement	40,624	40,624	-	40,624.00	-	100%
Total Administration Expenditures	246,636	246,636	17,007.82	230,493.93	16,142.07	93%
Operational Expenditures						
County Projects	132,350	132,350	1,521.77	132,350.00	-	100%
Local Projects	117,101	117,101	2,387.27	117,101.00	-	100%
Total Operational Expenditures	249,451	249,451	3,909.04	249,451.00	-	100%
Total Expenditures	496,087	496,087	20,916.86	479,944.93	16,142.07	97%
Excess Revenues over Expenses (Net Carryover)	-	-	(20,003.26)	(40,285.47)	72,569.61	
Available Resources from Administration	(84,849)	(84,849)	(17,007.82)	(141,101.93)	56,252.93	
Available Resources from Operations	84,849	84,849	(2,995.44)	100,816.46	(15,967.46)	
Projected Net Carryover	-	-	(20,003.26)	(40,285.47)	40,285.47	
9/30/2023 Estimated Fund Balance	240,513	240,513	240,513	240,513		
Projected 9/30/2024 Fund Balance	*207,118*	*207,118*	*220,510*	*200,228*		

Eaton County Resource Recovery
Program Update
Fiscal Year 2023/24
Through the end of December, 2023

Summary of Programs	**Adopted Budget**	**Amended Budget**	**YTD Transactions**	**Projected YTD Transactions**	**Amended Budget Less YTD Transactions**	**% Used**
529 - County Programs						
Roadside Cleanup	1,900.00	1,900.00	511.05	1,900.00	1,388.95	100.0%
Household Battery Collection	11,000.00	11,000.00	-	11,000.00	11,000.00	100.0%
Scrap Tire Collection	36,000.00	36,000.00	-	36,000.00	36,000.00	100.0%
Household Hazardous Waste Collection	60,000.00	60,000.00	822.77	60,000.00	59,177.23	100.0%
Education Programs	1,000.00	1,000.00	54.95	1,000.00	945.05	100.0%
Electronic Recycling	18,000.00	18,000.00	-	18,000.00	18,000.00	100.0%
Event Supplies & Contractual	1,200.00	1,200.00	133.00	1,200.00	1,067.00	100.0%
Promotion Programs	3,250.00	3,250.00	133.00	3,250.00	3,117.00	100.0%
Total	**132,350.00**	**132,350.00**	**1,654.77**	**132,350.00**	**130,695.23**	**100.0%**

530 - SWAG Programs						
Bellevue/Olivet	17,501.00	17,501.00	-	17,501.00	17,501.00	100.0%
Charlotte Area Recycling (CARA)	28,500.00	28,500.00	-	28,500.00	28,500.00	100.0%
Delta Twp - Recycling Center	27,600.00	27,600.00	-	27,600.00	27,600.00	100.0%
City of Grand Ledge - Recycling	21,500.00	21,500.00	-	21,500.00	21,500.00	100.0%
Sunfield Recycling Center (Pilot Project)	22,000.00	22,000.00	2,387.27	22,000.00	19,612.73	100.0%
Total	**117,101.00**	**117,101.00**	**2,387.27**	**117,101.00**	**114,713.73**	**100.0%**

EATON COUNTY PARKS
133 FITZGERALD PARK DR.
Grand Ledge, MI 48837
(517) 627-7351 office
(517) 627-4234 fax
www.eatoncountyparks.org

Directors Report-January 10, 2024

Monthly Briefing:
Community Grant Projects
Pathway Curtis Road/Mason Road
2024/2025 Budget Preparation
DNR Trust Fund Grant Score

Community Grant Projects: Reimbursement requests for the Community Grant Program are starting to come in. So far I have reviewed the Charlotte Library, Hamlin Township, and Olivet projects. The library added 2 picnic tables, a trash receptacle, and a concrete pathway with a patio area. Hamlin Township has installed a pathway from the parking lot to a pavilion and an ADA porta john. The picnic tables, grills, and playground have all been purchased and will be installed in the spring of 2024. Olivet installed fencing on a pedestrian bridge that connects 2 park properties.

Pathway: Representatives from Barry County have contacted me regarding a trail/pathway from Curtis Road to Mason Road located outside of Nashville. Barry County is in the process of installing a pathway that will end at Curtis Road and Nashville Hwy. They have asked if Eaton County could look into the possibility of connecting to this and installing a pathway to Mason Road. It appears some children use this as a safe route to get to school and if this were constructed it would give users the ability to connect to the section of the Thorne Apple Trail Eaton County Parks owns. Before moving forward, I would like to know if this board is in favor of this project.

Annual Budget: I have been working on the 2024/2025 budget to get quotes, and assessments on facilities, park amenities, and supplies for future programs.

DNR Trust Fund Grant: I was notified that our grant application was not approved for the fishing pier at Crandell Park. This was the 3rd attempt for this grant request and at this time I do not recommend pursuing this any further. The 2024 round has officially opened and closes on April 1st, 2024.

Charlotte Community Library Project

Olivet Pedestrian Bridge Fencing

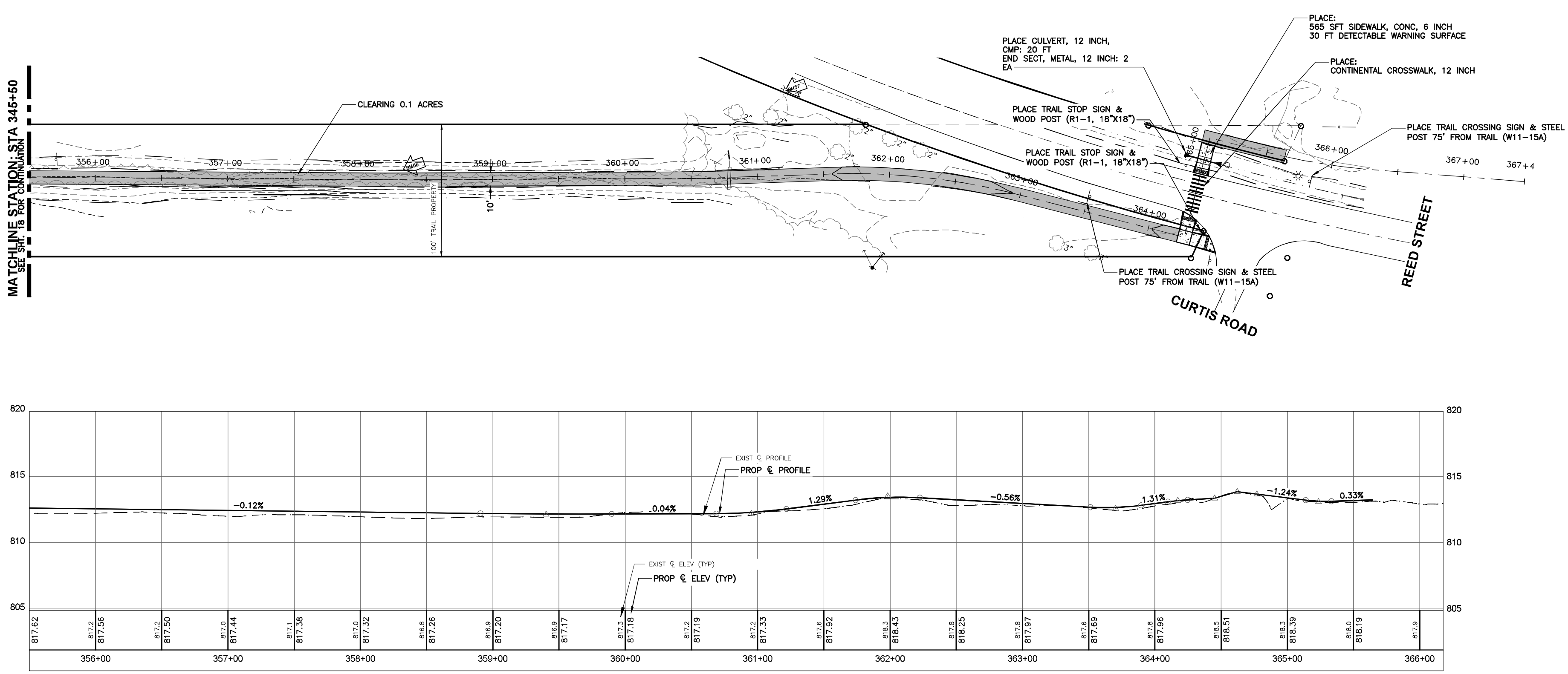
PROPOSED TRAIL PLAN LEGEND

- GRAVEL SURFACE
- THICKENED EDGE SIDEWALK
- SIDEWALK, CONC, _ INCH
- DETECTABLE WARNING SURFACE
- BITUMINOUS SURFACE
- TRAIL PROPERTY
- PARKING COUNT
- SIGN
- BARRIER FREE PARKING
- 123.45 PROPOSED SPOT ELEVATION
- DIRECTION OF DRAINAGE FLOW
- (ELEV) CONTOURS
- STORM SEWER
- SWALES, PARKING LOT LOW POINTS
- PARKING LOT HIGH POINTS
- SILT FENCE
- GRADING LIMITS

BENCHMARK INFORMATION

BM#56) Elev: 818.45'
Description: R.R. SPIKE IN SOUTEAST SIDE OF 12" MAPLE TREE

BM#57) Elev: 818.96'
Description: R.R. SPIKE IN SOUTH SIDE OF LIGHT POLE, SOUTH OF REED ROAD, FIRST POLE WEST OF CURTIS ROAD



williams&works
engineers | surveyors | planners
616.224.1500 phone | http://williams-works.com
549 Ottawa Ave NW Grand Rapids, MI 49503

Barry County Parks

NO.	ISSUED FOR	BY	DATE
1.	OWNER REVIEW	KM	10/4/23
2.	OWNER REVIEW	KM	11/30/23

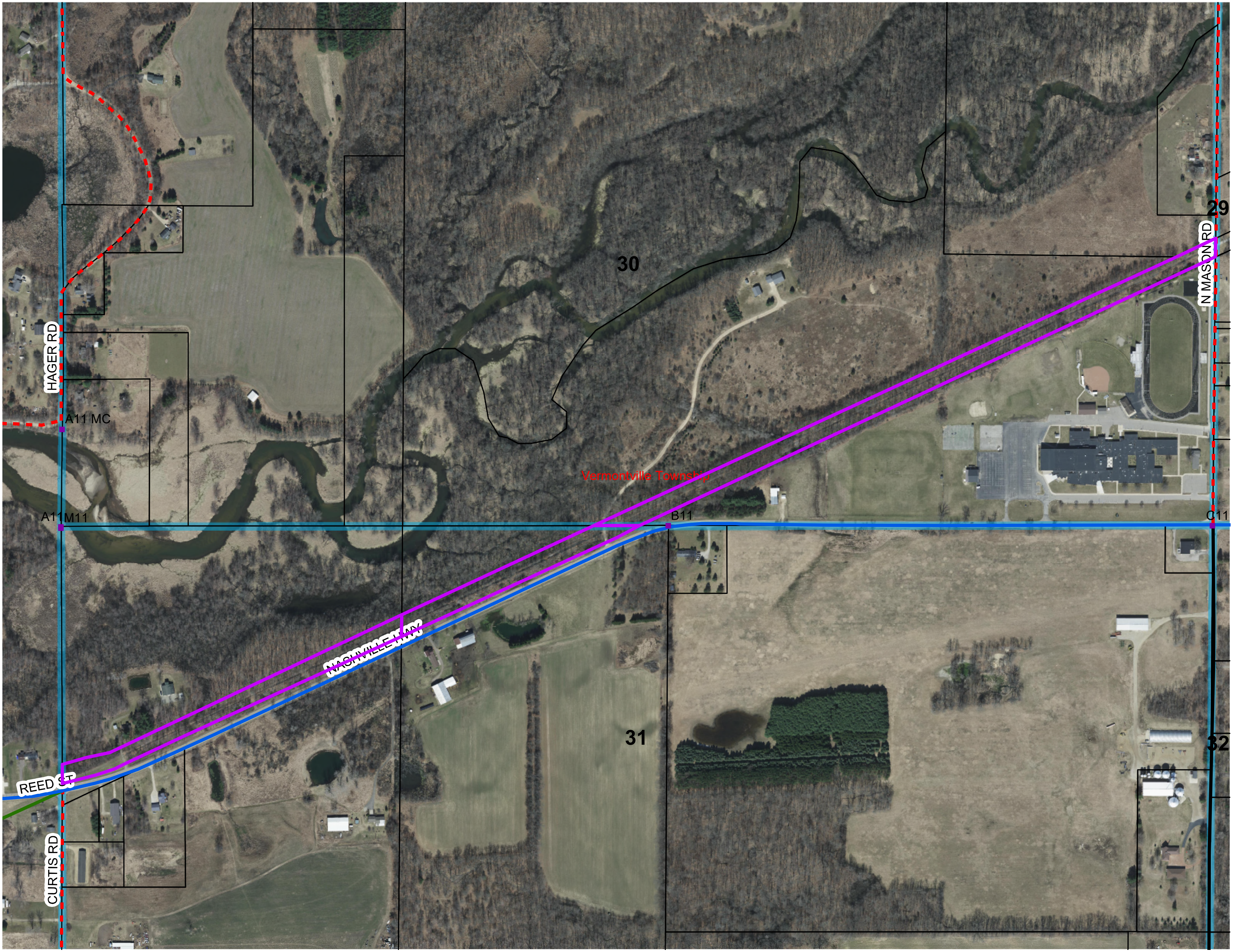
BARRY COUNTY PARKS & RECREATION
BARRY COUNTY, MICHIGAN
PAUL HENRY LINEAR TRAIL IMPROVEMENTS

TRAIL - NASHVILLE RD PLAN & PROFILE

DESIGNED BY K MENDEZ	DATE 4/13/23
DRAWN BY OC/DM	DATE 4/13/23
CHECKED BY B MIERAS	DATE 11/1/23

PROJECT 222192
FILE Plt-PlanProf.dwg

SHEET NO. 19



30
29
31
32
HAGER RD
N MASON RD
CURTIS RD
REED ST
NASHVILLE HWY
Vermontville Township
A11 MC
A11M11
B11
C11

Eaton County Parks and Recreation
Financial Report
Fiscal Year 2023/24
Through the end of December, 2023

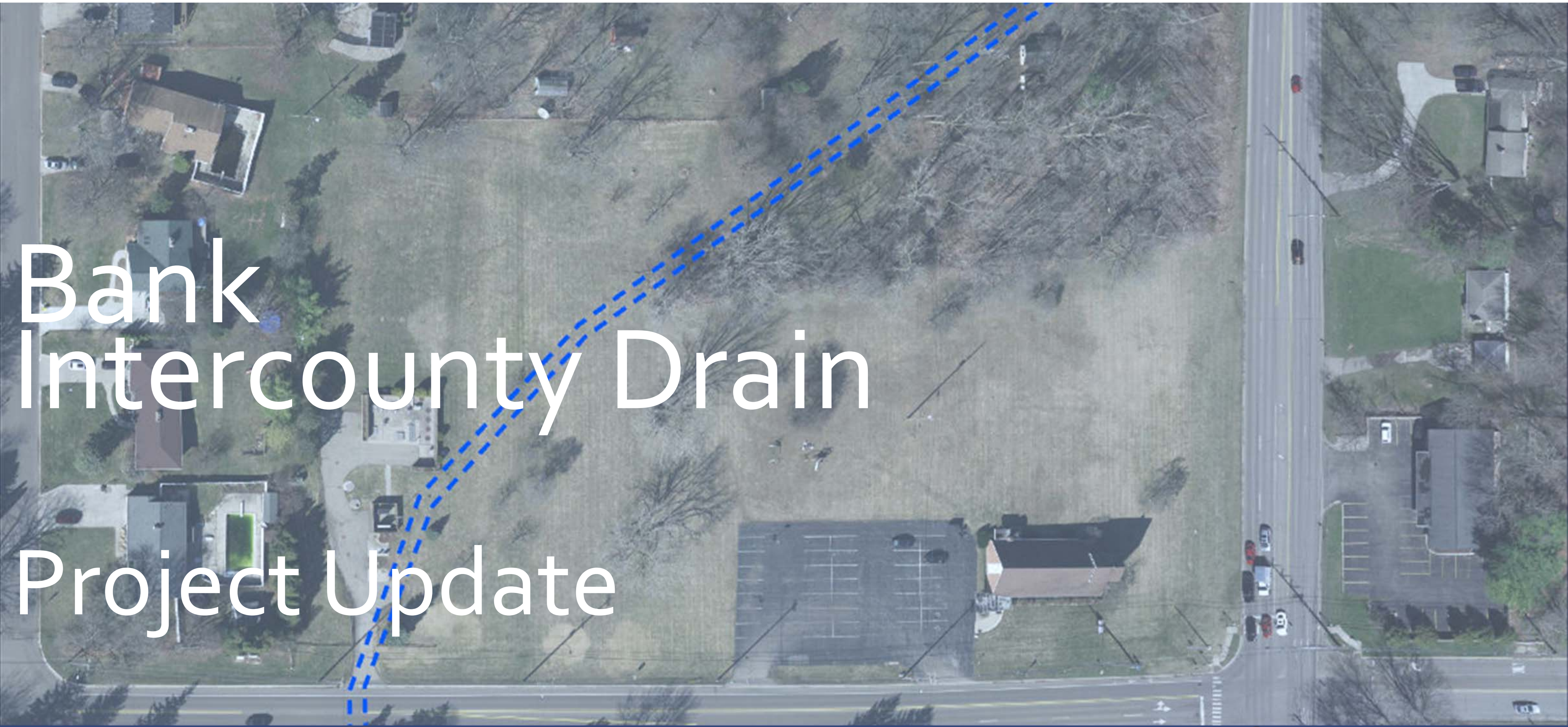
	Original Budget	Adjusted Budget	Actual Year to Date	Projected Year to Date	Remaining Balance	% Used
Revenues						
Administration						
Property Tax Revenues	2,209,922	2,209,922	163.45	2,209,922.00	-	100%
Grant Revenues	-	-	-	-	-	0%
Donations	1,200	1,200	147.00	588.00	612.00	49%
Transfers-In	-	-	-	-	-	0%
Fund Balance - Carry Over	(1,168,730)	(563,372)	-	-	(563,372.00)	0%
Total Administration Revenues	1,042,392	1,647,750	310.45	2,210,510.00	(562,760.00)	
Operational Revenues						
Site Fees	12,310	12,310	1,570.00	6,280.00	6,030.00	51%
Naturalist & Special Program Revenues	31,900	31,900	1,950.61	17,802.44	14,097.56	56%
Farm Rental Income	17,700	17,700	-	17,000.00	700.00	96%
Total Operational Revenues	61,910	61,910	3,520.61	41,082.44	20,827.56	
Total Revenues	1,104,302	1,709,660	3,831.06	2,251,592.44	(541,932.44)	132%
Expenditures						
Administration						
Personnel	628,368	628,368	128,528.03	589,923.92	38,444.08	94%
Supplies	36,057	36,057	5,139.77	19,559.08	16,497.92	54%
Other Services	51,604	51,604	7,675.81	10,703.24	40,900.76	21%
Debt Service (Vehicle Lease)	17,650	17,650	6,655.06	26,620.24	(8,970.24)	151%
Transfers Out - General Fund	-	-	-	-	-	0%
Total Administration Expenditures	733,679	733,679	147,998.67	646,806.48	86,872.52	88%
Operational Expenditures						
Park Specific Expenses (less personnel)	203,123	203,123	30,877.16	123,508.64	79,614.36	61%
Capital and One Time Purchases	167,500	167,500	16,132.00	165,057.00	2,443.00	99%
Grant Program Expenses	-	605,358	-	605,358.00	-	100%
Total Operational Expenditures	370,623	975,981	47,009.16	893,923.64	82,057.36	92%
Total Expenditures	1,104,302	1,709,660	195,007.83	1,540,730.12	168,929.88	90%
Excess Revenues over Expenses (Net Carryover)	-	-	(191,176.77)	710,862.32	(373,002.56)	
9/30/2023 Estimated Fund Balance	2,037,796	2,037,796	2,037,796	2,037,796		
Projected 9/30/2024 Fund Balance	*3,206,526*	*2,601,168*	*1,846,620*	*2,748,659*		

