

HE
309
.M54
S73
1986

ATE MANAGEMENT & SERVICE COMPANY, INC.

**MICHIGAN DEPARTMENT OF TRANSPORTATION
BUREAU OF URBAN AND PUBLIC TRANSPORTATION
(UPTRAN)
STATE ASSISTANCE TO TRANSIT AGENCIES PROJECT
NEEDS ASSESSMENT AND ORGANIZATION STUDY**

**MICHIGAN DEPARTMENT OF TRANSPORTATION
BUREAU OF URBAN AND PUBLIC TRANSPORTATION
(UPTRAN)
STATE ASSISTANCE TO TRANSIT AGENCIES PROJECT
NEEDS ASSESSMENT AND ORGANIZATION STUDY
FINAL REPORT**

SEPTEMBER 1986

Prepared by:

**ATE Management and Service Company, Inc.
617 Vine Street, Suite 800
Cincinnati, Ohio 45202
(800) 543 - 1944 / (513) 381 - 7424**

TABLE OF CONTENTS

	<u>PAGE</u>
EXECUTIVE SUMMARY	1
I. NEEDS ASSESSMENT STUDY	3
A. METHODOLOGY	3
B. QUESTIONNAIRE RESULTS	4
II. UPTRAN ORGANIZATIONAL ANALYSIS	18
A. ORGANIZATION OF THE BUS TRANSIT DIVISION	18
B. PROPOSED ORGANIZATIONAL CHANGES	19
C. THE TECHNICAL SERVICES GROUP	20
D. THE FIELD OPERATIONS SECTION	23
E. THE PROGRAM MANAGEMENT SECTION	24
F. ORGANIZATIONAL PLACEMENT	24
III. RESOURCE SURVEY	25
IV. RAPID RESPONSE TECHNICAL ASSISTANCE PROGRAM	26
A. BAY CITY PERFORMANCE REVIEWS	26
B. EVALUATION OF THE UPTRAN SPONSORED VEHICLE PREVENTIVE MAINTENANCE SYSTEM	27
C. INTRODUCTORY STUDY OF THE TRANSIT LIABILITY INSURANCE PROBLEM	28
D. YATES TOWNSHIP FINANCIAL PROBLEMS	28
APPENDIX I - QUESTIONNAIRE	
APPENDIX II - GENERAL MANAGERS' COMMENTS	
APPENDIX III - RESPONSES TO QUESTIONNAIRE	

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Bureau of Urban and Public Transportation (UPTRAN) of the Michigan Department of Transportation plays a significant role in the operation and success of transit service in the State of Michigan. Its foremost duty is the proper dissemination of federal and state funding for transit, but in reality, its involvement with the state's transit systems is far broader than that of merely a funding agency. UPTRAN, through its project managers, is involved in almost all aspects of the states transit systems beyond the day-to-day management. This is particularly evident in the state's Section 18 rural transit systems but is also true, albeit to a lesser extent, with the larger urban systems as well.

In the Summer of 1985 UPTRAN contracted ATE Management and Service Company, Inc. to conduct a consulting study to examine several facets of this involvement. The workplan for this study consists of four separate consulting efforts.

- o An assessment of the transit system's current needs for train and technical assistance,
- o A survey of the current resources within and outside the transit industry to meet these needs,
- o An organizational study of UPTRAN to determine if the current organizational structure is conducive to accomplishment of the bureau's goals and objectives, and
- o A series of work items, within the approved funding for the project, to provide a rapid response to some of the technical needs identified during the course of the project. Four projects were accomplished:

- **The Bay City Performance Reviews**
- **Evaluation of the state vehicle preventive maintenance system**
- **Introductory study of the transit liability insurance problem**
- **Analysis of the Yates Township Transit financial problems**

I. TECHNICAL NEEDS ASSESSMENT

I. TECHNICAL NEEDS ASSESSMENT

The goal of the Bureau of Urban and Public Transportation (UPTRAN) is to assist the transit operators of the State of Michigan in order that they can provide the best possible public transit program to the citizens of the state. With over 100 separate transit systems in the state, meeting this goal is not an easy task. Individual transit systems vary infinitely not only as to their locations, but also their sizes, funding situation, operational expertise and adequacy of facilities. The type of technical assistance desired and required by these systems varies equally. Of course, UPTRAN also suffers from the budgetary limitations and resource restrictions common to any governmental agency.

In order to fulfill the bureau's objective of maximum service to its transit system client and accomplish this within the constraints of available resources, an essential first step is to survey, analyze and classify the individual technical assistance needs of as many of the individual transit systems as possible.

A. METHODOLOGY

The goal of the needs assessment information solicitation was to draw response from as many transit systems as possible. To accomplish this, a direct mail questionnaire was chosen.

The purpose of the questionnaire was threefold. The major portion was a self-test to enable each manager to evaluate key functional areas of the transit system against standard management criteria. The second portion of the questionnaire was a solicitation of a variety of statistical performance data, to be used in developing system performance indicators for comparison. Finally, each manager was asked to contribute comments and requests for training and technical assistance in an unstructured fashion.

The validity of the questionnaire was field tested with the managers of 21 Michigan transit systems. Each manager was interviewed at length, using the draft questionnaire.

The scheduled interviews of 21 selected transit systems were conducted June 17 through June 28, 1985. All interviews were conducted as scheduled, with the single exception of Bay City, which was held at a later date. A listing of the 21 systems is attached as Exhibit II-1.