Eaton County Parks and Recreation
Program Update
Fiscal Year 2023/24
Through the end of December, 2023

	Original Budget	Adjusted Budget	Actual Year to Date	Projected Year to Date	Remaining Balance	% Used
Park Specific Expenses (less personnel)						
Fitzgerald Park	97,423	97,423	18,685.69	74,742.76	22,680.24	76.7%
Fox Park	47,000	47,000	3,934.88	15,739.52	31,260.48	33.5%
Bellevue Area Parks	2,000	2,000	187.92	751.68	1,248.32	37.6%
Lincoln Park	39,700	39,700	6,621.72	26,486.88	13,213.12	66.7%
Crandell Park	17,000	17,000	1,446.95	5,787.80	11,212.20	34.0%
Total Park Specific Expenses	203,123	203,123	30,877.16	123,508.64	79,614.36	60.8%
Capital and One Time Purchases						
Admin - Equipment Trailer	24,000	24,000	-	24,000.00	-	100.0%
Admin - Bobcat	84,000	84,000	-	84,000.00	-	100.0%
Admin - Zero Turn Mower	16,000	16,000	13,557.00	13,557.00	2,443.00	84.7%
Lincoln Park - HVAC Replacement/Repairs	25,000	25,000	-	25,000.00	-	100.0%
Lincoln Park - Bathroom Auto Locks	5,000	5,000	-	5,000.00	-	100.0%
Crandell Park - Kayak Dock Extension	8,500	8,500	-	8,500.00	-	100.0%
Crandell Park - Bathroom Auto Locks	5,000	5,000	2,575.00	5,000.00	-	100.0%
Total Capital and One Time Purchases	573,746	573,746	77,886.32	412,074.28	161,671.72	71.8%
Grant Programs						
Eaton Rapids - Mill Pointe Park Pavillion	-	39,200	-	39,200.00	-	100.0%
City of Charlotte - Library Picinic Area	-	5,000	-	5,000.00	-	100.0%
Delta Township - Webster Bridge Design	-	150,750	-	150,750.00	-	100.0%
Grand Ledge - Grand Ledge Ball Park Phase I	-	212,694	-	212,694.00	-	100.0%
Hamlin Township - Hamlin Park Picnic & Play	-	87,157	-	87,157.00	-	100.0%
Olivet - Walking Bridge Fencing	-	5,000	-	5,000.00	-	100.0%
Vermontville - Creating Safe Fall Space	-	35,000	-	35,000.00	-	100.0%
Potterville - Sunset Hills Park	-	65,557	-	65,557.00	-	100.0%
Signage	-	5,000	-	5,000.00	-	100.0%
Total Grant Programs	-	605,358	-	605,358.00	-	100.0%

Bank Intercounty Drain

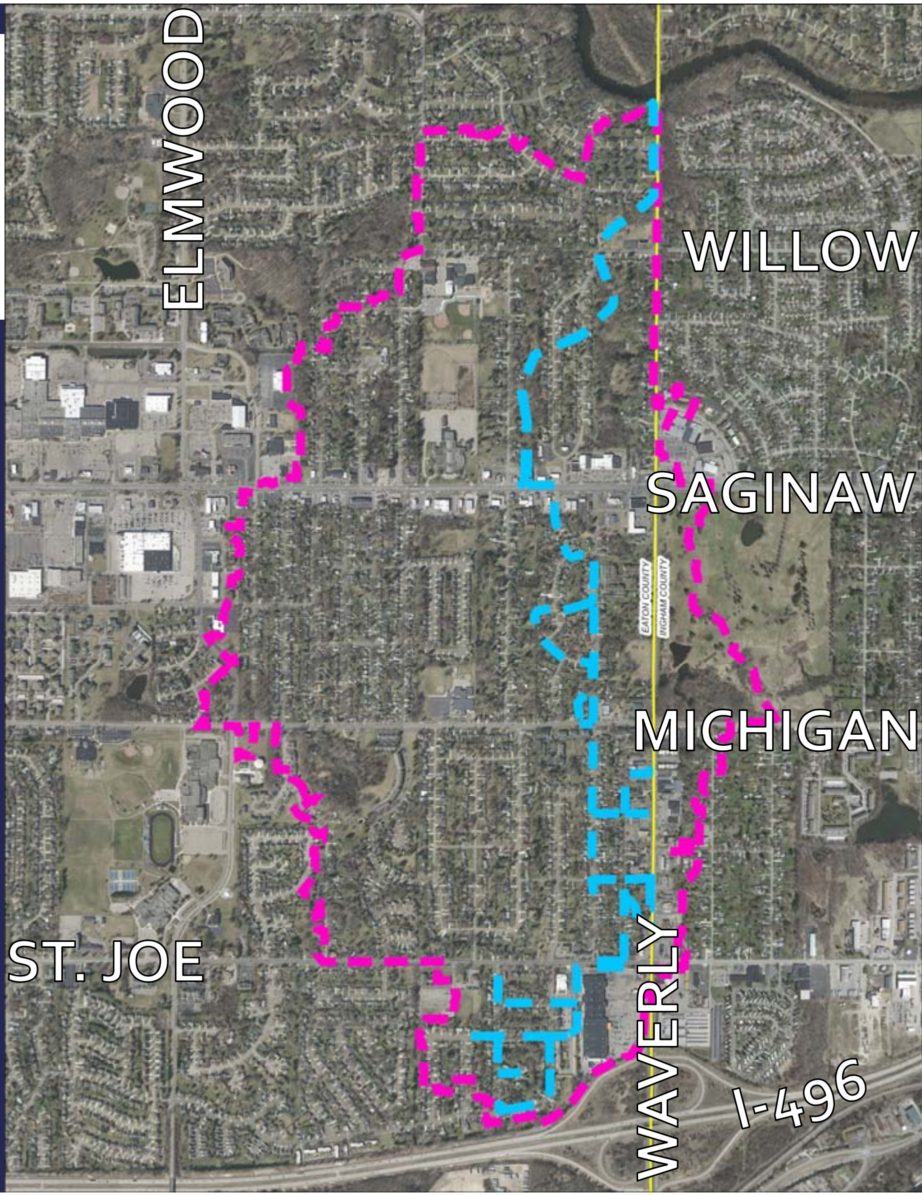
Project Update



Eaton County Board of Commissioners
Public Works and Planning Committee
January 10, 2024

Project Update

- Project History
- Design Status
- Project Schedule
- Property Acquisition
- Utility Coordination
- Cost Estimate
- Assessment Roll



Bank Intercounty Drainage Board

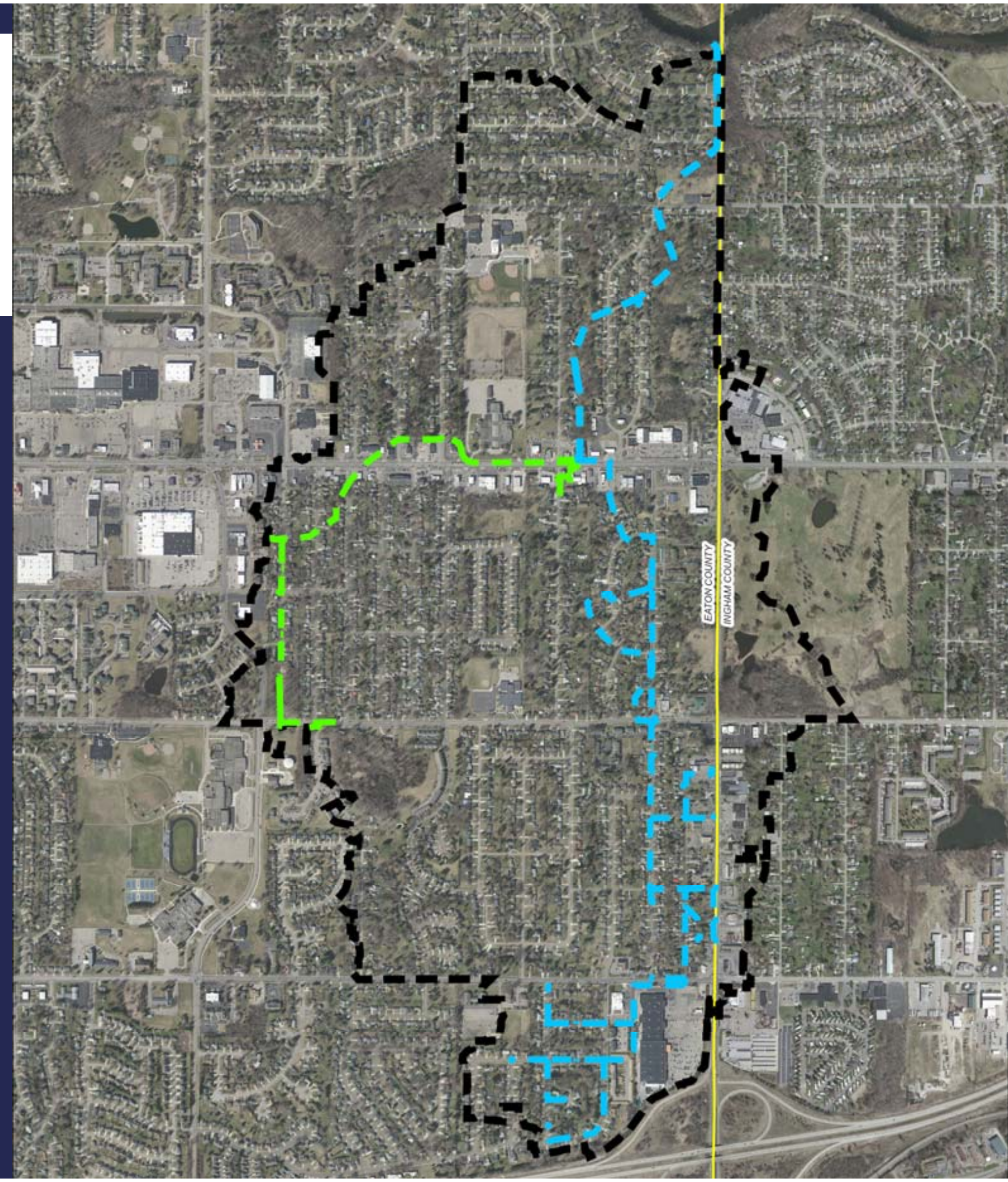
- Michigan Department of Agriculture & Rural Development
  - Brady L. Harrington, P.E.
- Special Drain Commissioner for Eaton County
  - Robert J. Rose – Ionia County Drain Commissioner
- Ingham County Drain Commissioner
  - Paul C. Pratt – Deputy Drain Commissioner

History

Bank Intercounty Drain

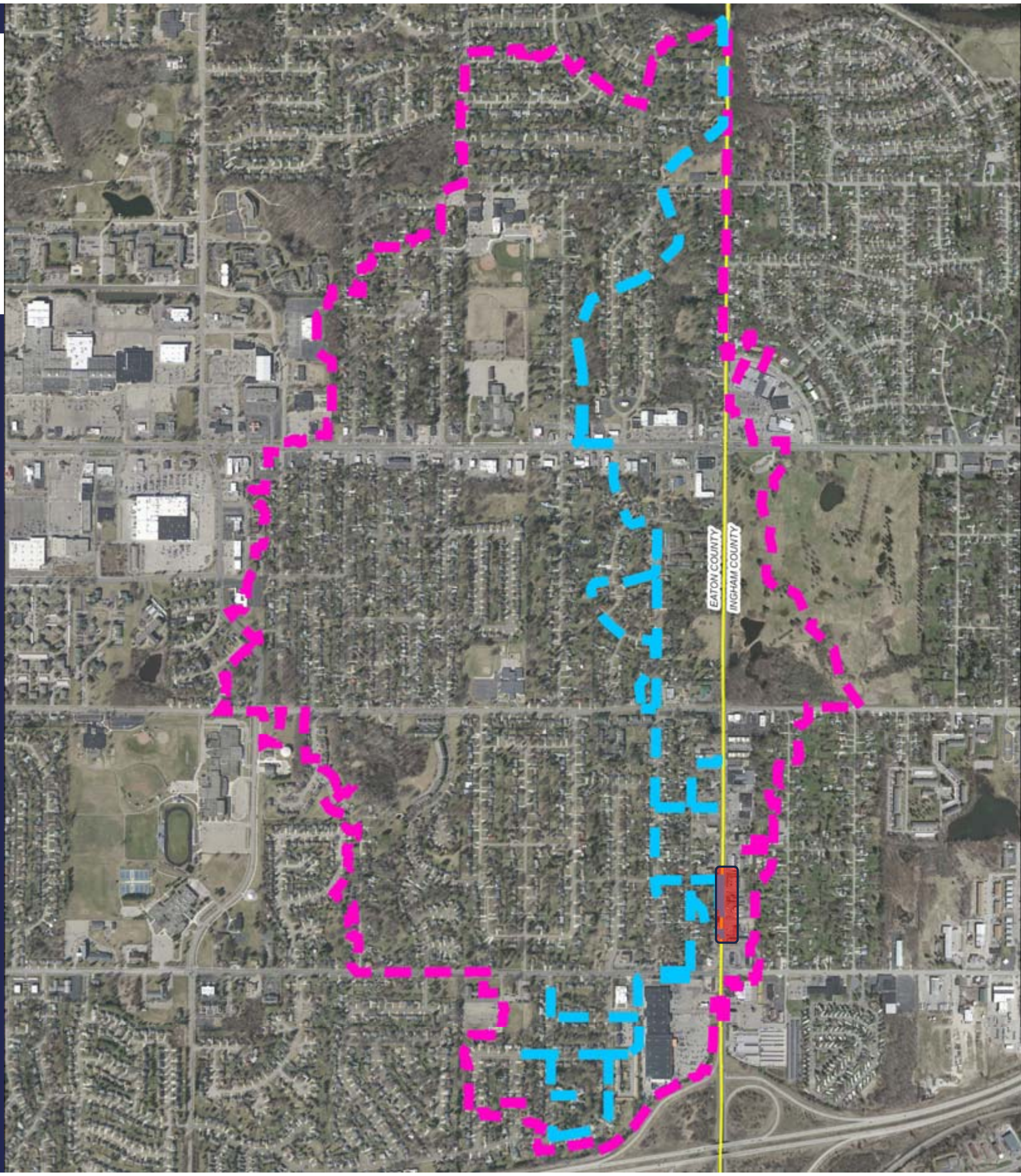
- Established 1883
- Projects:
  - 1897
  - 1913
  - 1922
  - 1939
  - 1949
  - 1960
  - 1972 (extensions)
  - 1986 (extensions)

Briggs Drain is a separate Eaton County Drain



Bank Intercounty Drain

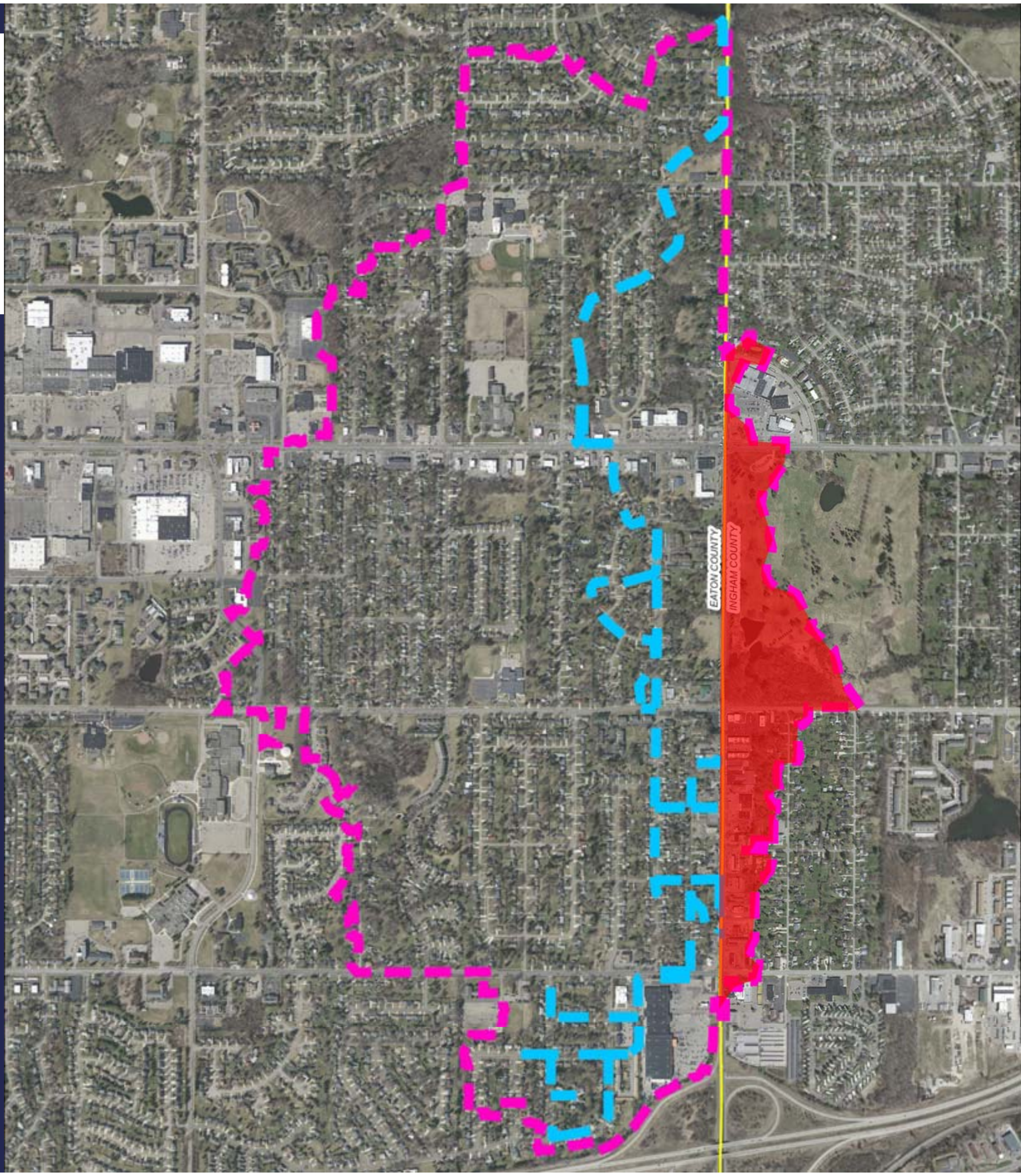
- 31,940 feet long (6.0 miles long)
  - 31,853 feet Eaton County
  - 87 feet Ingham County