Following the interviews, the draft questionnaire was edited and revised based on the comments received, and reviewed by the project steering committee. Then the questionnaire, transit data sheet and listing of possible consulting/training projects options was forwarded by mail to the remaining 99 Michigan transit systems.

A response rate of slightly over 50 percent was achieved, combining those systems that had been personally interviewed and those which responded by mail. This was determined to be a satisfactory response rate on which to base conclusions regarding representative technical assistance needs.

A copy of the questionnaire, including the responses in terms of a percentage of systems responding, and the individual responses to the questionnaire are included in the Appendix.

B. QUESTIONNAIRE RESULTS

The transit systems indicated a need for training and technical assistance in several areas. Several comments regarding the general subject of training were received, as well as requests for specific types of training. All respondents to the questionnaire were asked to include, in addition to their answers to the specific

questions, any comments and suggestions for technical assistance they would recommend. A listing of the comments, sorted by subject matter, is enclosed as Appendix II.

The following is an analysis of the responses to the questionnaire and the most significant and most frequently repeated comments from the managers.

1. Transportation

The questionnaire was designed to test the transit system's procedures in driver selection and training, safety program and run scheduling. Over 70 percent of the systems surveyed indicated that they do have a formal process of driver selection and training, including a driver written test, required physical examination and Department of Motor Vehicles driving record check. Sixty-one percent have a formal driver training program. Written procedure manuals are used in just over half of the systems, and positive answers to the safety questions were submitted by less than half.

The scheduling questions were primarily directed to the systems that operate fixed route transit and most such systems answered positively.

Two major areas of need are driver training and formal safety programs. The subject of driver training is explored later in this report.

The interviews showed that managers appreciate the importance of a safety program but, for the most part, are not knowledgeable on exactly how to set one up. It appears that many systems could benefit from the development of a pilot

small system safety program. This should be a simple, easy-to-administer program designed to achieve tangible results in a transit system of no more than 20 vehicles.

Some interest was expressed in computerized dispatching systems for demand responsive service. As more Michigan transit systems obtain microcomputers, there is an opportunity for the state to review the state of the art in computerized demand responsive service dispatching systems in order to recommend one or more standard systems to the transit operators.

2. Maintenance

The questionnaire dealt with the subject of maintenance quite extensively. The questions were designed to test the following:

- o What components of the vehicles are the most troublesome from a maintenance standpoint;
- o If the transit system has a preventive maintenance program in effect;
- o Does the transit system have the equipment, facility and management capabilities to properly carry out the maintenance function; and
- o Allow the manager to self-assess the technical capabilities of the maintenance staff.

The most troublesome vehicle component is, by far, the wheelchair lift system. This is probably to be expected, judging from industry experience, but for small systems in

Michigan, this problem is further aggravated by the severe winter weather and the lack of qualified maintenance personnel. Air conditioning systems ranked a close second to lifts, and were reported as a problem by 39 percent of the systems responding.

Technical assistance with the lift and air conditioning are obviously high priorities in the maintenance area. Specific actions must address the procurement, operations and maintenance aspects of the problem.

Almost half, 38 percent, of the reporting systems indicated that they have problems obtaining parts in a timely fashion. This complaint was echoed in the comments received from the managers. This problem is often most serious when a transit system must rely on a local automobile/truck dealership for maintenance support. While the suggestion of one manager that the state establish a parts inventory is probably impractical, other comments regarding state assistance in identifying more reliable supply sources have some merit.

An overwhelming percentage of the respondents answered the questions concerning preventive maintenance in a positive fashion. Approximately 90 percent claimed that they have a preventive maintenance program and, further, that they perform the P/M work as scheduled. If this response is true, there appears to be little that is needed in the way of assistance for preventive maintenance.

There is also some indication on several questionnaires that the preventive maintenance program may not be as flawless as the survey indicates. One system mentioned a need for a

standardized preventive maintenance system. Another commented that assistance is required both in developing a preventive maintenance system and a maintenance recordkeeping system.

The responses to the question on maintenance recordkeeping revealed an interesting dichotomy. Although the vast majority indicated that they maintain vehicle history records and fluid consumption records regularly, less than half considered their maintenance recordkeeping system adequate to manage their maintenance activities. Perhaps the answer lies in training managers to use the maintenance information they are keeping more effectively.

The analysis of the survey responses regarding the capabilities and number of maintenance employees were adjusted to calculate percentages only on the basis of only those systems that perform their own maintenance.

The majority of the transit systems responding to the questionnaire indicated that their maintenance employees were either "highly trained" or "somewhat trained" in all the component systems of the vehicles. Additional training was indicated as a need for the following vehicle component systems:

<u>Vehicle System</u>	<u>Percent of Transit Systems</u>
Wheelchair Lifts	24%
Electrical Systems	24%
Air Conditioning Systems	21%
Body Repair	18%

A surprising 61 percent of the transit systems performing their own maintenance reported that they make available to their maintenance employees some form of maintenance training.

Questions 16 through 18 of the maintenance section of the questionnaire were designed to test the management of the maintenance function for those systems that contract for maintenance services.

In many cases where transit systems contract for maintenance services, those services are provided by some other city/county public agency. The number of transit systems reporting that they neither have a term contract nor use competitive bidding for their maintenance services might indicate that assistance in contracting maintenance services could be useful.

3. Marketing

Several questions were directed to the subject of marketing. Most of the systems responding do not have a formal marketing program in the sense that they develop an annual marketing plan. Nonetheless, the majority do annually budget funds for system marketing. Very few, 18 percent, seek the professional advice of an advertising agency. Since these systems are directing a portion of their resources to marketing, it would appear that these expenditures should be supported by some form of marketing plan, however simple that plan might be.