Bank Intercounty Drain

- Drainage District totals 981 acres
  - 901 acres Eaton County
  - 80 acres Ingham County

- 1,929 parcels in Drainage District
  - 1,867 parcels Eaton County
  - 62 parcels Ingham County



Existing Conditions

Current system unable to handle 1-year storm

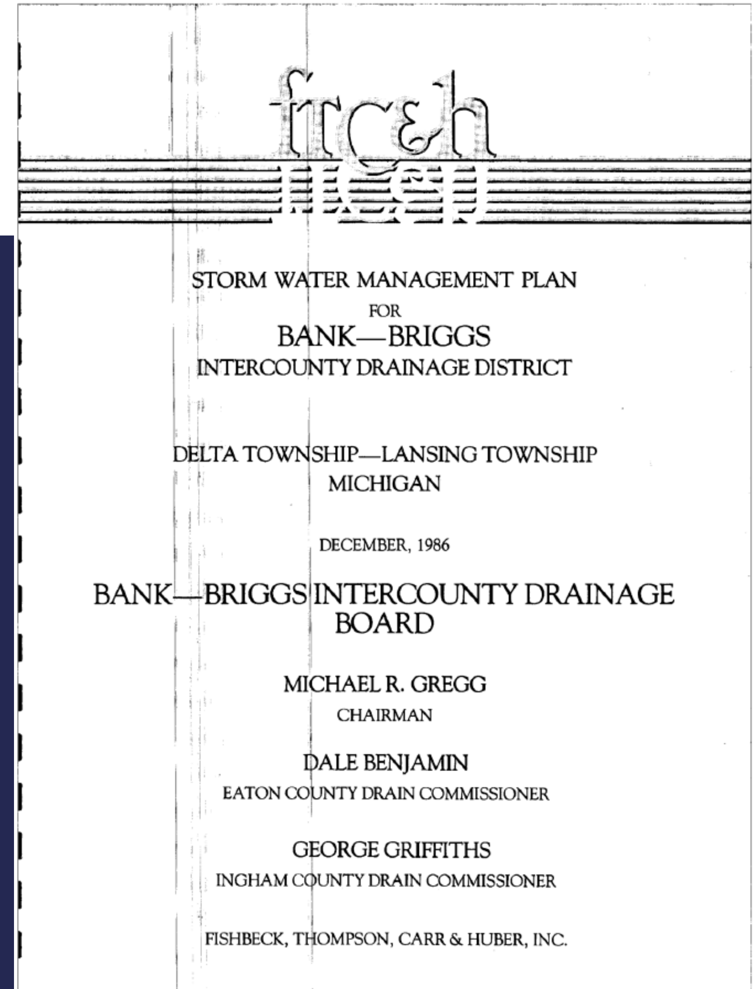
- Need **4X** more capacity to handle 1-year storm
- Need **8X** more capacity to handle 10-year storm (standard)

Statistical recurrence interval for a storm event

- 1-year storm (2.16 inches/24-hours)
- 10-year storm (3.38 inches/24-hours)

Pipe Size Problem

- Pipes have been the same size since 1959
- Size improvements recommended in 1977 study
- Improvement project in 1986 turned down for cost



STORM WATER MANAGEMENT PLAN
FOR
BANK—BRIGGS
INTERCOUNTY DRAINAGE DISTRICT

DELTA TOWNSHIP—LANSING TOWNSHIP
MICHIGAN

DECEMBER, 1986

BANK—BRIGGS INTERCOUNTY DRAINAGE BOARD

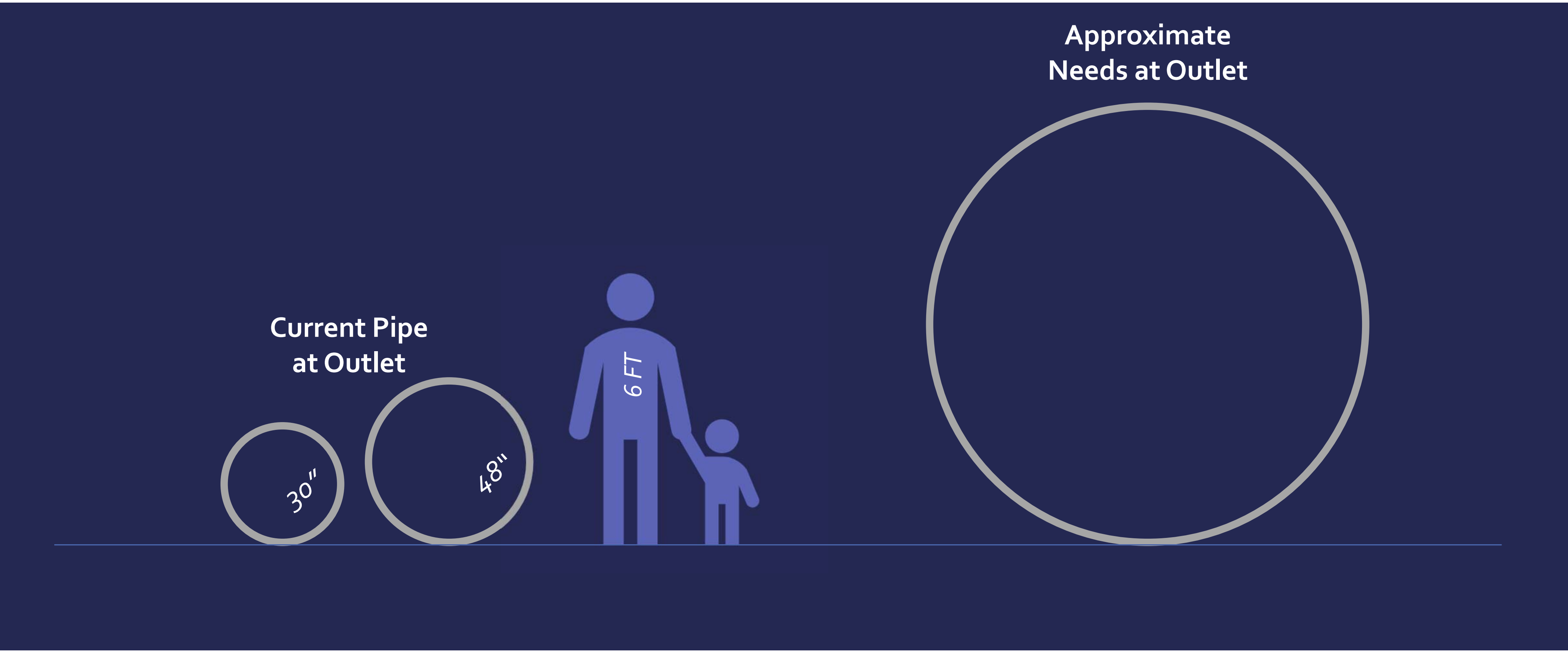
MICHAEL R. GREGG
CHAIRMAN

DALE BENJAMIN
EATON COUNTY DRAIN COMMISSIONER

GEORGE GRIFFITHS
INGHAM COUNTY DRAIN COMMISSIONER

FISHBECK, THOMPSON, CARR & HUBER, INC.

Upsize Pipes



Project Goals

10-Year Storm Design

- *Upsize pipes*
- *Regional stormwater detention*
- *Roadside infiltration*

Project Schedule

- Petition received – November ‘21
- Practicability hearing – April ‘22
- Necessity hearing – March ‘23
- Engineering design and property acquisition started – May ’23
- Regular meetings with Delta Township

Project Schedule

- Through end of 2024
  - Engineering design
  - Permitting
  - Utility coordination
  - Easement acquisition
- Project Bid – Late 2024
- Construction – 2025 to 2027

Impacts to Timeline

- Utility Conflicts
- Property Acquisition
- Permitting
- Encroachments in Existing Drain Route
- Terrain and Grade

Design Status

<u>Work complete to date</u>

- Survey data collection
- Utility information collection
- Hydrologic and hydraulic modeling
- Road agency coordination

<u>In-process and upcoming</u>

- Hydraulic design
- Storage modeling
- Utility conflict coordination
- Low impact design

Property Acquisition To Date

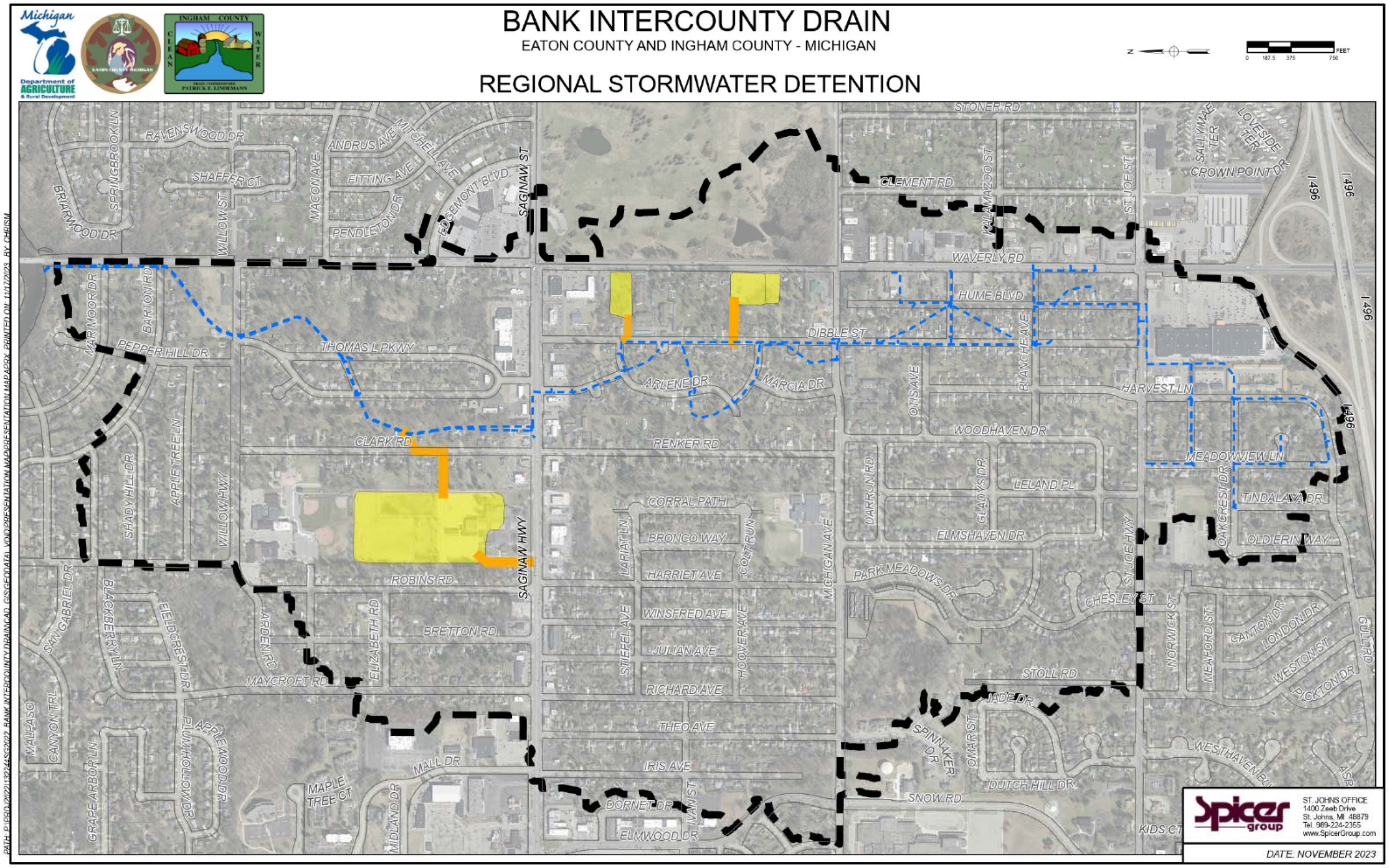
Regional stormwater storage

- 4300 W Saginaw
- 314 Dibble/219 N Waverly
- 511 N Waverly

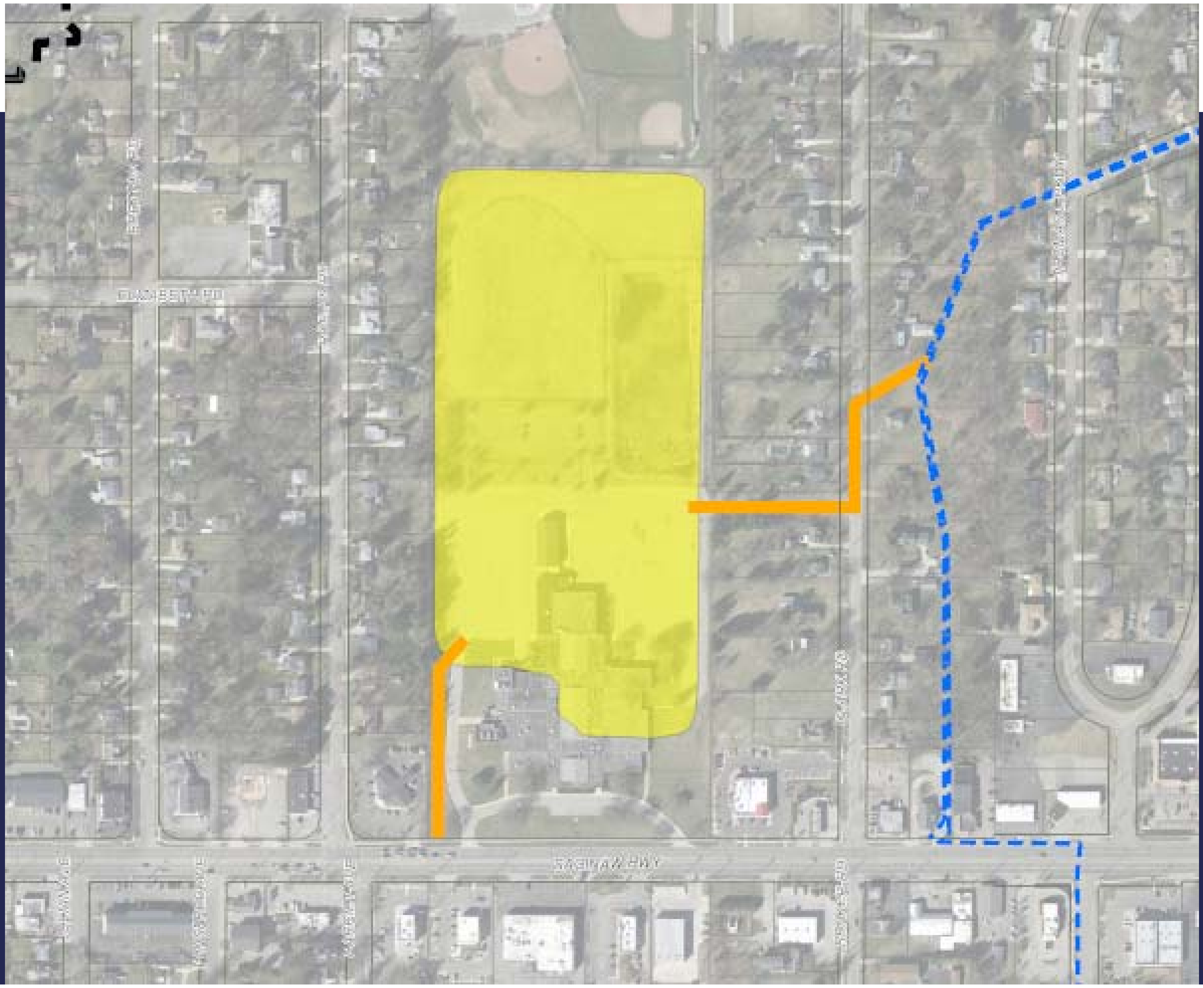
Drain construction

- 941 W Thomas L Parkway

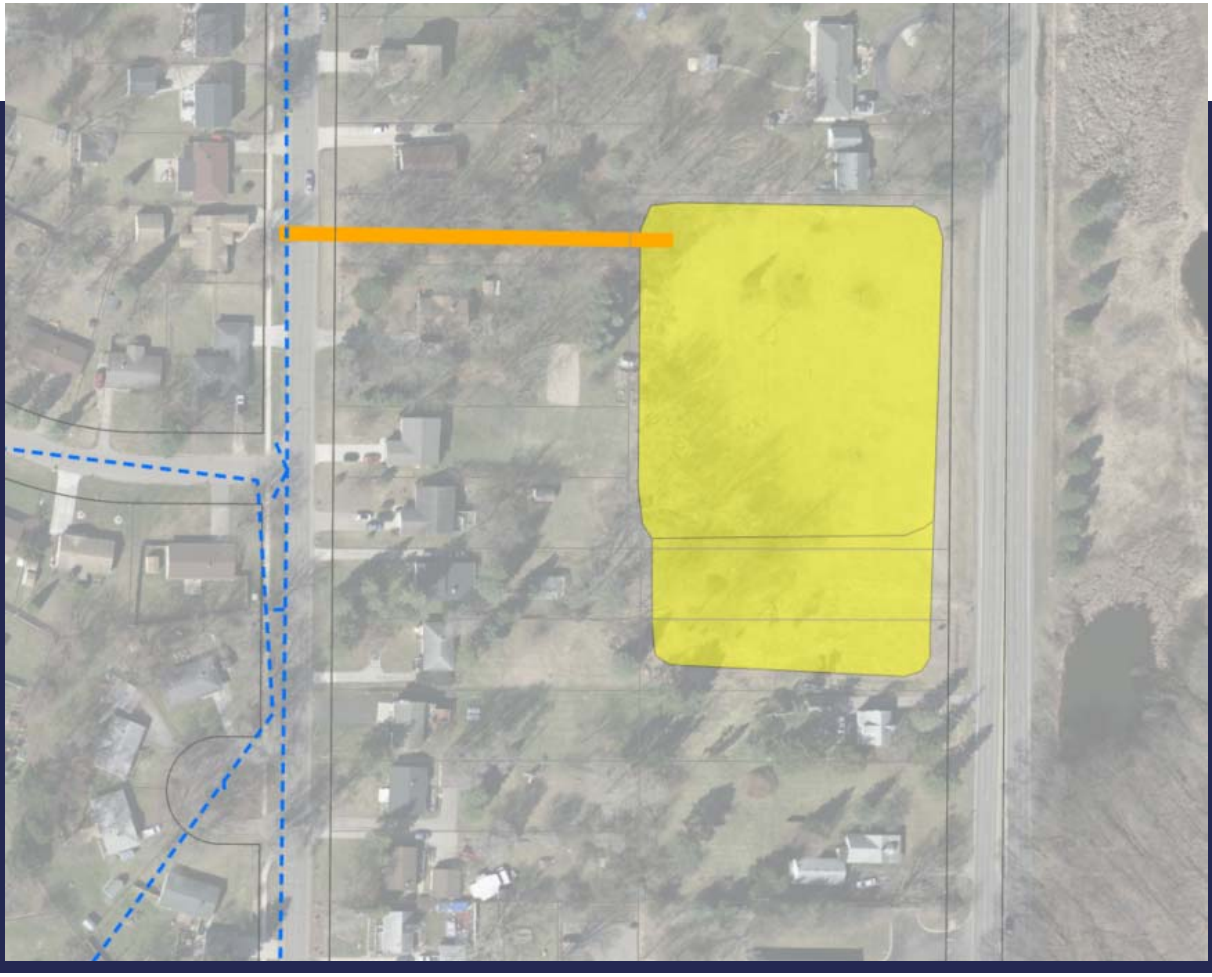
Regional Stormwater Detention



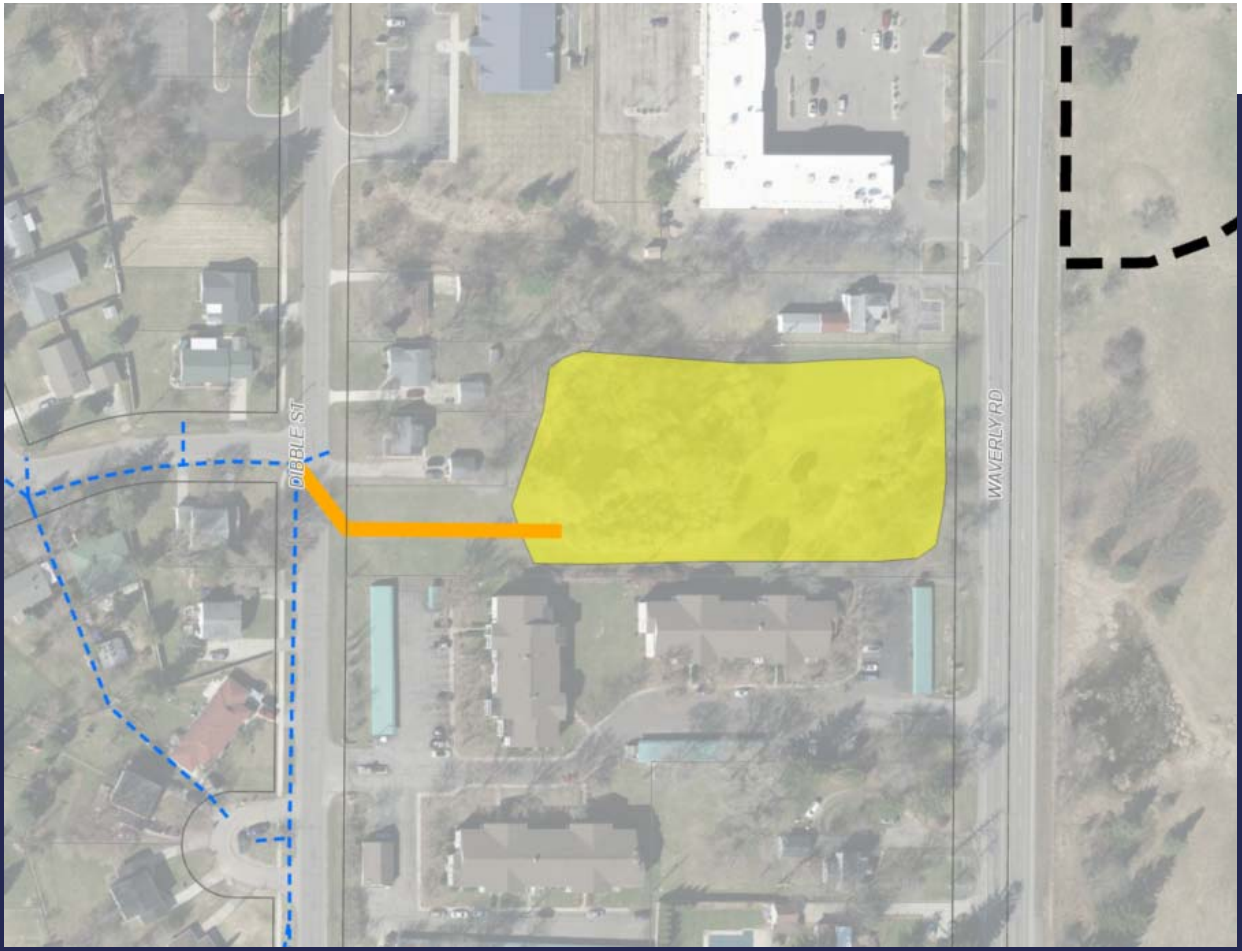
4300 W Saginaw Hwy



319 Dibble/214 Waverly

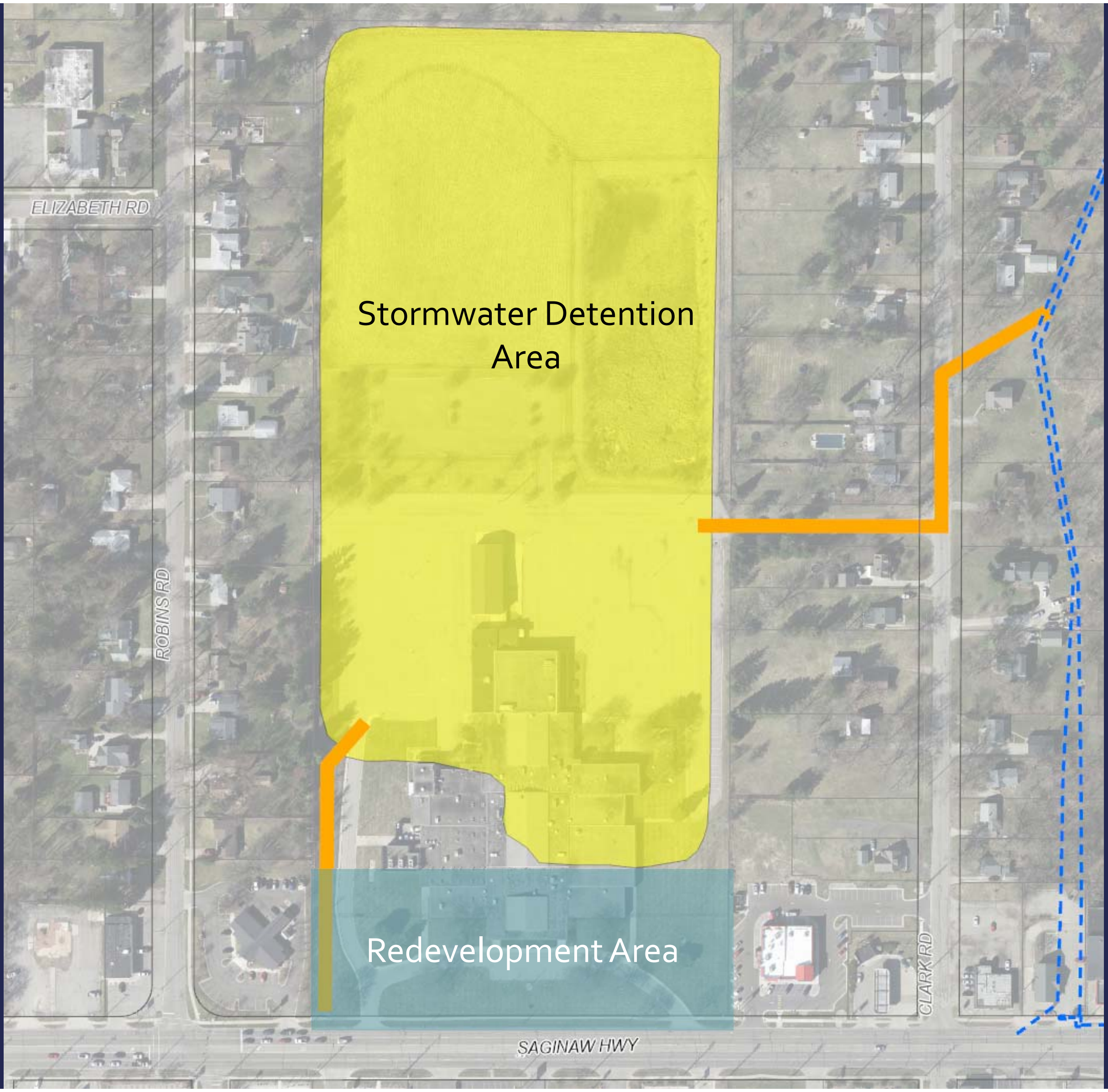


511 N Waverly



4300 W Saginaw Hwy

- Former O' Rafferty High School/LaSalle Bank
- Demolish building in 2025
- Split and sell 650 feet of frontage
- Coordinate with Delta Township
- Detention saves project $10 million +/- in pipe cost


Stormwater Detention Area
Redevelopment Area
ELIZABETH RD
ROBINS RD
CLARK RD
SAGINAW HWY

Utility and Road Coordination

- Delta Water and Sewer
- Consumers Energy Gas
- LBWL Electric & Water
- Various communications
- MDOT
- Eaton County Road Commission

Preliminary Cost Estimate

Range of Costs at Necessity Hearing (March 2023):
$40-$72 million

Current Range of Costs (January 2024):
$50-$60 million

Assessment Roll (Eaton Co)

- Apportionment Between Counties
  - Not set yet ~likely 95%+ to Eaton County
- Eaton County – benefit to county roads
  - Road Commission
- Delta Township – benefit to public health
- MDOT – benefit to state highways
- Landowners

- Finance for up to 30-years

Assessment Roll

- Eaton County
  - ~17% based on road runoff (14A calculation)
  - Road Commission receives 50% of 14A calculation
  - Supplemental benefits (Road Commission)

- MDOT
  - ~2% based on road runoff
  - Supplement benefits

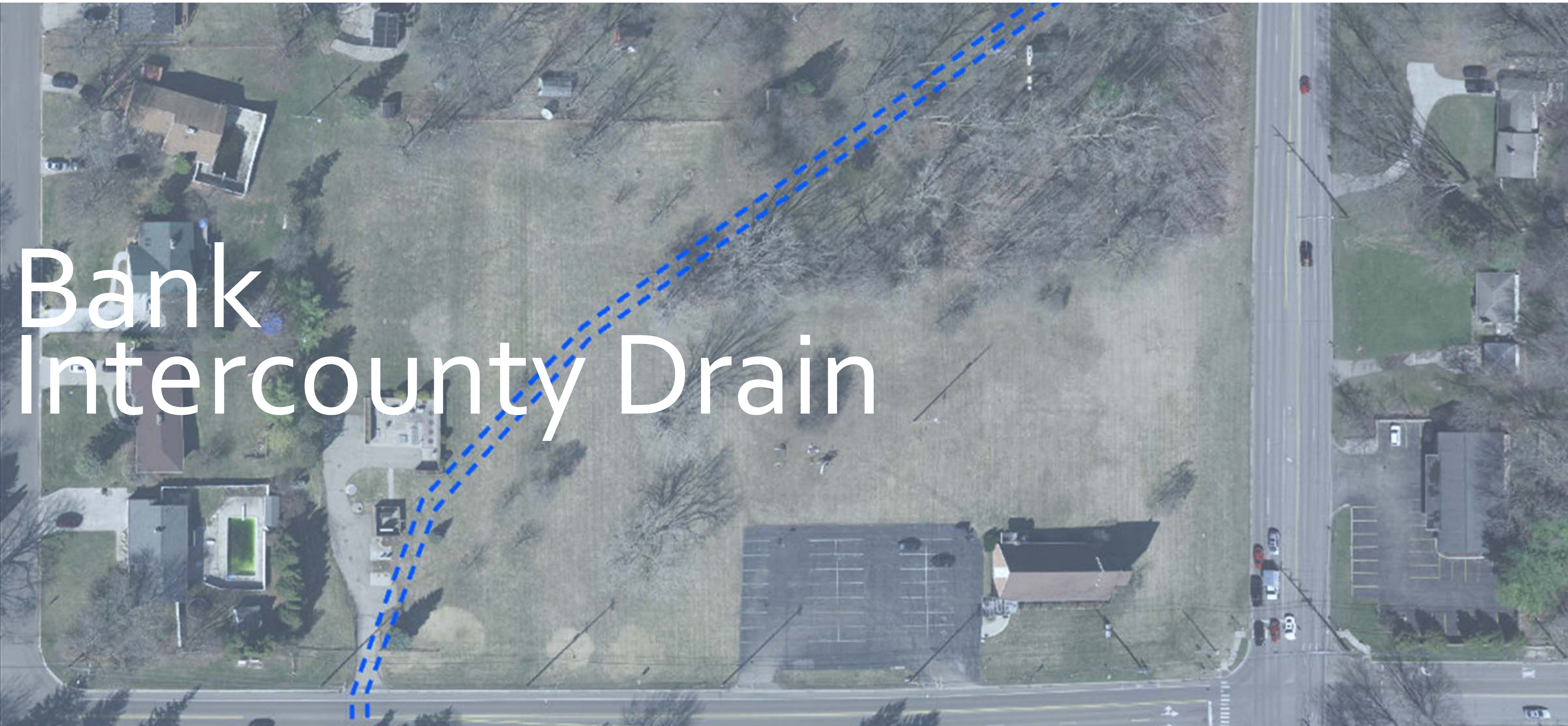
Assessment Roll

- Delta Township
  - ~25% at-large for public health benefit
  - Supplemental benefits

Assessment Roll

- Average Preliminary Assessment Amounts
  - Commercial
  - Residential
    Average 0.25 to 1.0 ac
- HOA Properties
- Church Properties
- Large Residential Properties

Bank Intercounty Drain



Eaton County Board of Commissioners

Public Works and Planning Committee

January 10, 2024

EATON COUNTY
CONTROLLER'S OFFICE

Connie L. Sobie
Controller/Administrator

Melissa L. Ballard
Finance Director

Ben Dawson
Human Resources Director

Claudine Williams
Director of Intergovernmental Affairs and Development

Logan Bailey
Communications Director

TO: Eaton County Road Commission, EATRAN, Drain Commission and MSU Extension

FROM: Connie Sobie, Controller

SUBJECT: Public Works and Planning Committee Semi-Annual Reports

DATE: January 3, 2024

Below please find the dates that have been scheduled for your Semi-Annual Reports to the Public Works and Planning Committee for the year 2024. Please contact this office at (517) 543-2122, if the proposed dates conflict with your calendar.

February 14, 2024	EATRAN
March 13, 2024	Road Commission
April 10, 2024	MSU Extension
May 8, 2024	Drain Commission
July 10, 2024	EATRAN
August 14, 2024	Road Commission
September 11, 2024	MSU Extension
November 13, 2024	Drain Commission

All meetings will begin at 9:00 a.m. and will be held in the Board of Commissioners Room of the Eaton County Courthouse, located at 1045 Independence Blvd., Charlotte, MI 48813.

These meetings will be posted in conformance with the Open Meetings Act.

517-543-2122
517-543-3331 Fax

1045 Independence Blvd.
Charlotte, MI 48813

eatoncounty.org

From:	Brad Funkhouser
To:	Brad Funkhouser
Subject:	EATRAN Final Report - Transportation Needs Study and Service Plan
Date:	Tuesday, January 2, 2024 12:08:34 PM
Attachments:	20231228_EATRAN_Service_Plan_Report_FINAL.pdf
Importance:	High

Happy New Year,

Attached you will find **EATRAN's Transportation Needs Study and Service Plan – FINAL REPORT**. This project, which began nearly a year ago, provided an opportunity for hundreds of residents and businesses to provide their input as we collectively vision the future of transit throughout Eaton County and beyond. This report sets the stage for future regional transit discussions as the demand for transit in and out of Eaton County continues to grow.

In addition to the report, I'm proud to report to you that CATA's Route 3 extension in Delta Twp. has experienced steady growth since May 2023, with the **monthly ridership nearly exceeding 3,000** (in just the extension area between Lansing Mall and Delta Crossing). Future connection of this regional route with rural connector routes will promote cross-county transit travel and serve as a model in future planning.

Stay tuned for exciting new service initiatives in the coming days!

I appreciate you support. Thank You.