Several of the comments from the managers show that marketing is an area where at least some managers feel the least competent. Recognizing the vital importance of a stable source of local funding, several managers expressed a specific need for assistance in conducting tax levy programs. It would be helpful if a small system marketing manual could be developed covering general marketing concepts and techniques, customer communications and tax levy programs.

4. Personnel and Payroll Procedures

The questionnaire did not reveal any specific areas of need in the area of personnel management. The majority of respondents answered the important questions in a positive fashion. Some of the managers' comments did indicate that managers do not feel that they are as knowledgeable about labor law as they should be. This could be the subject of newsletter articles, should a periodic newsletter be started.

5. Budgeting and Financial Planning

As with personnel management, the questionnaire did not reveal any specific needs in the area of budgeting and financial planning. The majority of respondents answered the important questions in a positive fashion. Almost all use an annual budget, the majority review fares annually and feel that either they or their employees are competent in budgeting and financial planning.

Only 39 percent indicated that they prepare a multi-year financial plan. With the importance of local tax levy funding and periodic levy votes, it appears that looking at the financial impact beyond the current budget year would be useful for most systems. The small number of systems using

this form of planning is an indication that many managers do not understand the importance of multi-year financial planning, or do not understand how to develop a simple five-year plan. As with labor law, here too is a good subject for newsletter articles.

6. Grants and Subsidy Management

The continuation of a reliable source of operating and capital funding is an area of great concern to all the managers. Many mentioned that they think that the state should advise them of alternative sources of funding. One third indicated that they are having trouble with obtaining needed capital and operating subsidy funding.

7. Management Information Systems

The vast majority, over 80 percent, of the respondents indicate that they have access to the information they need to manage their system, that they routinely prepare a formal monthly operating report and that this report contains financial performance and budget comparison information.

The use of performance indicators to evaluate transit system performance is not well used and understood. Information on the calculation and usefulness of performance indicators would be helpful.

Thirty percent of the respondents indicate that they are using a computer for data processing, and 67 percent are considering the purchase of a computer. It appears that it will not be long before all systems routinely use computerized data processing in the normal course of

business. While practically all who do not presently have them indicated a desire to purchase computers, in general, most are not familiar with computers beyond a general appreciation of their value. The state is currently providing technical assistance in computer procurement, installation and training for some small systems. The needs assessment shows that this effort should continue beyond the current number of transit systems involved.

8. General Accounting

The majority of systems reporting, 77 percent, stated that they do their own accounting and just over half indicated that they are satisfied with the technical knowledge of their accounting/bookkeeping employees. The account system for a small, Section 18 transit system need not be complicated, but there does appear to be an opportunity for some form of training for bookkeepers and managers in transit accounting.

Most systems reporting, 86 percent, reported that passengers deposit fares in locked fareboxes, but 25 percent of the systems indicated that their drivers had the keys to these fareboxes. Only four percent are using registering fareboxes that record the amount of money deposited. Cash control is not the problem at a smaller system that it is at a larger transit system; nevertheless, the subject of cash control does appear to be one area where technical advice could be helpful.

9. Purchasing and Inventory Control

The questionnaire did not reveal any specific needs in the area of purchasing and inventory control. The majority of

respondents answered the important questions in a positive fashion.

10. Training

Several systems expressed the perception that training and other informational programs should be divided between large system programs and small system programs. Two other comments on the subject of training were common to several systems. First, training programs should be regionalized and the travel costs minimized whenever possible. One system went so far as to recommend that all sessions should be designed that, with travel, only one night away from home should be required. Along with the desire for a regionalized approach to training was a desire for short, intensive programs about a single subject in lieu of attempting to cover many subjects in a single session.

The single most mentioned area for state assistance was driver training. It was mentioned that the driver training on new system startups was very satisfactory, but the workload of the individual responsible for this training precluded periodic retraining at ongoing systems.

Several of the managers mentioned the possibility of developing a "canned", multi-media driver training program that would be available for loan to the individual systems. Video tape presentations would have the greatest possibilities.

Another idea that was expressed frequently is the idea of each transit system having a "state certified" driver trainer among its driver force. These trainers would attend regional

training sessions to become certified and thereafter be responsible for system driver training. This training would be facilitated with the multi-media training program.

A variety of other types of training assistance was recommended. Specific subject areas included:

- o Microcomputer applications and operation
- o Insurance and workers compensation management
- o Maintenance training
- o Dispatcher training
- o Supervisory training -leadership and interpersonal skills
- o Management training
- o Marketing training including tax levy campaigns
- o Labor relations - for medium and large systems

In addition to training, several systems recommended that the state continue work on the feasibility of some form of state-sponsored transit liability insurance pool to stabilize and reduce the costs of liability insurance.

11. Vehicle Procurement

A variety of comments were received on the state transit vehicle procurement program. A recurring issue is the problem that many of the more remote systems are having with warranty work. Often, local dealers are either unwilling or unable to perform this work, leaving the systems without access to warranty repairs and effectively no warranty on their equipment.

In addition to the difficulties with warranties, small system managers are often frustrated by their lack of input that they

perceive into the vehicle purchase process. According to some, local needs for engine size and brake systems are not taken into account when specifications are prepared. Although they understand that it is a difficult problem to correct, many managers feel that the bid process is resulting in a variety of vehicle types and manufacturers, which leads to maintenance problems.

12. Vehicle Liability Insurance Assistance

Several transit managers are concerned about recent developments in the insurance market for transit liability coverage. While none mentioned an immediate problem, all spoke of an impending crisis when their rates are increased as much as they have heard is common among the rest of the transit industry. While none of the managers was specific, several mentioned the work done by the state of Wisconsin as a likely model for state support of the transit liability insurance program.

13. Feedback Among Systems and Between UPTRAN and the Systems

Several transit managers expressed a desire for formalized feedback between UPTRAN and the transit systems and among the systems, themselves. Specific items mentioned included periodic publishing of comparative performance data, sharing of maintenance ideas and suggestions, "success stories" from among the Michigan transit systems, and even some form of annual publication of prevailing wage rate data for comparative systems. The latter would, of course, have to be done very carefully and discretely.

14. Project Managers and the Role of UPTRAN

In general, transit managers are quite complimentary of the work of the project managers. They rely heavily on their project managers and, for the most part, the project manager is the only managerial expertise available to the small system manager. This, of course, places considerable demands on the project managers.

One manager did comment that he would like to see more access to timely technical assistance from a variety of individuals with specific expertise, and did not need another manager to oversee his work.

Several of the managers were quite positive about the performance of particular resource persons, e.g., maintenance and driver training. In most cases, these are ancillary duties of specific project managers with other system responsibilities. These managers also expressed concern that a single individual in each of these positions cannot possibly cover all the needs in these functional areas for the entire state. Project managers and the transit systems would also benefit from a program that would augment the project managers' efforts with additional dedicated consultant resources in specific technical skill areas.

Since the ability of project managers to function is largely dependent upon their experience in transit, a general manager suggested the following areas of training for new, inexperienced project managers.

- o Accounting procedures, specifically state audit guidelines
- o Transit cost accounting

- o Customer relations
- o Transit and paratransit operations
- o Transit maintenance procedures
- o State procedures, grants, etc.

The specific comments, sorted by functional area, received from the interviewed systems are enclosed. The statistical performance data and the questionnaire responses for all systems will be reported in the Phase A report.

EXHIBIT I-1

Functional Assessment Interviews

<u>District</u>	<u>System</u>	<u>Bus Size</u>	<u>Type</u>
1	Houghton	10	PTS
1	Marquette	16	PTS
1	Dickinson/Iron Cos.	7	16(b)(2)
1	EUPTA	10	PTS
3	Grand Traverse/ Leelanau Co.	21	PTS
3	Manistee	20	PTS
4	Iosco	8	PTS
5	Grand Rapids	103	PTS
5	Isabella Co.	25	PTS
6	Gladwin	11	PTS
6	Midland	13	PTS
6	Genesee (4 agencies)	11	16(b)(2)
6	Flint	72	PTS
6	Bay Co.	70	PTS
7	Kalamazoo (Co. Inc.)	12	PTS
7	Kalamazoo	73	PTS
7	Benton Harbor	14	PTS
8	Eaton County	17	PTS
8	Lansing	79	PTS
8	Jackson	41	PTS

II. UPTRAN ORGANIZATIONAL ANALYSIS

II. UPTRAN ORGANIZATIONAL ANALYSIS

As a portion of the study, ATE undertook a review of the organization of UPTRAN, itself. The object of this portion of the analysis is to determine what, if any, organizational changes would be desirable to produce a more effective structure to respond to a broader base of the local transit agency technical needs.

A. ORGANIZATION OF THE BUS TRANSIT DIVISION

The Bus Transit Division is the focus of UPTRAN's involvement with the state's public transit agencies. The organization of this division has largely been a function of the need to administer the federal and state funding program.

As UPTRAN focused increasing attention on providing technical assistance, in addition to program administration, to the local transit agencies, the Bus Transit Division has responded in a somewhat evolutionary fashion. Project managers have increasingly assumed the role of technical advisors to the transit systems, finding themselves in an ideal position to give their general managers both moral and technical support and assistance. Several project managers have actually developed a sort of "ad hoc" expertise in a single technical area. They function as technical advisors to other transit systems in addition to those administratively assigned to them. In addition to the technical expertise of the project managers themselves, some individuals can function as full-time technical experts without other project management responsibilities. Microcomputers and vehicle procurement/maintenance are examples of areas where such expertise may be found.

General managers interviewed during the needs assessment phase of the project were quite complimentary of the work of the project

managers as technical advisors. Many responded that their project manager's moral support and technical input is the single most important factor in their success as managers.

The comments of the general managers also revealed some inherent problems with this approach. All expressed concern that a project manager's technical skills are primarily a result of each individual's background and personality. Therefore, the effectiveness of individual project managers as technical advisors varies considerably.

It is impossible to achieve any consistency of technical advice in the current system, as each project manager is called upon to be an expert in all fields. In fact, most general managers recognized that it is not realistic to expect project managers to be equally competent in all technical areas. They understand that there are some areas where their project manager can offer a great deal of help, and some technical problems where he/she is no help whatsoever.

It is also clear that many of the project managers' duties call for a skillful generalist with exceptional communication and interpersonal skills. These qualities may not be strong in the person with unusually good technical skills.

B. PROPOSED ORGANIZATION CHANGES

A public agency with the goal of "Service, Service, Service" is certainly admirable and, in these days, a refreshing change from the norm. The Bus Transit Division has made considerable evolutionary changes within the current structure to implement this policy; further development toward this goal will require some organizational changes. Interviews with the project managers

revealed a growing frustration at the requirement that they be "all things to all people".