Brad

Bradley T. Funkhouser, AICP
Executive Director

Eaton County Transportation Authority – EATRAN
916 E. Packard Hwy.
Charlotte, MI 48813
(517) 543-4087

Transportation Needs Study and Service Plan

Final Report

Eaton County Transportation Authority (EATRAN)

December 2023

Delivering a better world

Prepared for:

Eaton County Transportation Authority

Prepared by:

AECOM
4219 Woodward Ave
Detroit, MI 48201
aecom.com

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Introduction 3
Service Goals and Actions 8
1. Improve Existing Services 8
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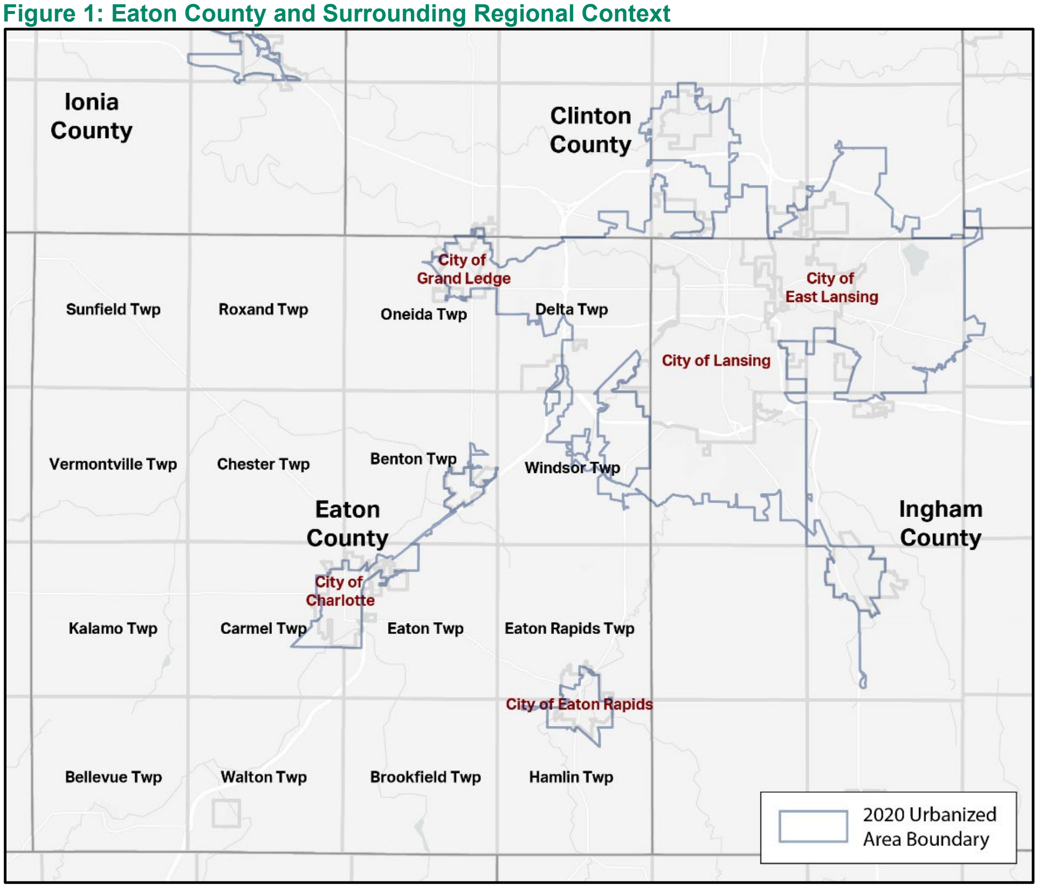
Introduction

The Eaton County Transportation Authority (EATRAN) has developed a Transportation Needs and Service Plan to consider opportunities for improving existing public transportation services and better address travel needs in Eaton County. This study has been conducted in the context of increased collaboration across the Tri-County region. In Fall 2022, a historic partnership was formed between the Capital Area Transportation Authority (CATA) and EATRAN and an expanded interlocal agreement was established between CATA and Clinton Transit.[1] These collaborations reduce the limitations that economic or geographic boundaries impose on public transit agencies, who are seeking to enhance regional mobility. This Final Report recommends actions for expanding and improving transit service for Eaton County residents and paves the way for further analysis and agency collaboration.

This Final Report builds upon findings from a previous Existing Conditions Report (Appendix A) and County-Wide Survey (Appendix B), both completed in 2023. These earlier efforts inform the goals and actions that form the basis of this Final Report. This study was also informed by a survey of customers riding the CATA Route 3 service extension. This route was extended on a pilot basis into Delta Township, beginning in the Summer of 2023.

Figure 1: Eaton County and Surrounding Regional Context



Eaton County is a largely rural county that has experienced modest population growth over the last decade. Population density is highest in the northeast portion of the county, with Delta Township leading in population density and Oneida, Windsor, and Delta Townships experiencing relatively higher population growth. Northeast portions of the County (Delta Township, Grand Ledge) are within the Lansing urbanized area. Urbanized areas are significant because Federal 5307 Urbanized Area Formula Program Grants are only available in these areas. 5307 grants provide a significant amount of funding for transit capital, operating assistance, and planning in urbanized areas.

[1] "Tri-County public transit agencies launch unprecedented partnership to enhance regional mobility," CATA, September 14, 2022, https://www.cata.org/About/News/tri-county-public-transit-agencies-launch-unprecedented-partnership-to-enhance-regional-mobility.

Figure 2: Eaton County Population (U.S. Census Bureau, 2012-2021)

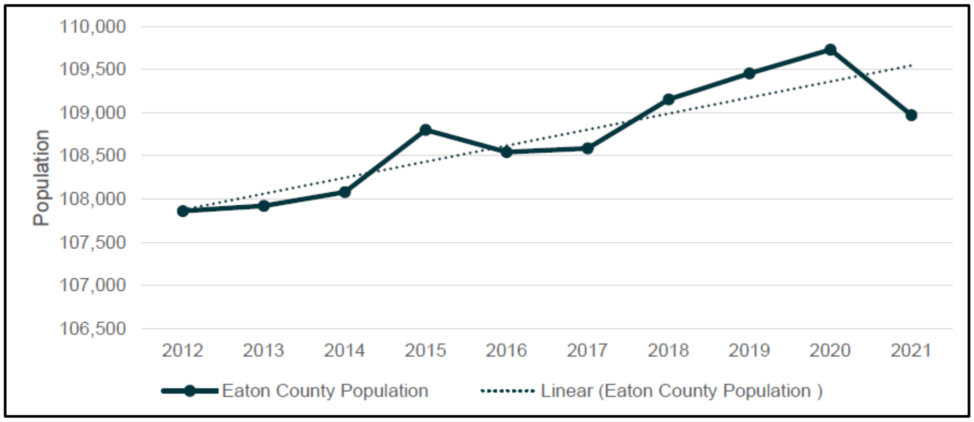
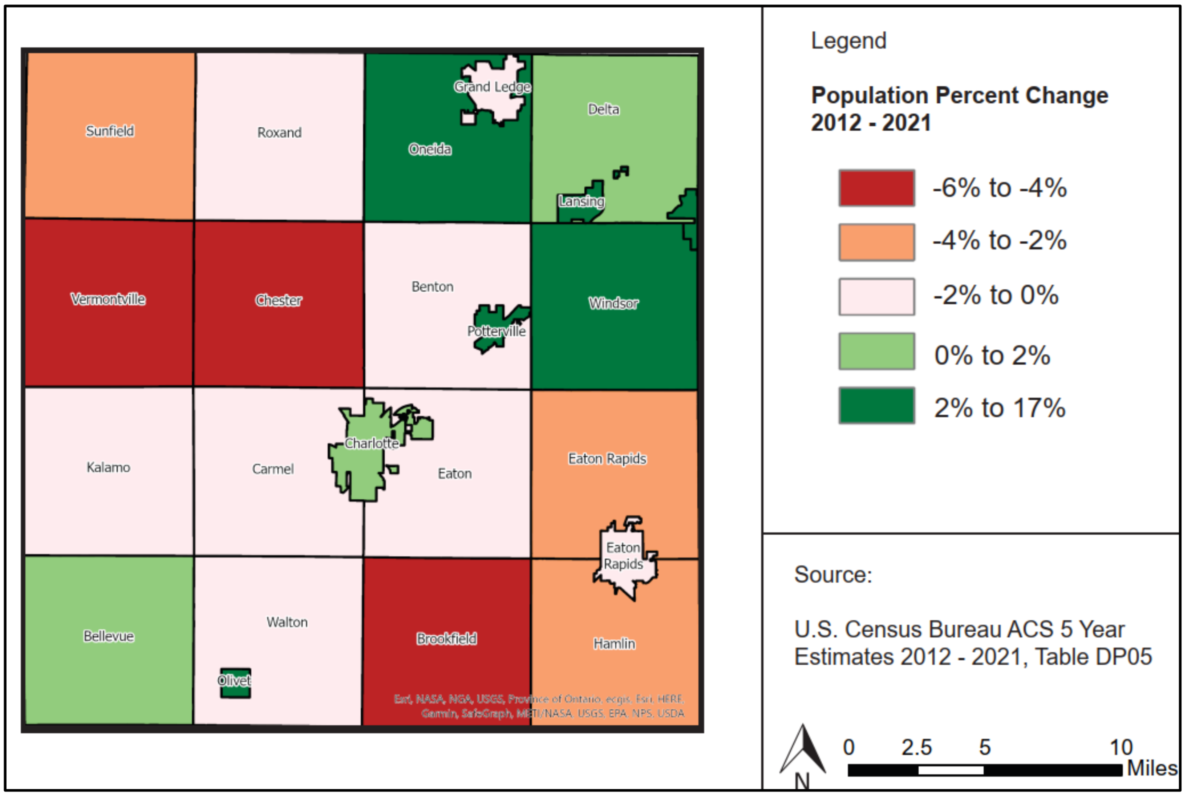


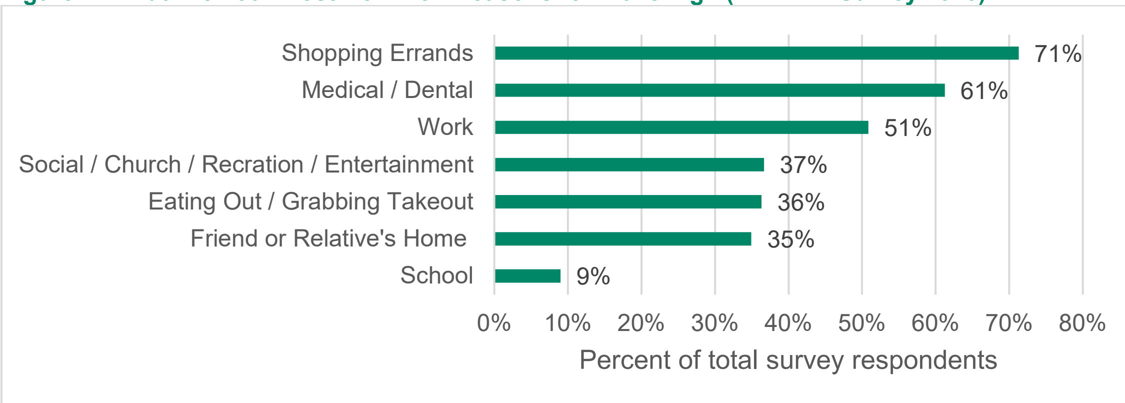
Figure 3: Eaton County Townships Population Percent Change (U.S. Census Bureau, 2012-2021)



As the Lansing region grows, especially into Eaton and Clinton County, there has been an increased emphasis on collaboration among regional service providers including CATA and Clinton County Transit. The County-wide Survey results revealed that 72% of respondents frequently travel outside of Eaton County. The most common out-of-county destinations were Lansing (31% of respondents frequently travel to Lansing), followed by Ingham County (15%), East Lansing (5%), and Clinton County (4%).[2] Survey findings also revealed that Eaton County residents have a wide variety of travel needs. Common reasons for travelling include shopping or running errands, going to medical and dental appointments, and getting to work. These uses call for a wider range of service times and result in ridership volumes more evenly spread throughout the day.

[2] 2023 EATRAN Survey, Respondents could select multiple options.

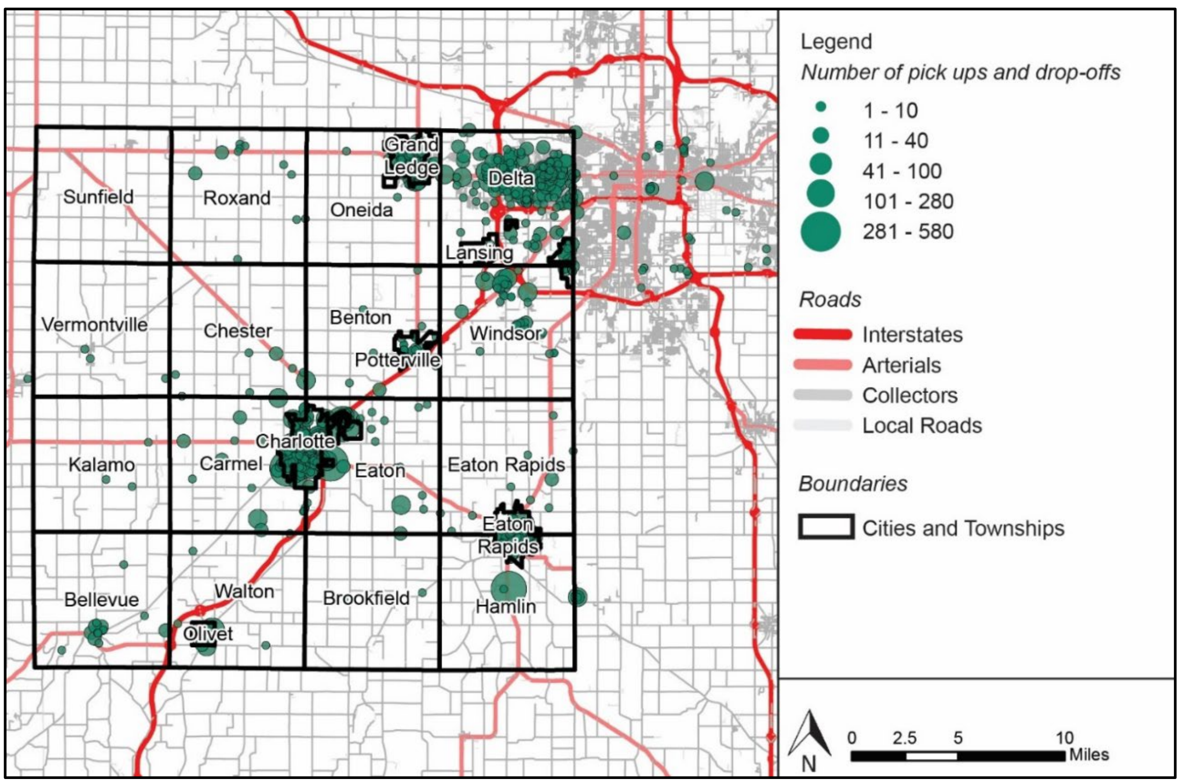
Figure 4: What Are Your Most Common Reasons for Traveling? (EATRAN Survey 2023)



Respondents could select up to 3 answers

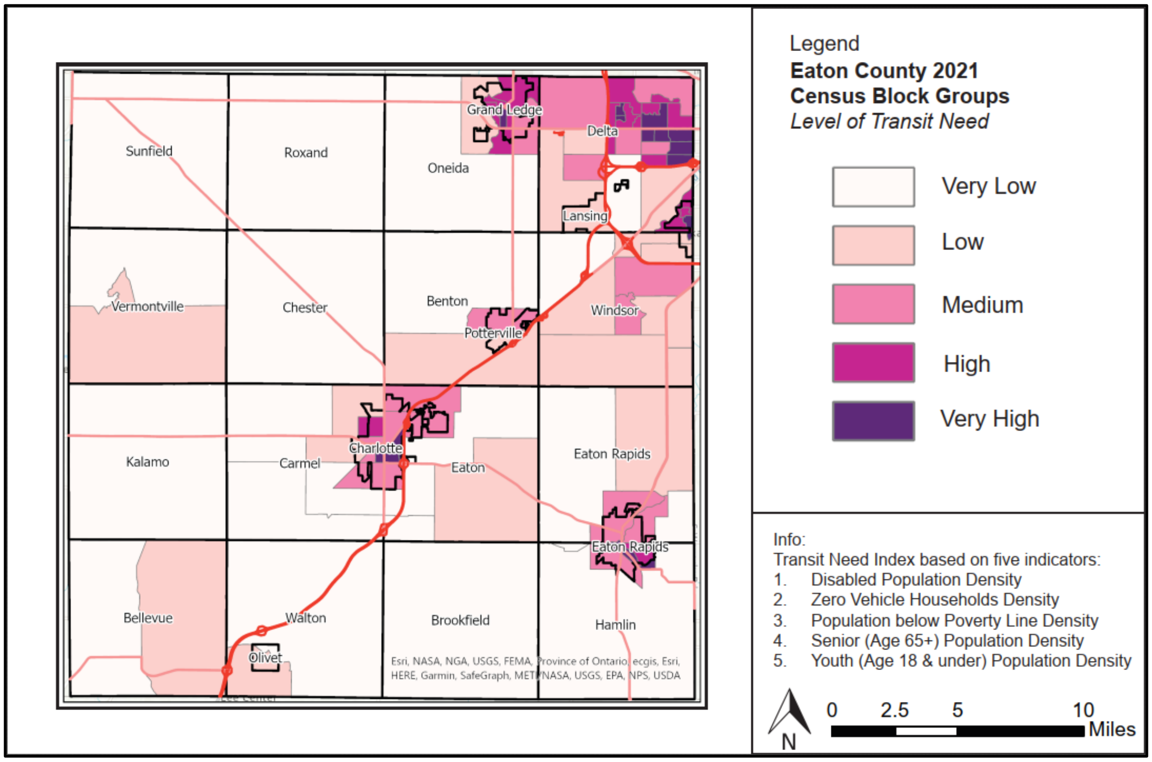
EATRAN currently provides curb-to-curb demand response service within the County. This service must be reserved in advance, and trips are limited to origins and destinations within the County (except for medical trips into Ingham County). In May 2023, the greatest concentration of pickup and drop-off destinations within the county were in Delta Township, Charlotte, Grand Ledge, and Eaton Rapids (Figure 5).[3] The level of transit need was also the greatest in those four jurisdictions (Figure 6).