Specifically, it is recommended that a group of technical experts be formed and incorporated into the organization of UPTRAN. The purpose of this group would be to serve as a resource of technical expertise which could be assigned to a wide range of projects. These could consist of technical assignments at a single transit system, work on a statewide project benefitting transit systems throughout the state, and even assignment to UPTRAN projects outside the narrow area of public transit agencies.

C. TECHNICAL SERVICES GROUP

The function of the technical services group is to provide technical expertise as assigned to the other organization components within UPTRAN, and to public transportation operations throughout the state of Michigan. This expertise is provided through a combination of state employees assigned to this group for those skill areas for which there is sufficient demand to justify their employment. Assistance in those skill areas where the demand does not justify a full-time state employee will be provided by consultants under contract to the state.

At this time, the following technical areas appear to merit representation within this group by department employees:

- o Insurance/Risk Management
- o Computers and Data Processing
- o Vehicle Procurement/Vehicle Maintenance
- o Vehicle Radio Systems
- o Finance and Accounting
- o Vehicle Operations and Training

The insurance/risk management area has become an area of critical concern for transit managers. For an industry charged with providing transportation services to thousands of people, the risk of liability claims has always been a serious concern in the transit industry. The recent turmoil in the insurance industry has fallen heavily on transit systems. Skyrocketing premiums and policy cancellations have become common.

The insurance/risk management position would develop standards for adequate transit system insurance coverage, develop and implement statewide loss prevention programs and assist transit systems in obtaining required coverage.

The computer revolution is finally reaching into the smaller transit systems. Prices of hardware and software have declined to the point where it is quite attractive for smaller transit systems to develop computerized systems.

The role of the computer position is to coordinate the use of microcomputers throughout the state. S/he will advise transit systems on available hardware/software, coordinate statewide computerization efforts, set standards for Michigan computer systems and advise transit systems on the use of computers.

Vehicle procurement and vehicle maintenance are two technical areas where the Bus Transit Division has already taken the initiative to develop in-house expertise. Obviously, for a transportation business, the importance of obtaining reliable, cost-effective vehicles and maintaining these vehicles throughout their service life cannot be overstated. These are also technical areas that are usually not readily available to the average general manager of a small transit system.

The vehicle procurement/vehicle maintenance position will be responsible for the operation of the state-wide vehicle procurement process. This will include specification preparation, procurement and inspection, both of new vehicle construction and major rehabilitation of existing vehicles. Another responsibility of this position would be the direction of any state maintenance "demonstration" and/or R&D programs, and the development and implementation of statewide maintenance management programs. Additionally, this position will serve as a source of technical expertise for transit system managers with maintenance problems.

The position of radio communications advisor would provide a technical resource to the transit systems for vehicle-to-vehicle and vehicle-to-base communications. Specific duties would include assistance in obtaining proper frequencies, preparation of specifications for radio equipment procurement, and inspection of delivered equipment and installations. This individual would also serve as a technical resource for transit systems throughout the state with radio communications questions and problems.

As part of the state financial assistance program, transit systems are regularly audited to ensure that assistance funds are properly used and accounted for. UPTRAN would also benefit from a more proactive approach to the accounting problem. A position in the technical group with expertise in accounting and financial management would enable transit systems to obtain assistance before problems develop, assistance that is not available in the current process. The duties of the finance and accounting person would be training of managers in financial management skills of budgeting and financial planning, and assisting transit system accounting personnel by periodic training and reviews of procedures.

The technical assistance group must also include a person skilled in transit operations and training. The single most significant item mentioned during the needs assessment was the ongoing need for driver training. An operations/training position would have the responsibility of maintaining the availability and currency of a driver training program for small training systems, administering a "certified driver trainer" program, new system startups, and technical assistance in dispatching systems and other transportation related items.

D. THE FIELD OPERATIONS SECTION

The field operations section of the Bus Transit Division will be staffed by the majority of the former project managers. The title "project manager" should be altered to "project coordinator" to more appropriately define the position.

The position of project coordinator will be more narrowly defined to one of coordination of state programs for transit, guiding, assisting their transit system clients in resolving compliance problems with the program management section, and assisting their clients in obtaining assistance from the technical assistance group. In essence, the project coordinator will function as the interface between the state programs and the individual transit systems.

To be most effective, the project coordinators must spend a majority of their work time visiting their transit systems. Therefore, routine administrative tasks now performed by the project managers should be reassigned to an administrative service group within the section.

E. THE PROGRAM MANAGEMENT SECTION

The program management section is responsible for much of the administration of the state transit programs. These duties include processing transit assistance payments, coordinating the division's DBE/WBE efforts, and processing the procurement of vehicles and equipment. The responsibility for this work will continue in the program management section of the Bus Transit Division, much as before.

F. ORGANIZATIONAL PLACEMENT

There are two possibilities regarding the organization placement of the technical services group within UPTRAN. As originally conceived, this group would function as an additional section of the Bus Transit Division. There is also considerable merit to the proposal that this group function at the division level, where these resources would be available to all UPTRAN divisions, rather than the section level, where their effectiveness would be largely limited to the Bus Transit Division.

III. RESOURCE SURVEY

III. RESOURCE SURVEY

As a portion of its study, ATE has prepared a catalog of training resources for use by UPTRAN in designing assistance programs for Michigan transit systems. This catalog is bound separately from this report.