Figure 5: EATRAN Pickup/Drop-off Destinations, May 2023 (EATRAN PCTrans Data)



[3] EATRAN PCTrans Data, May 2023

Figure 6: Eaton County Level of Transit Need by Census Block (United States Census Bureau, 2017-2021)



As a result of these findings, a key focus of this study is to increase connections from Eaton County to the larger Lansing Metro Region and allow for more travel across county lines. EATRAN service is heavily utilized, primarily by seniors and those with disabilities. EATRAN aims to maintain and improve its vital demand response service to meet the needs of existing customers. To better serve the variety of transportation needs exhibited by Eaton County residents and to open service to new users, demand response service could be improved by expanding evening service hours, expanding service to weekends, and upgrading software to enhance the user experience as well as the scheduler and dispatcher experience. Additionally, EATRAN aims to explore methods to develop new services, including establishing fixed route service between Eaton County and key destinations in Ingham County and facilitating transfers to CATA fixed route bus service.

Improvements to existing service and the development of new services can be maximized by coordinating with regional service providers and partnering with local social service agencies and major employers. Achieving some of these goals will require new financial resources, while others may be met with existing resources and slight operational changes.

The actions presented in Table 1 are explored further in this report, which provides background and options related to each action. Cost estimates and anticipated timelines are provided where appropriate. This report can help guide EATRAN and its regional transit partners in the coming years as it plans operations, seeks out new funding opportunities, and improves regional mobility.

Table 1: Goals and Actions Timeline and Anticipated Costs

	Next 12 months	1-2 years	3+ years	Anticipated Cost
1. Improve Existing Services				
A				Low/Neutral
Improve the customer trip reservation/confirmation process				Funding Needed
Upgrade technology for scheduling and tracking of service				Funding Needed
2. Develop New Services				
Add weekday evening demand response service				New Funding Needed
Add weekend demand response service				New Funding Needed
Re-establish County connector services				Funding Needed
3. Enhance Regional Connectivity				
Coordinate and connect with regional service providers				New Funding Needed
Provide connectivity to major regional destinations				New Funding Needed
4. Strengthen Partnerships across the County				
Expand partnerships with social service agencies				Low/Neutral
Partner with major employers on access and service				New Funding Needed
5. Strengthen Operational and Financial Sustainability				
Diversify EATRAN fleet to include flexible, smaller vehicles				Funding Needed
Strengthen marketing and branding				Low/Neutral
Develop driver recruitment and retention strategy				Low/Neutral
Supplement local funding to match service needs				New Funding Needed

Service Goals and Actions

1. Improve Existing Services

1.1. Adjust trip booking and cancellation policies

Timeline:	**Next 12 Months**	1-2 Years	3+ years
Anticipated Cost:	**Low/Neutral**	Funding Needed	New Funding Needed

Overview

Currently, EATRAN recommends that customers make reservations for demand response service at least one day in advance. EATRAN has a lenient cancellation and no-show policy, allowing customers to cancel their rides without penalties up until the scheduled arrival window. As a result, customers can schedule rides up to a month ahead, and there are indications that many customers reserve trips just in case they are needed, only to cancel in the days leading up to the trip. Meanwhile, limited availability of vehicles and drivers can mean that EATRAN services appear to be unavailable for certain days, and late cancellations can add work for schedulers accommodating same-day scheduling. CATA's policy is stricter, requiring customers to cancel trips a day in advance and including more clearly defined no-show penalties, with chronic no-shows resulting in suspension from service or a fee. Between October 2022 and April 2023, EATRAN had an average of 104 cancellations and 10 no-shows per-day. While the leniency theoretically reduces no-shows, it poses challenges for demand-response route planning and results in lost fare revenue from canceled rides. Changing booking and cancellation policies can help EATRAN improve service efficiency, cut down on operating costs, and ensure better use of agency resources.

Options

EATRAN can update their policy to reduce passenger no-shows and cancellations. Rules that could be considered include:

- When a customer fails to show up for a scheduled trip, all their other scheduled trips that day could be cancelled, unless the customer calls EATRAN at least one hour in advance of their subsequent trips to communicate that they still require transportation.
- There could be a clearly defined penalty for chronic no-shows, which could include suspension from services or a fee.
- EATRAN could also strive to reduce cancellations by requiring customers to cancel their scheduled trip four hours prior to their scheduled trip. This is modelled after CATA Redi Ride's policy, which requires users to cancel their trips four hours before. If the cancellation happens after, customers should be subject to pay the full fare.

This approach highlights the importance of timely cancellations to allow for efficient trip management and optimize the demand-response service. Between October 2022 and April 2023, 25% of total scheduled EATRAN trips were cancelled, and 2% were no shows. Within that same period, 7% of scheduled CATA Redi-Ride trips were cancelled, 4% were no shows, and 14% were late cancellations (where the fare was still paid). If EATRAN maintained the number of trips scheduled but reduced cancellation rates from 25% to 7%, the agency could generate additional fares.[4] However, the greater financial impact would likely be realized through time and efficiency savings for schedulers, dispatchers, and drivers.

[4] Using EATRAN cancellation and no-show data averaged from October 2022-April 2023. Assuming a $2.00 fare. Assuming that rather than cancelling without paying a fare, customers are now "cancelling late" and still paying the fare or are taking the ride.

1.2. Improve the trip reservation/confirmation process for customers

Timeline:	Next 12 Months	**1-2 Years**	3+ years
Anticipated Cost:	Low/Neutral	**Funding Needed**	New Funding Needed

Overview

To reserve a ride, riders must contact the EATRAN office by phone. Recently, QRyde software (formerly PCTrans) introduced a feature that sends notifications to confirm ride bookings, reducing the need for phone calls to confirm rides. It also includes a standby feature, allowing riders to be notified of available rides if a spot becomes available due to a cancellation. Those on standby can respond to indicate their interest in the ride and request placement on the schedule. The 2023 EATRAN Survey showed that the preferred method for reserving curb-to-curb service is a smartphone app (47% of respondents), followed by a phone call (31%). Additionally, 68% of respondents said implementing online or app-based scheduling was important or very important. Older respondents and those who ride EATRAN once a month or more prefer phone calls, while younger respondents and those who ride EATRAN less than once a month prefer smartphone reservations.

Options

EATRAN can develop a more user-friendly system for reserving rides, canceling rides, paying for rides, and communicating confirmations or reminders to customers. To accommodate seniors and long-term EATRAN users, phone service should be maintained. However, developing a system for reserving rides beyond phone calls would enable greater utilization of existing services and attract more ridership, particularly from younger residents and those who don't use EATRAN often. EATRAN has three primary options to improve the user experience:

- *Keep the current QRyde software*: EATRAN has recently expanded their use of QRyde to allow users to get text updates on the status of their reserved ride. There are additional features QRyde offers that EATRAN is not currently utilizing, including a service that allows users to book single or recurring trips through the "QRyde for Riders" mobile app or customer portal. This feature also allows riders to view and share their schedules through the mobile app or customer portal.
- *Switch from QRyde to Trapeze Software*: Aligning with CATA's system (Trapeze) may enhance the user experience for those who are familiar with CATA's system, helping to create a more integrated regional system. Using this software, CATA allows users to reserve and cancel rides by calling the office and using a smartphone app.
- *Pursue a new software system*: Following the same software-as-a-service (SaaS) model, EATRAN could acquire a new technological platform to facilitate services that allow riders to schedule trips through a mobile app while maintaining the ability to contact EATRAN directly by phone. EATRAN dispatchers and schedulers would remain, but technology would give staff more time to more effectively serve customers and support EATRAN. A new system would ideally include a feature that allows users to pay for service with cards and app-based payment methods. This is a feature that both QRyde and Trapeze seem to lack.

1.3. Upgrade technology for scheduling and tracking of service

Timeline:	Next 12 Months	**1-2 Years**	3+ years
Anticipated Cost:	Low/Neutral	**Funding Needed**	New Funding Needed

Overview

Currently, the scheduling process is conducted manually by EATRAN. Calls to the EATRAN office are taken by schedulers, who collect information about the client and the trip and then communicate this information to dispatchers, who assign trips to drivers. The greatest share of open comments in the 2023 EATRAN Survey expressed an appreciation for EATRAN service; however, some comments conveyed frustration with long phone wait times.

Options

Ideally, the scheduler and dispatcher software service can partially automate the dispatching process, automatically updating driver routes and communicating updates to drivers via smartphone or tablet. By allowing users to set up their own user profiles and schedule and cancel their own trips, updated or new software should also reduce the number of phone calls schedulers need to answer. These updates should free up more time for schedulers and dispatchers, enabling them to deliver better customer service and adapt their roles to better serve EATRAN, further enhancing efficiency and the rider experience. The software chosen for scheduling and dispatching must align with the user software.

- *Keep the current QRyde software:* EATRAN recently adopted a new QRyde feature that sends text updates to users about their trips, reducing calls into the office from users seeking to confirm their trips. QRyde appears to have some other unutilized features that could help automate dispatching and scheduling tasks, including real-time automated dispatching capabilities and continuous mode schedule optimization features.
- *Switch from QRyde to Trapeze software*: Together, EATRAN and CATA staff can work with Trapeze to make sure they are taking advantage of all the features the software has to offer and adapting to meet the region's needs.
- *Pursue a new software system*: An altered service with smartphone app capabilities would ideally allow clients to set up their own user profiles and enter information about their trips via smartphone app, reducing the number of calls into the office. It would also ideally have advanced automated dispatching and scheduling capabilities and be able to communicate arrival updates to users.

2. Develop New Services – Addressing Underserved Needs

2.1. Add weekday evening demand response service

Timeline:	Next 12 Months	1-2 Years	3+ years
Anticipated Cost:	Low/Neutral	Funding Needed	New Funding Needed

Overview

EATRAN currently provides demand response service from Monday to Friday from 6:30 a.m. to 6:00 p.m. Feedback gathered through the 2023 EATRAN Survey and the 2023 CATA Route 3 Extension Survey showed significant interest in extending weekday service hours to meet the needs of riders. Through the Route 3 Extension Survey, many employees in the Marketplace Shopping Center expressed a need for rides home from their service sector jobs after CATA bus service ends at 10:00 p.m. (6:00 p.m. on Sundays). In addition, new employment opportunities are coming to the County, including the Ultium Cells battery cell manufacturing facility.[5] With the addition of new employment opportunities, the size of the late-shift workforce in Eaton County is expected to expand. Extended service is essential for expanding workforce opportunities and gives those who don't own a car the opportunity to participate in the expanding late-shift job market.[6]

Options

To accommodate workers that get off work shortly after 10:00 p.m., EATRAN could expand service until 11:00 p.m. This can help support those who may use CATA service to get to work but who cannot use it once CATA service ends at 10:00 p.m. Alternatively, if funding is limited, service could be extended until 9:00 p.m. These two scenarios were analyzed to create the cost estimates below.

Table 2: Extended Weekday Service Cost Estimates[7]

Scenario	**Estimated *Added* Annual Operating Cost**
Extended until 9:00 p.m.	\$400k – \$500k
Extended until 11:00 p.m.	\$650k – \$800k

[5] Ultium Cells, "Lansing, MI," Accessed December 21, 2023, https://www.ultiumcell.com/our-locations/lansing-mi.
[6] APTA, "Supporting Late-Shift Workers," September 2023, https://www.apta.com/wp-content/uploads/APTA_Late-Shift_Report.pdf.
[7] The National Transit Database (NTD), "EATRAN 2022 Transit Agency Profile," https://www.transit.dot.gov/ntd.. Calculated using 2022 operating expenses per vehicle revenue hour. Calculation assumes that EATRAN would be operating at 75% capacity during the extended hours.

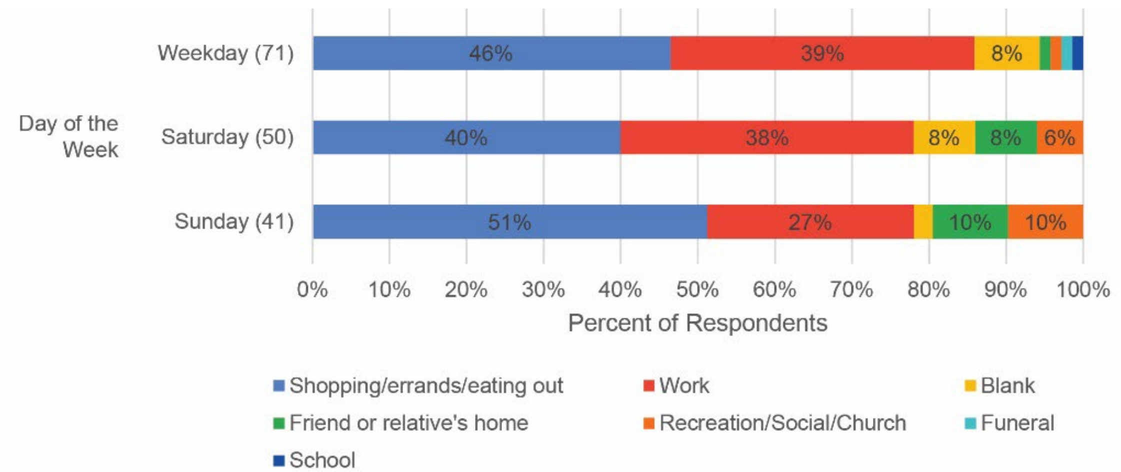
2.2. Add weekend demand response service

Timeline:	Next 12 Months	1-2 Years	3+ years
Anticipated Cost:	Low/Neutral	Funding Needed	New Funding Needed

Overview

EATRAN currently does not provide demand response service on the weekends. On the EATRAN 2023 Public Survey, 74% of respondents said providing weekend service was important or very important, with nine respondents leaving comments about the value of weekend service. The recent survey of CATA's Route 3 extension indicated that ridership needs are greatest along this corridor into Delta Township on the weekends, when EATRAN service is not available. Saturdays and Sundays along the CATA Route 3 corridor show a greater percentage of riders using the service for recreation, social, or church purposes and for visiting a friend or relative's home. Sunday had the highest proportion of those using the service for shopping, errands, or eating out.

Figure 7: 2023 CATA Route 3 Extension Survey Results: Trip Purpose by Day of the Week



Options

Significant demand for rides could be met by establishing limited service on the weekends. EATRAN could seek to add Saturday service as a base option or both Saturday and Sunday service in the longer term. Saturday and Sunday service can be implemented separately. Saturday service could run for 11.5 hours from 8:00 a.m. to 7:30 p.m., primarily aimed at serving shopping and recreational needs. Sunday service could run for 6 hours from 8:00 a.m. to 2:00 p.m., serving shopping and recreation needs and allowing users to use EATRAN to access Sunday morning worship activities. Maintaining a consistent start time of 8:00 a.m. across the days can help contribute to a more simplified and user-friendly system. Providing these services should be prioritized after implementing weekday evening service, which was found to be of higher priority in the 2023 EATRAN and CATA surveys. Cost estimates are calculated for Saturday and Sunday service. Saturday service could be provided in the next 1 to 2 years, and Sunday services in the next 3+ years.

Table 3: Weekend Service Cost Estimates[8]

Scenario	Estimated *Added* Annual Operating Cost
Saturday Service 8:00 a.m. to 7:30 p.m.	$300k – $350k
Sunday Service 8:00 a.m. to 2:00 p.m.	$150k – $200k

[8] The National Transit Database (NTD), "EATRAN 2022 Transit Agency Profile," https://www.transit.dot.gov/ntd. Calculated using 2022 operating expenses per vehicle revenue hour. Calculation assumes that EATRAN would be operating at 75% capacity during the weekends, bringing the overall operating expenses per vehicle revenue hour down for each scenario.

2.3. Re-establish County connector services

Timeline:	Next 12 Months	1-2 Years	3+ years
Anticipated Cost:	Low/Neutral	Funding Needed	New Funding Needed

Overview

Between October 2015 and March 2020, Eaton County provided a service called the Eaton County Connector (The Connector), a fixed route service between Charlotte and Lansing. The Connector had the same fare as demand response service and was available Monday to Friday from 6:30 a.m. to 6:30 p.m. The route ran from the Charlotte Walmart to the Lansing Mall. It made one stop along the way at the Potterville Franks BP gas station near I-69. It was a deviated route that allowed the bus to go slightly off route to pick up ADA-compliant passengers. There was one vehicle that ran twice a day, once in the morning and once in the afternoon. The Connector was discontinued in April 2020 due to the COVID-19 pandemic. Throughout its five years of service, the Connector ridership levels fluctuated but generally showed a gradual increase.

Options

There is currently funding and political will to reestablish The Connector. EATRAN hopes to maintain the short ride time (30 minutes) and maintain the flex route capabilities, allowing the bus to steer off route for ADA-compliant passengers. The new Connector would replace the Downtown Lansing Express, with information about the Connector clearly communicated on the EATRAN website. EATRAN could consider the options presented in Table 4.

Table 4: Connector Service Origin and Destination Options

Ingham County Stop	Eaton County Stop	Estimated Distance and Drive Time (with Potterville stop)	Pros	Cons
Downtown Lansing CTC	Charlotte Courthouse Square Museum	21 miles 26 mins	• Easier for Charlotte residents to access without a car • Direct connection to Downtown Lansing	• Harder to find parking • Longer travel time
	Charlotte Walmart	20 miles 24 min	• Easier to find parking • Direct connection to Downtown Lansing	• Difficult to access without car • Longer travel time
Route 3 Terminus (Marketplace Walmart)	Charlotte Courthouse Square Museum	22 miles 22 min	• Easier for Charlotte residents to access without a car • Shorter travel time	• Harder to find parking • No direct connection to Downtown Lansing
	Charlotte Walmart	16 miles 20 min	• Easier to find parking • Shorter travel time	• Difficult to access without car • No direct connection to Downtown Lansing

The estimated cost and time differences between each of the four scenarios are minimal, and decisions should prioritize ease of use for EATRAN customers. In the long term, as funding resources allow, EATRAN could establish a connection to both Downtown Lansing and the Marketplace Shopping Center. A route that begins at the Charlotte Courthouse Square Museum would generally be easier to access for residents of Charlotte who cannot drive. Although there is not as much parking in this area compared with the Walmart, EATRAN could work with the City of Charlotte to provide designated spaces for EATRAN user vehicles, either on the street or in surface lots. EATRAN could work to provide bus stops and amenities at the selected origin and destination locations. An additional route connecting Eaton Rapids and Charlotte could be explored in the long term.