IV. RAPID RESPONSE TECHNICAL ASSISTANCE PROGRAM

IV. RAPID RESPONSE TECHNICAL ASSISTANCE PROGRAM

As mentioned previously, the goal of UPTRAN is to meet the technical needs of the transit systems of Michigan. Unlike the program administration type of service, it is recognized that technical problems often deteriorate quickly with the passage of time and technical assistance must be delivered reasonably quickly to be truly effective.

This type of unscheduled, quick response type of service is also what UPTRAN, or any other similar public agency for that matter, has particular difficulty in providing. Funding, employees and resources are too tied to existing tasks to permit rapid adjustment and employing assistance from the private sector is simply too complex a procurement problem to be useful in any situation other than the most serious public emergency or catastrophe.

Though admittedly difficult to provide, this form of rapid response service is exactly what the Administrator of UPTRAN had in mind with her motto of "service, service, service".

To test the concept, a portion of the project resources (identified as Phase C) was committed to rapid assistance to meet the needs that were identified during the course of the needs assessment portion of the project (Phases A & B).

Four separate projects were identified and completed under Phase C.

A. THE BAY CITY PERFORMANCE REVIEWS

Bay Metro of Bay City, Michigan experienced a very difficult situation when the general manager was forced to resign and indicted on several charges of fraud. In order to rebuild public confidence in the operation and management of the system,

UPTRAN offered the Board of Directors of Bay Metro the opportunity of having ATE conduct in-depth performance audits of the key functional management areas, i.e., transportation, maintenance and finance of the transit system.

ATE consultants were able to be in Bay City within a few weeks of the request and the public submission of their report contributed significantly to stabilizing the difficult public relations situation. The reports on these performance audits were submitted separately.

Resources available under Phase C of this study gave UPTRAN the ability to respond to this serious challenge to the public confidence in the management of the Bay Metro in a timely and effective manner.

B. EVALUATION OF THE UPTRAN SPONSORED VEHICLE PREVENTIVE MAINTENANCE SYSTEM

UPTRAN has developed a Preventive Maintenance Inspection (PMI) and Maintenance Information System (MIS) specifically for the smaller public transportation systems located throughout the state. The purpose of this program is to reduce maintenance costs by the use of a comprehensive PMI program and identify vehicle and vehicle systems costs which may be reduced by adjusting vehicle specifications.

Fleet Maintenance Consultants, Inc., a woman's owned business, was employed under Phase C to introduce this program at seven transit systems and, after a period of initial use, evaluate the effectiveness of the program and identify any difficulties that the individual systems were encountering.

C. INTRODUCTORY STUDY OF THE TRANSIT LIABILITY INSURANCE PROBLEM

The past few years have seen a crisis in that portion of the insurance industry that underwrites liability insurance. Although the causes of this insurance crisis are subject to debate, the results, as far as the transit industry is concerned, are that transit agencies have either had their coverage cancelled or their premiums have skyrocketed.

Individual transit agencies have formerly purchased coverage separately through their own insurance broker and these problems have caused a number of managers to approach the state for help. Now, transit managers were asking if some form of cooperative purchasing to protect the individual transit agencies from what appeared to be arbitrary treatment from the insurance industry.

As a portion of Phase C, ATE was directed to conduct a preliminary study of the insurance problem in Michigan. This study consisted of a collection of a wide variety of data from the individual transit agencies to define, in a quantitative sense the exact extent of the problem and presenting UPTRAN with a number of possible alternative solution approaches that warranted additional study. The report of this study was submitted under separate cover.

D. THE YATES TOWNSHIP FINANCIAL PROBLEM

The Yates Township Transit System had encountered a number of serious financial problems. Poor financial management in previous years has resulted in a substantial debt to the state for overdrawn subsidy funds. Although progress had been made in reducing this debt, this reduction was accomplished at the expense of current

accounts payable which were growing out of control. In short, the system had all the appearances of an enterprise headed rapidly for insolvency.

ATE was directed to provide a finance consultant to review the situation, meet with the management, and comment on the plan for solving the problem drawn up by the project manager and the Yates general manager.

APPENDIX I
MICHIGAN DEPARTMENT OF TRANSPORTATION
UPTRAN
TRANSIT NEEDS ASSESSMENT QUESTIONNAIRE

**APPENDIX I
MICHIGAN DEPARTMENT OF TRANSPORTATION
UPTRAN
TRANSIT NEEDS ASSESSMENT QUESTIONNAIRE**

I. TRANSPORTATION	<u>YES</u>	<u>NO</u>	<u>N/A</u>
1. Does your system require physical exams for driver applicants?	71%	27%	2%
2. Does your system test driver applicants with the standardized (State) driver test?	68%	30%	2%
3. Do you customarily run a Department of Motor Vehicles check of driver applicants?	82%	16%	2%
4. Does your system have a formal driver training program?	61%	38%	1%
5. Does your system have a written disciplinary code?	77%	21%	2%
6. Does it contain a written attendance policy?	63%	34%	1%
7. Do you have standard procedure manuals available for drivers and supervisors for advice when dealing with routine and emergency situations?	57%	38%	5%
8. Do you have a formal safety program in effect?	43%	57%	0%
9. Does this program include periodic safety meetings?	50%	45%	5%
10. Does this program include recognition of drivers with good driving records?	30%	64%	6%
11. Do you conduct an independent investigation of driver accidents?	80%	14%	6%
II. SCHEDULING & RUNCUTTING			
1. Do you regularly (at least twice a year) conduct checks of ridership and schedule adherence?	38%	9%	53%