Whether The Connector drops users off somewhere in Downtown Lansing or at the Marketplace Shopping Center, CATA and EATRAN must coordinate to create a designated space for drop-off and align services to facilitate easier transfers to CATA fixed route services. Ideally, The Connector frequency would be raised above two round trips a day. The costing scenario below explores scenarios with eight, 10, and 16 round trips. The eight and 10 round trip scenarios could be considered in the short term, with more frequent service ramping up in the mid-term.

Table 5: Connector Route Cost Estimate[9]

Scenario	Estimated Annual Operating Cost
8 non-consecutive round trips 7:00 a.m. to 6:00 p.m.	$130k – $160k
10 round trips every hour 7:00 a.m. to 6:00 p.m.	$160k – $200k
16 round trips every hour 6:00 a.m. to 9:00 p.m.	$260k – $320k

[9] The National Transit Database (NTD), "EATRAN 2022 Transit Agency Profile," https://www.transit.dot.gov/ntd. Assumes an hourly round trip.

3. Enhance Regional Connectivity

3.1. Coordinate and connect with regional service providers

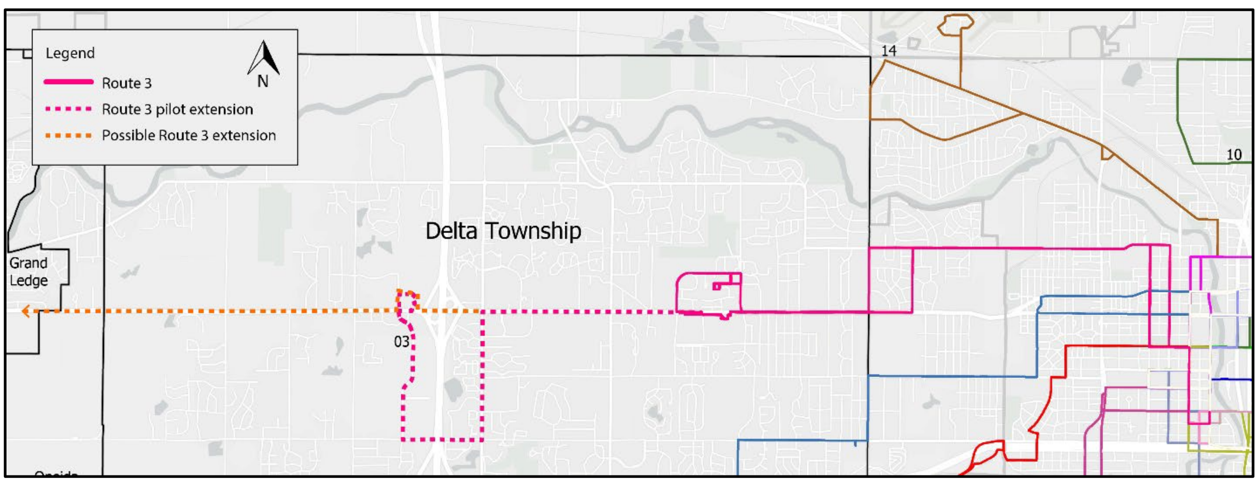
Timeline:	Next 12 Months	1-2 Years	3+ years
Anticipated Cost:	Low/Neutral	Funding Needed	**New Funding Needed**

Overview

Transportation in Eaton County is closely tied to transportation in the greater Tri-County Region, which comprises the three counties surrounding the Lansing metro area: Ingham, Clinton, and Eaton. The Tri-County Regional Planning Commission (TCRPC) has undertaken an initiative to coordinate transportation in the Region, in collaboration with the EATRAN, Clinton Area Transit System, and CATA.[10] These agencies have convened a working group to coordinate on services and initiatives that can improve regional and cross-county trip making. The effort to further coordinate transit in the region comes as a priority to prepare and plan for present and coming economic development opportunities. Two of these opportunities include a new General Motors Ultium Battery Plant and a new Amazon distribution center in Delta Township.[11]

Thus far, collaboration efforts have included expanding interlocal agreements between the agencies and shared management between CATA and EATRAN. Continued collaboration can increase the limited connections between EATRAN and CATA services. CATA service already extends into Eaton County with the recent Route 3 extension to Delta Township's Marketplace Shopping Center near I-96, which has been piloted since May 2023. Ridership activity along the extension has been growing. Some open comments gathered from the 2023 CATA Route 3 Extension Survey included customers mentioning a desire for service to Grand Ledge, with some customers getting off at the Marketplace Shopping center and continuing to walk the rest of the way to Grand Ledge.

Figure 8: Route 3 with Pilot Extension and Possible Extension to Grand Ledge



Options

EATRAN can work to connect with other service providers in the area, including potentially:

- *Aligning the Connector Route service with other services*: Ensure The Connector schedules align with CATA fixed bus route schedules so easy transfers can be made to other locations throughout the region.
- *Expanding out-of-county trips*: Currently, out-of-county trips on EATRAN's demand response service can only be made to access medical services. This could be expanded to allow out-of-county trips for certain customers (e.g., seniors, people with disabilities) to connect to locations in Ingham County or to CATA fixed route bus stops.
- *Extending the CATA Route 3 Pilot*: Due to the success of the Route 3 extension, extending this pilot should be prioritized. Sustainable funding sources would need to be identified and pursued to continue this route extension

[10] "Tri-County public transit agencies launch unprecedented partnership to enhance regional mobility," CATA, September 14, 2022, https://www.cata.org/About/News/tri-county-public-transit-agencies-launch-unprecedented-partnership-to-enhance-regional-mobility.
[11] CATA, 2022

pilot. Further extension to Grand Ledge or a separate connector service to Grand Ledge could be considered. A redesign of the route extension to enhance eastbound access to Meijer or the implementation of enhanced non-motorized crossings across Waverly could improve pedestrian and transit-rider access throughout the corridor. Cost estimates for two scenarios are shown below. The scenario with the extension out to Grand Ledge assumes the connector would extend to Downtown Grand Ledge (S Bridge Street and E Scott Street) and would not extend down to W St Joseph Hwy as the current pilot does. Both scenarios assume the same frequencies and service levels of the current CATA Route 3. In the short term, the current Route 3 extension could be maintained (option A), with an additional hourly extension to Grand Ledge being added in the mid-term (option C).

Table 6: CATA Route 3 Extension Cost Estimate[12]

Scenario	**Estimated *Added* Annual Operating Cost**
Option A: Current Route 3 Extension Design	\$600k – \$730k
Option B: Route 3 extension to Grand Ledge (without St. Joseph Hwy segment)	\$750k – \$920k
Option C: Additional extension to Grand Ledge, every-other bus (from the Marketplace Stop to the Grand Ledge Meijer)	\$160k – \$200k

Additionally, EATRAN and its regional transportation partners (CATA, Clinton County, TCRPC) should continue to meet and coordinate on regional service offerings by continuing the working group that has been established and hosted by TCRPC since 2022.

[12] The National Transit Database (NTD), “EATRAN 2022 Transit Agency Profile,” https://www.transit.dot.gov/ntd. Assumes same service level as current CATA Route 3.

3.2. Provide connectivity to major regional destinations

Timeline:	Next 12 Months	1-2 Years	**3+ years**
Anticipated Cost:	Low/Neutral	Funding Needed	**New Funding Needed**

Overview

EATRAN can better serve its customers by providing connectivity to major regional destinations, including downtown Lansing, the Capital Region International Airport, and hospitals. In the 2023 EATRAN Survey, 72% of respondents reported frequent travel outside of Eaton County. Survey findings highlight the importance of improving connectivity to Lansing shopping centers and medical facilities. EATRAN already provides a service that allows out-of-county medical trips for seniors and people with disabilities residing in Eaton County. Many of EATRAN's customers use the service to get to and from medical appointments, some of which require trips far beyond County lines. EATRAN can explore methods to open out-of-county travel to all residents for a wider variety of purposes and can explore additional services that could be provided through EATRAN or in partnership with CATA.

Options

EATRAN could expand out-of-county service, allowing EATRAN's customers to get to and from out-of-county medical trips, the Capital Regional International Airport, the CATA Transportation Center, and a connection to MSU and East Lansing. This would require service expansion and could be pursued in partnership with other service providers, enhancing Eaton County resident access and encouraging connections and economic development in Lansing and East Lansing. An example of this is connectivity to the CATA Route 3, which travels into downtown Lansing and the CATA Transportation Center, allowing for further transit connections across the region. Annual operating cost estimates for increased demand response capacity are provided below.

Additionally, EATRAN could set up a shuttle to allow Eaton County residents to access the Capital Regional International Airport (or other regional destinations). This would require establishing a shuttle service and a new bus for that service. EATRAN could consider the Marketplace Shopping Center as a potential hub for shuttle service to and from the airport due to its abundance of parking options and connections to other public transportation services.

Table 7: Regional Connection Cost Estimate

Scenario	Estimated *Added* Annual Operating Cost
Add two more vehicles to EATRAN demand response service (Weekday 6:30 a.m.-9:00 p.m.) so that more out-of-county destinations can be served.[13]	\$470k – \$580k
Establish airport shuttle from Downtown Charlotte to Downtown Grand Ledge, and the Capital Regional International Airport. 10 round trips a day, 7 days a week.[14]	\$150k – \$190k

[13] The National Transit Database (NTD), "EATRAN 2022 Transit Agency Profile," https://www.transit.dot.gov/ntd. Calculated by considering the difference between the cost of 6:30 a.m. to 9:00 p.m. weekday demand service at current EATRAN service levels, and the cost of 6:30 a.m. to 9:00 p.m. weekday demand service with two additional demand response vehicles in operation.
[14] The National Transit Database (NTD), "EATRAN 2019 Transit Agency Profile," https://www.transit.dot.gov/ntd. Calculated assuming 2019 County Connector operating costs while considering the inflation rate from 2019 to 2023. Assumes 10 round trips per day operating approximately between 7:00 a.m. and 8:30 p.m. A round trip is estimated to take 40 minutes.

4. Strengthen Partnerships across the County

4.1. Expand partnerships with social service agencies

Timeline:	**Next 12 Months**	**1-2 Years**	**3+ years**
Anticipated Cost:	**Low/Neutral**	**Funding Needed**	**New Funding Needed**

Overview

In the past, EATRAN served Community Mental Health as a contracted client. This agency used EATRAN services to serve their program's transportation needs. They no longer use EATRAN services because their funding was cut (before the COVID-19 pandemic), and they now have their own in-house transportation system. Partnerships like this one can be explored with other agencies to meet crucial transportation needs in the County and boost ridership. Back in 2016, contract clients made up 16% of total EATRAN riders. Currently, there are no active contract clients.

Options

EATRAN could use existing networks to seek out partnerships with local social service agencies. Some preliminary steps to take include:

- Creating space on website to advertise EATRAN partnership opportunities and highlight existing partnerships with local organizations.
- Meet with Eaton County social service agencies and the Barry-Eaton District Health Department to understand community and organizational needs and explore effective partnership methods.
- Reach out to agencies and organizations, providing informational materials about EATRAN services and partnership opportunities.
- Establish a county-level public transportation commission that convenes with interested agencies and municipal partners to review transportation service initiatives and County needs.

4.2. Partner with major employers on access and service

Timeline:	Next 12 Months	1-2 Years	3+ years
Anticipated Cost:	Low/Neutral	Funding Needed	New Funding Needed

Overview

EATRAN can explore ways to partner with existing employers that are already generating many demand response trips (Capital Area Michigan Works, Charlotte Walmart, Charlotte Meijer), as shown in Table 8. Additionally, new employment opportunities are coming to the county, including the Ultium Cells battery cell manufacturing facility, which is set to employ more than 1,700 people in 2025.[15] EATRAN can explore methods to educate and partner with employers, communicating the economic development benefits of public transportation and the ways it can help attract potential employees. Many of the new employment centers will be located in Delta Township. Given this, it may be beneficial to partner with other regional transit providers so services can seamlessly cross county borders and better serve employee needs.

Table 8: EATRAN Top 10 Destinations, May 2023

Name	Jurisdiction	On	Off	Total
Capital Area Michigan Works – Peckham	City of Charlotte	278	302	580
Walmart	City of Charlotte	193	209	402
Island City Academy – K-8 Eaton Rapids Public School	Hamlin Township	268	123	391
Meijer	City of Charlotte	182	199	381
Greyhound Early Learning Center – Eaton Rapids Public Schools	City of Eaton Rapids	139	141	280
Lansing Mall	Delta Township	153	91	244
Creative Pulp – Eaton Resa Education Services	City of Charlotte	116	111	227
Olivet Middle & High School	City of Olivet	127	84	211
Meijer	Delta Township	73	123	196
St Gerard Catholic Church	Delta Township	168	12	180

Options

EATRAN could create a formalized framework to standardize the process for agency-private sector partnerships, to organize employers together and pool necessary resources for public transit investment, and to create ways for employers to subsidize late-shift public transportation.[16] This framework could include the following partnership opportunities:

- *Integration with large employment center facilities*: Many employment centers have large footprints that make it difficult for employees to access the main facility without a car. Through partnership, agencies could work with these employers to create a designated drop off spot for those using public transportation to access the facility. Ideally, a spot to wait for pickup would include a shelter to protect users from the weather or a spot to wait inside the facility and see approaching vehicles. Additionally, this spot could include signage, informational materials, real-time arrival information, and bike storage.
- *Subsidize late-shift transportation:* Currently, EATRAN service ends at 6:00 p.m. and CATA fixed route service ends at 10:00 p.m. Weekday evening service may be extended, but this would still leave out many late-shift workers. EATRAN could create an after-hour demand response service that employers could contract out. The estimated annual operating cost of contracting out one EATRAN vehicle from 9:00 p.m. to 6:30 a.m. is $155,000 to $189,000.

[15] Ultium Cells, “Lansing, MI,” accessed December 12, 2023, https://www.ultiumcell.com/our-locations/lansing-mi.
[16] APTA, “Supporting Late-Shift Workers: Their Transportation Needs and the Economy,” September 2019, www.apta.com/wp-content/uploads/APTA_Late-Shift_Report.pdf.

- *Create a transit-supportive employer membership group:* Regional transit providers could explore the possibility of jointly creating a transit-supportive committee of representatives from major employers in Eaton County, Lansing, and East Lansing. Coordination with *Capital Area Michigan Works!* could be explored. This committee could gather needs and further explore partnership opportunities between the employers and transit agencies.
- *Additional Service – Microtransit zone:* A microtransit zone could be created to increase access from Lansing to the growing cluster of major employers just across the border in Delta Township including: Ultium Cells, GM Lansing Delta Assembly Plant, Amazon Warehouse, Amazon Fulfillment Center LAN2, and Meijer Distribution Center. This zone would connect nearby fixed route CATA service to these major employers. An annual operating cost estimate for this service is included below. This estimate assumes that CATA would be operating the micro-transit zone – which would run two vehicles and be operational 12 hours a day on weekdays and weekends.
- *Additional Service – Adding CATA extensions*: Future CATA route extensions, like an extension of Route 12, could be explored. EATRAN and CATA could work together to enhance bus stops in Eaton County, so customers have a designated, protected place to wait for the bus (or for EATRAN demand response service).

Table 9: Microtransit Zone Cost Estimate

Scenario	Estimated Annual Operating Cost
CATA operated microtransit zone: Two vehicles	$730k – $890k
Extension of Route 12[17]	$470k – $570k

Figure 9: Employment Center Facility Access Issues

[17] The National Transit Database (NTD), "CATA 2022 Transit Agency Profile," https://www.transit.dot.gov/ntd. Assumes Route 12 maintains current hours of operations and current frequencies. Assumes the extension adds a total of 30 mins (15 minutes outbound and 15 minutes inbound). Does not consider additional capital costs.