	<u>YES</u>	<u>NO</u>	<u>N/A</u>
2. Do your route running times vary by time of day?	25%	16%	59%
3. Do you cut runs to minimize driver penalty?	16%	18%	63%

III. MAINTENANCE MANAGEMENT

1. Do you have an unusual amount of maintenance problems with:			
Engines	13%	87%	0%
Transmissions	23%	75%	2%
Air Conditioning Systems	39%	45%	16%
Wheelchair Lift Maintenance	41%	59%	0%
Brakes	21%	45%	34%
Electrical Systems	21%	45%	34%
Other (if "yes", please explain in the comments section)	21%	38%	51%
2. Are your vehicles equipped with working odometers to record mileage operated?	96%	2%	2%
3. Are your vehicles equipped with two-way radios?	86%	14%	0%
4. Do you have a preventive maintenance schedule for your vehicles?	89%	7%	4%
5. Are preventive maintenance inspections being performed as scheduled?	88%	7%	5%
6. Are you operating any vehicles over ten years old?	21%	79%	0%
7. Do you think that your maintenance record-keeping system is adequate for proper management of your maintenance activities?	43%	18%	39%
8. Do you regularly maintain maintenance history records on your vehicles?	89%	5%	6%
9. Do you maintain records of fuel and oil usage by your vehicles?	95%	2%	3%
10. Do you sell maintenance services to any other state-supported programs?	7%	5%	43%

IF YOU CONTRACT ALL YOUR MAINTENANCE TO AN OUTSIDE REPAIR FACILITY, GO TO QUESTION # 15.

	<u>YES</u>	<u>NO</u>	<u>N/A</u>
11. Do you have an adequate number of employees to perform needed vehicle maintenance?	68%	16%	16%*
12. Please rate the level of training of your maintenance employees in the following areas:	<u>Highly Trained</u>	<u>Somewhat Trained</u>	<u>Need More Training</u>
Electrical Systems	47%	11%	24%*
Engine Maintenance	63%	8%	11%*
Transmission Maintenance	42%	24%	13%*
Air Conditioning System	26%	18%	21%*
Braking Systems Maintenance	66%	11%	5%*
Preventive Maintenance	66%	8%	8%*
Troubleshooting	53%	16%	11%*
Body Repair	42%	8%	18%*
Wheelchair Lift Maintenance	45%	24%	13%*
Farebox Maintenance	26%	29%	8%*
	<u>YES</u>	<u>NO</u>	<u>N/A</u>
13. Do you presently offer maintenance employees any training either in-house or through an outside source?	61%	21%	18%*

* - Percentages are calculated on the basis of only those systems that indicate that they perform their own maintenance.

14. Is your operating facility adequate to store and maintain your vehicles?	45%	50%	5%
15. Do you have any problem obtaining repair parts in a timely fashion?	39%	55%	6%

IF YOU PERFORM VEHICLE MAINTENANCE WITH YOUR OWN EMPLOYEES, GO TO THE SECTION FOR MARKETING.

16. Is your maintenance work performed by the contractor monitored as to quality and accuracy of charges by one of your employees?	56%	28%	16%*
17. Do you have a term contract stating prices for routine and/or common items of inspection and repair?	11%	78%	11%*
18. Do you use a competitive bidding process to select the individual or firm who provides your maintenance services?	17%	67%	16%*

* - Percentages are calculated on the basis of only those systems that indicate that they do not perform their own maintenance.

IV. MARKETING	<u>YES</u>	<u>NO</u>	<u>N/A</u>
1. Does your system use a written annual marketing plan?	11%	79%	10%
2. Do you budget funds annually to conduct marketing for your system?	63%	32%	5%
3. Have you surveyed your riders within the last year to determine their satisfaction with your service?	38%	57%	5%
4. Have you surveyed non-users of your system within the last two years to determine their transportation needs?	79%	18%	3%
5. Do you place advertising for your system in local media?	18%	75%	7%
6. Do you use an advertising agency to develop advertising and customer materials?	18%	75%	7%
7. Do you have printed schedules and route/service information for your riders?	64%	20%	16%
8. Are any of your employees represented by a union?	23%	75%	2%
VI. BUDGETING & FINANCIAL PLANNING			
1. Do you prepare an annual operating budget?	95%	5%	0%
2. Do you prepare a multi-year or five year financial plan?	39%	59%	2%
3. Do you prepare an annual, or multi-year capital equipment purchase plan?	61%	34%	5%
4. Do you regularly (at least once a year) review your fare/price levels that you charge your passengers/clients?	68%	23%	9%
5. Are you, or other employees responsible for preparing budgets and financial plans, adequately trained to perform these duties?	77%	13%	10%

VII. GRANTS MANAGEMENT	<u>YES</u>	<u>NO</u>	<u>N/A</u>
1. Do you feel that you, or any other employees responsible for grant management, need additional training in the grant application process?	70%	29%	1%
2. Have all needed capital funds been applied for?	66%	23%	11%
3. Do you feel that Michigan DOT should provide more assistance and information to you on sources of transit funding?	54%	34%	12%
4. Does your accounting system permit you to keep track of expenses and revenues by grant and/or project when needed?	79%	9%	12%
5. Are you having any trouble with obtaining necessary capital or operating assistance funds for your system? (If yes, please elaborate in the comments section.)	36%	63%	1%