Figure 10: CATA Routes and Microtransit Zone General Area

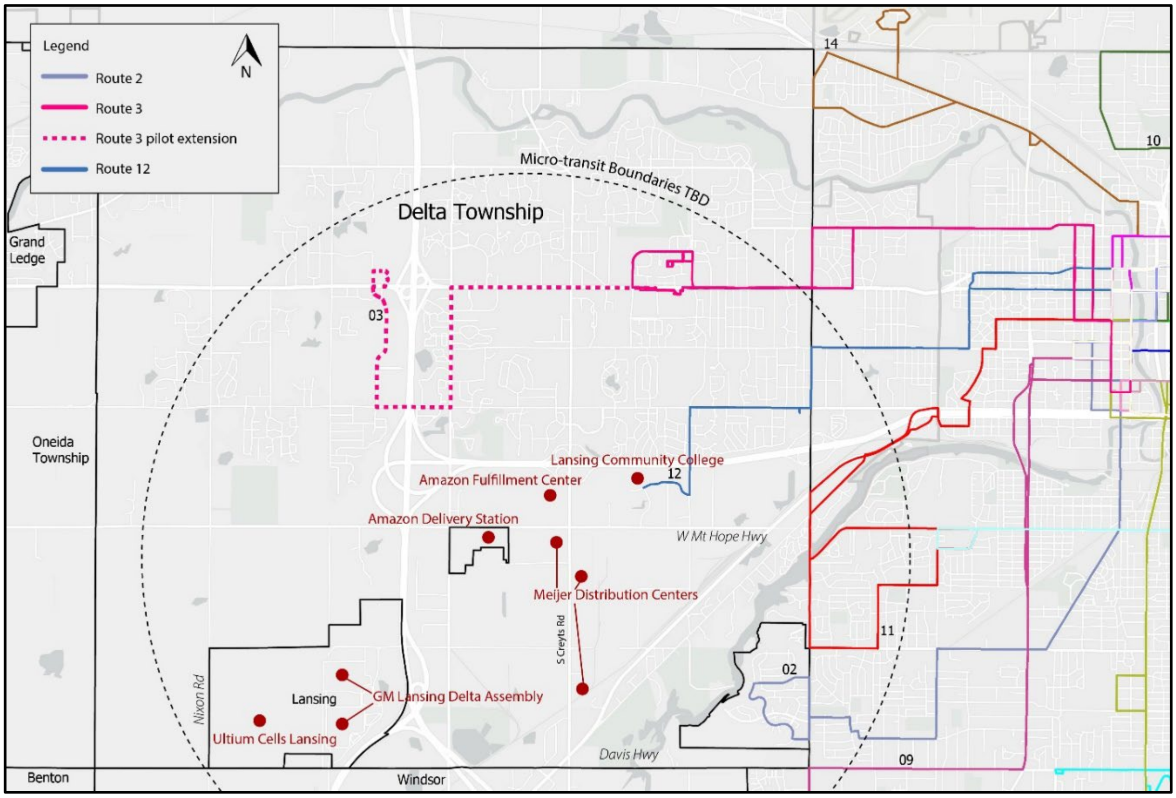
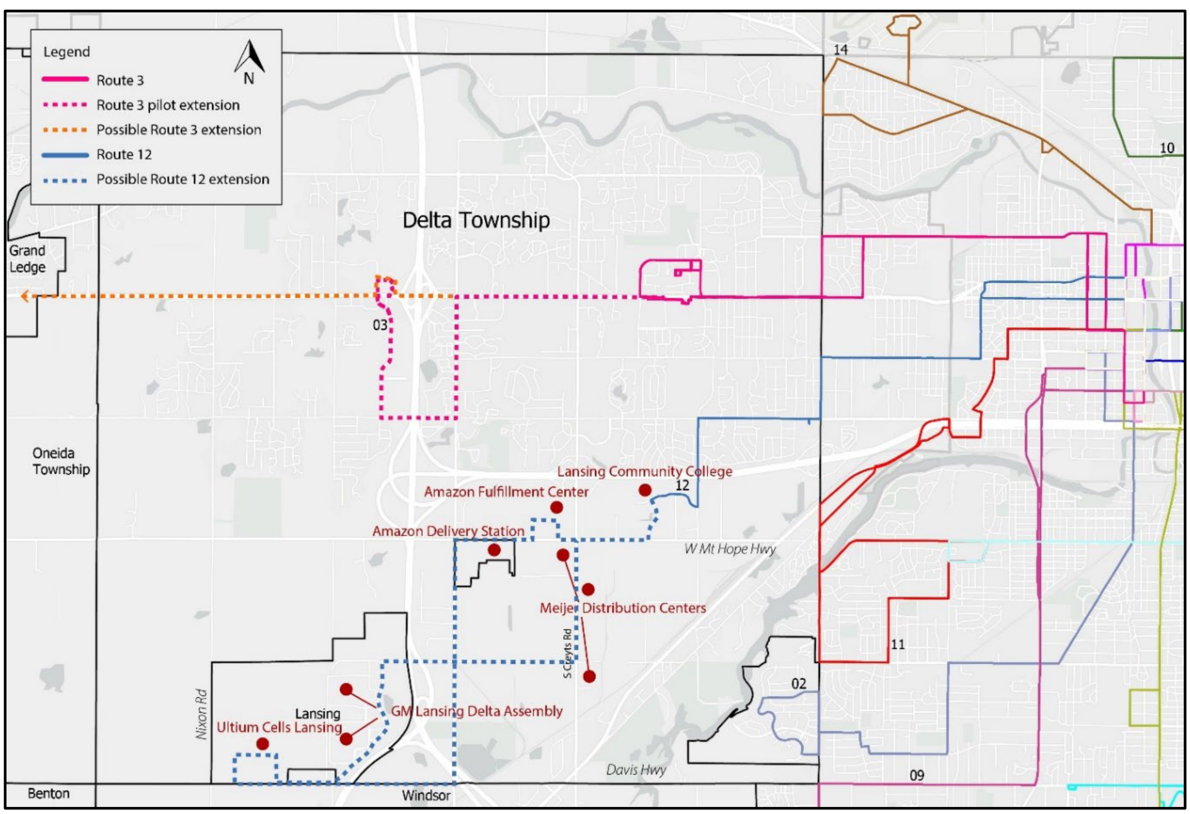


Figure 11: CATA Route 12 Extension



5. Strengthen Operational and Financial Sustainability

5.1. Diversify EATRAN fleet to include more flexible, smaller vehicles

Timeline:	Next 12 Months	**1-2 Years**	3+ years
Anticipated Cost:	Low/Neutral	**Funding Needed**	New Funding Needed

Overview

The current EATRAN fleet consists almost entirely of 16- to 25-seat vehicles, but the majority of EATRAN demand-response trips serve one passenger at a time. Right-sizing vehicles is a good first step when working towards sustainable fleet management. This includes working towards an optimal fleet, which consists of the fewest and most cost-efficient vehicles necessary to achieve agency operations.[18] Michigan laws, regulations, and incentives can help inform fleet management decisions. Fleet management techniques include:

- Transitioning to smaller, more efficient engines to reduce operating costs and conserve fuel.
- Reducing vehicle size and/or weight.
- Transitioning to electric vehicles, vehicles that use alternative fuel, or vehicles that are more fuel efficient.

Options

Demand response or microtransit services have the flexibility to utilize vehicles of varying sizes, but it is advisable to opt for ADA-accessible vehicles within the range of approximately 6 to 10 seats, such as minivans or vans. Smaller vehicles are generally more cost-effective, and drivers of these vehicles may not require the same level of training and licensing.

As elements of this plan are implemented, EATRAN could adjust its fleet to include some smaller, more efficient vehicles that are better suited to single-occupancy trips. EATRAN currently has 12 light-duty cutaway buses, nine medium-duty cutaway buses, and four light-duty vans. As EATRAN starts to retire some of light-duty and medium-duty buses, they could consider replacing them with vans.

[18] "Federal Best Practices: Core Principles of Sustainable Fleet Management, U.S. Department of Energy, November 2020, https://www.energy.gov/sites/default/files/2020/11/f80/federal-best-practices-sustainable-fleet.pdf.

5.2. Strengthen marketing and branding

Timeline:	**Next 12 Months**	**1-2 Years**	**3+ years**
Anticipated Cost:	**Low/Neutral**	**Funding Needed**	**New Funding Needed**

Overview

The EATRAN Survey results reveal that 15% of respondents are not familiar with EATRAN and around half of respondents have never used EATRAN. For those who don't use EATRAN often, one of the primary barriers to using service is not knowing how to use it. EATRAN is largely understood as being only for seniors and individuals with disabilities, with around 1/4 of trips taken by people who fit neither of those categories. Reaching out to businesses and employers, health organizations, and the public can help establish an understanding of how transit can meet a variety of needs and increase system utilization. Because many potential customers may be unfamiliar with the service as a form of public transit, it's important to educate them on how to book rides and utilize the service. This promotion can help inform and attract new customers and establish an ongoing awareness of the service.

Options

EATRAN could explore the following marketing and branding strategies:

- *Website Development*: EATRAN can update its website with essential new service details and a more user-friendly layout.
- *Media Outreach and Community Announcements*: EATRAN can publish news in local media and newspapers, informing readers about ways to access EATRAN service. Municipal channels, newsletters, and communications from local nonprofit organizations that cater to the transportation-disadvantaged can also be used to reach the community. EATRAN currently participates in many community events, including the Eaton County Fair and Delta Rocks!. Continuing these efforts and bringing informative materials will continue to allow EATRAN to engage with potential riders and raise awareness of services.
- *Targeted Outreach*: Focused outreach efforts, such as targeted emails or advertisements in print and social media with "how-to" instructions, can be particularly beneficial for seniors and those residing in retirement communities. This could include the production of a concise, informative video explaining how to use the service to be shared on the service website and various social media platforms.
- *Partnerships*: As noted in the sections above, EATRAN can collaborate with local stakeholders, including employers and social service organizations. These channels can be leveraged to efficiently distribute materials. Other partnerships could be formed with local unions, schools, businesses, and other community groups.

5.3. Develop driver recruitment and retention strategy

Timeline:	**Next 12 Months**	**1-2 Years**	**3+ years**
Anticipated Cost:	**Low/Neutral**	**Funding Needed**	**New Funding Needed**

Overview

Like many transit agencies, one of EATRAN's main barriers to providing services is recruiting and maintaining drivers. EATRAN recently raised driver salaries, which is expected to help with recruitment and retention. Knowing that this is a national issue, it is best practice to be proactive in creating a sustainable recruitment and retention strategy moving forward.

A recruitment and retention strategy contains a detailed plan that considers recruitment best practices and retention methods, including ways to adjust pay barriers and promotion structures, provide work-life balance support, accommodate a diverse labor pool, prioritize driver safety and well-being in the vehicles, and provide leadership and development opportunities.[19] This strategy could also include efforts to partner with local schools and institutions to advertise career opportunities and meet potential candidates.

Options

Create a recruitment and retention strategy containing the following objectives:

- *Address driver needs*: To provide work-life balance support, EATRAN could ensure that drivers understand opportunities to adjust schedules. To prioritize driver safety and well-being, EATRAN could interview current drivers to understand common struggles, investigate solutions to help drivers feel safe and supported, and enable drivers to fulfill customer needs.
- *Retain Employees*: To accommodate a diverse labor pool, agencies should strive to meet a wide range of employee needs and desires. This could include creating flexible schedules, childcare assistance, and overtime opportunities. Many drivers leave due to low wages, difficult schedules, and limited opportunities to further their careers. By communicating an explicit promotional and pay increase structure during the hiring process, drivers can know what to anticipate and be better prepared to envision long-term career goals. Finally, providing leadership and development programs can help retain employees that desire career advancement and providing training and educational opportunities can raise driver confidence and improve service. These programs are ideally accompanied by pay raises or other incentives.
- *Improve Recruitment Strategies*: EATRAN could go out to local schools and work with Capital Area Michigan Works! to provide information about the process of obtaining and maintaining a valid Michigan Commercial Driver's License (CDL) and MDOT physical card and to identify potential candidates. They could also provide financial assistance to help drivers maintain their necessary licenses. Additionally, it is best practice to continually raise starting wages to appropriately compensate drivers as living expenses grow.

[19] "Recruiting and Retaining Bus Operators," American Public Transportation Association, Accessed November 7, 2023, https://www.apta.com/wp-content/uploads/Team-1_Recruiting-and-Retaining-Bus-Operators.pdf.

5.4. Supplement local funding to match service needs

Timeline:	Next 12 Months	1-2 Years	3+ years
Anticipated Cost:	Low/Neutral	Funding Needed	New Funding Needed

Overview

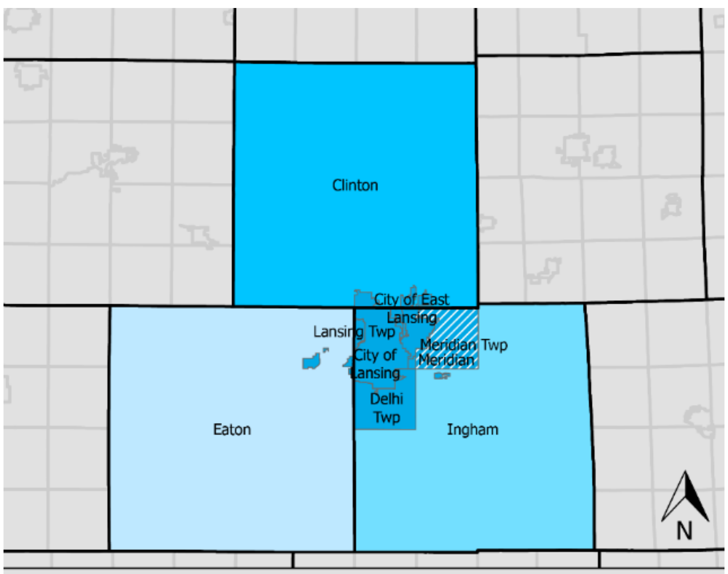
Eaton County's transit system has clear needs and has local support for additional service that better connects the County and the region. Growing service to meet these needs, as laid out in this report, would require additional local funding resources to pay for increased operations and facility costs. New local funding is required to meet many of the service goals, which include expansion of services into weekday evenings and during weekends, as well as re-establishment of fixed route connectors with CATA and into Ingham County.

Local funding sources (millage and farebox receipts) currently account for less than half of EATRAN's budget, typically making up between 40% to 45% of combined operating expenses. The remainder of EATRAN's funding is made up of state and federal funding programs. These formula-based programs are structured so that the level of support would increase as service and ridership increase. This means that additional local funding resources for EATRAN would likely be matched at a greater than 50% rate by additional state and federal funding support.

Options

Feasible options for Eaton County and its communities to consider for increasing local funding include those outlined below, generally organized from the most to the least impactful in terms of the potential revenue generated to support service needs.

Figure 12: Regional Transit Millages



Legend

Authority	Local Unit / Service Area	Millage	Millage Purpose	Dates of Millage
CATA	Meridian Township	.1971	Redi Ride Demand Response Service	2020-2024
EATRAN Service	Eaton County	.2497	Demand Response Service	2022-2026
CATA Rural Service	Ingham County	.5988	Demand Response Service	2021-2026
Clinton Transit	Clinton County	.6924	Clinton Transit "Blue Bus" Demand Response Service	2020-2024
CATA	City of Lansing, City of East Lansing, Meridian Twp, Lansing Twp, Delhi Twp	2.9895	All CATA Services	2020-2025

Increase the County-wide millage (potential revenue impact: high)

The current 0.25-mill property tax within Eaton County generated a little below $1 million in local funds in 2022. This local funding helped to sustain an annual operating budget of approximately $2.5 million. Increasing this millage to be closer to or on par with other regional county peers such as Clinton County (0.69 mill) or the rural areas of Ingham County (0.6 mill) could generate substantial funding support for County-wide service. See Figure 12 for an overview of the current transit millage and funding rates in the Lansing region.

A millage increase from 0.25 to 0.4 could generate a 60% increase in local funding, translating to an operational budget of approximately $4 million for local transit services. An increase of this magnitude could support the expansion of demand response service during weekday evenings and weekends, as well as the reestablishment of the Connector service to Charlotte.

A millage increase from 0.25 to 0.5 could generate a 100% increase in local funding, translating to an operational budget of approximately $5 million for local transit services. An increase of this magnitude could significantly expand EATRAN service for the elements noted above, plus supply funding for continuation of the Route 3 pilot service.

Targeted Municipal or Township Funding (potential revenue impact: high)

Any municipality or township within the County with particular service needs could dedicate funding toward transit services, either by directing general funds or by establishing a standalone millage. These funds could be directed to a service provider such as EATRAN or CATA to provide additional transit services within their jurisdiction. For example, Delta Township could establish a transit millage at the Township level that adds supplemental funds used to support CATA Route 3 service as well as additional demand response services within or to Township destinations. Or the City of Charlotte could provide funding to help sustain additional Connector fixed-route service traveling into Lansing and/or Delta Township. The rate and amount of funding generated at the local level could vary, and in the case of dollars provided via a general fund, could change year by year.

This type of approach would likely make the most sense (and be most impactful) within jurisdictions that have higher levels of development and thus higher transit needs compared to the remainder of the County. Such jurisdictions would also generate significantly more local tax revenue due to the size of their tax bases. For example, Delta Township alone represents 40% of the property tax base within Eaton County based on assessed values. The next largest jurisdictions based on taxable value are in the northern portion of the County, including Windsor Charter Township (7%), the City of Grand Ledge (6%) and the City of Charlotte (6%).

A separate transit millage supplied by Delta Township could be sized to focus on support for continued operation of the extended Route 3 as well as connectivity (via fixed route or demand response) to major employers in the Township. Separate millages by communities such as Grand Ledge or Charlotte could be sized to provide connector services to Lansing and/or CATA.

Service Partnerships and Agreements (potential revenue impact: medium)

Many potential new services within the County, potentially serving healthcare facilities or major new employment complexes, have institutional or employer partners that would have a clear interest and potentially a willingness to pay for an agreed-upon level of service. EATRAN and its partners could explore funding and access agreements whereby individual entities driving ridership demand (e.g., factory, hospital system) would help provide the local portion of funding needed to sustain the additional service. Based on the transit funding model in place, such contributions may need to account for between 30%-50% of the cost of providing service and could help expand targeted services to key locations.

Increased Fare Revenues (potential revenue impact: low)

Fare revenues currently account for between 5%-10% of EATRAN's operating budget. Additionally, EATRAN's fare rates ($2 regular fares, $1 reduced fares within the County) are generally consistent with other fares from other providers in the region. While higher fares could provide some revenue boost for EATRAN, they are unlikely to be a source that allow for expansion of service. Increasing fares may also impact demand for additional services.

Ultimately, the options presented above are not mutually exclusive, and some combination of added County, Municipal or other funding resources could be combined to stand behind the levels of service that would be needed to meet all County needs. The options to be explored also do not correspond with a particular operational or governance model.

Implementation

Eaton County has numerous transportation needs, and these will continue to evolve over time. This report lays out a series of transit services and other actions that could enhance the connectivity and effectiveness of public transportation in the County and connect the larger region. But not all actions can be advanced simultaneously.

The table below indicates the likely implementation timeframe for each action based on consideration of priority (as expressed by the public and assessment of needs), costs (including whether additional funding would be required) and the likely lead time needed to plan and implement each action.

Table 10: Action Implementation Timeframe

	Priority	Cost	Timeframe	Possible Interagency Coordination*
1. Improve the efficiency and usability of current EATRAN services				
Adjust trip booking and cancellation policies to improve system efficiency	Lower	$	Short-term	
Improve the trip reservation / confirmation process for customers	Medium	$$	Mid-term	
Upgrade technology for scheduling and tracking of service	Medium	$$	Mid-term	Maybe
2. Develop new EATRAN services that respond to underserved needs				
Add weekday evening service options for dial-a-ride	High	$$$	Mid-term	
Add weekend (Saturday / Sunday) service for dial-a-ride	Medium	$$$	Long-term	
Re-establish County connector services	High	$$	Short-term	Maybe
3. Enhance regional connectivity				
Coordinate and provide connections to the services of other providers within the greater Lansing area	High	$$$	Mid-term	Yes
Provide connectivity to major regional destinations (downtown, hospitals, airport)	Medium	$$$	Long-term	Yes
4. Collaborate and strengthen partnerships across the County				
Expand partnerships with social service agencies	Lower	$	Short-term	Maybe
Partner with major employers (existing and new) on access and service	Medium	$$$	Mid-term	Yes
5. Strengthen operational and financial sustainability				
Diversify EATRAN fleet to include more flexible smaller vehicles (cars/vans)	Lower	$$	Mid-term	Yes
Strengthen marketing and branding	Lower	$	Short-term	Maybe
Develop driver recruitment and retention strategy	High	$	Short-term	
Supplement local funding to match service needs	High	$$$	Long-term	Maybe

$ - Low cost or cost-neutral
$$ - Funding needed; potentially or partially accomplished without new funding
$$$ - Significant new funding resources needed

Short-term – Could be advanced immediately or in next 12 months
Mid-term – Likely to require 1-2 years
Long-term – May take 3 or more years to accomplish

**EATRAN/CATA/Clinton/Private Carriers/etc.*

Appendix A Existing Conditions Report

Appendix B Survey Summary Report

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