VIII. MANAGEMENT INFORMATION SYSTEMS			
1. Do you feel that you have access to the information you need to properly manage your system? (If no, please elaborate in the comments section.)	82%	14%	4%
2. Do you prepare a formal monthly operating report consisting of a financial statement and operating report?	86%	14%	0%
3. Do your monthly financial statements show the financial performance on both a current month and year-to-date basis?	84%	14%	2%
4. Do your monthly financial statements compare the actual financial performance with your approved operating budget?	79%	18%	3%
5. Are significant variances from the budget investigated and explained in your management report?	73%	18%	9%
6. Are your financial reports prepared and distributed in a timely fashion (within 30 days after the close of the month)?	91%	5%	4%

	<u>YES</u>	<u>NO</u>	<u>N/A</u>
7. Do you use "performance indicators" to evaluate your system's performance on a regular basis?	50%	45%	5%
8. Are you now using a computer for data processing at your system?	30%	68%	2%
9. Do you have any problems with the operation of the computerized system? (If yes, please elaborate in the comments section.)	24%	59%	17%
10. Are your employees adequately trained in the operation of the computer?	47%	29%	24%*
11. Is your computer system and software insured against theft or loss?	59%	18%	23%*
12. Are you considering purchasing a computer system for your property?	67%	33%	0%

* - Percentages are calculated on the basis of only those systems that indicate that they are now using a computer.

IX. GENERAL ACCOUNTING

1. Have your insurance policies been reviewed by an independent, knowledgeable person, besides your insurance broker, in the last year?	54%	41%	5%
2. Is cash received, both checks and currency, deposited within two working days to proper bank account?	88%	11%	1%
3. Are passenger fares deposited by the passengers in locked fareboxes?	86%	9%	5%
4. Do drivers have access to the keys to these fareboxes?	25%	63%	12%
5. Do you use fareboxes which register the amount of money received?	4%	82%	14%
6. Do you frequently check driver logs against dispatch records to reconcile farebox money and ridership figures?	45%	14%	41%

	<u>YES</u>	<u>NO</u>	<u>N/A</u>
7. Do you maintain your own accounting records? (If no, skip the remaining questions in this section and go directly to the next page.)	77%	21%	2%
8. Are all bank accounts reconciled monthly?	80%	2%	18%*
9. Do you maintain your books using the "accrual" method of accounting?	57%	21%	22%*
10. Are you satisfied with the technical knowledge of your bookkeeping/accounting personnel in transit accounting?	57%	21%	22%*
11. Are all checks signed by the general manager, a board member, or some other designated management employee?	75%	0%	25%*
12. Is the person signing checks provided with a copy of the invoice and purchase order for review when signing the check?	64%	11%	25%*

* - Percentages are calculated on the basis of only those systems that do their own accounting.

X. PURCHASING & INVENTORY CONTROL

1. Do you maintain an inventory of repair parts for your vehicles?	52%	36%	12%
2. Do you have some form of inventory control system to keep track of the numbers of parts you have on hand?	34%	30%	36%
3. Does your system do its own purchasing of goods and services? (If no, skip the remaining questions in this section and go directly to the comments and transit data forms.)	80%	13%	7%
4. Do you use a purchase order system?	69%	29%	2%*
5. Does your purchasing system provide for proper approvals of purchases?	73%	18%	9%*
6. Do you have a disadvantaged business program?	69%	22%	9%*

* - Percentages are calculated on the basis of only those systems that do their own purchasing.

	<u>YES</u>	<u>NO</u>	<u>N/A</u>
7. Do your purchasing procedures encourage competition for the best price available?	91%	4%	5%*
8. Does your file of purchasing documents reflect solicitation of competitive prices for goods and services?	58%	38%	4%*

* - Percentages are calculated on the basis of only those systems that do their own purchasing.

APPENDIX II
MICHIGAN DEPARTMENT OF TRANSPORTATION
UPTRAN
NEEDS ANALYSIS STUDY

**APPENDIX II
MICHIGAN DEPARTMENT OF TRANSPORTATION
UPTRAN
NEEDS ANALYSIS STUDY**

TRANSIT MANAGERS' COMMENTS GROUPED BY SUBJECT AREA

TRANSPORTATION AND PLANNING

BAY METRO TRANSIT, BAY CITY

Bay Metro could use assistance in the following areas:

- Transportation performance reviews
- Cash handling internal audits
- Fare collection system design & procurement assistance
- Insurance review & procurement assistance
- Comprehensive service analysis
- Fare structure analysis
- Transportation needs analysis
- Service standards development
- Planning performance reviews
- Contracted service specifications and procurement assistance

PRESQUE ISLE COUNTY COA, POSEN, MICHIGAN

Need more training for bus drivers and training on the use of a radio dispatch system.

CASS COUNTY COA, CASSOPOLIS, MICHIGAN

We could use a dispatcher training program.

We could benefit from the following assistance:

- Transit funding studies
- Grants preparation and administration
- Transportation needs analyses

IONIA DIAL-A-RIDE

The state should conduct technical assistance meetings such as driver train-a-trainer, safety, first aid, traffic law, etc.

MANISTEE COUNTY TRANSPORTATION

Driver training/retraining at our location. This should include films on skidding, snow and ice driving procedures —films should show buses not trailer trucks or police cars.

Dispatcher training with additional attention to supervisory training.

Customer relations and sensitivity training.

Safety - bus and garage.

Labor relations training including negotiations, policy development, work rules and labor law.

A study of propane as a transit fuel - advantages and disadvantages.

BAY AREA TRANSIT AUTHORITY, TRAVERSE CITY, MICHIGAN

A survey of the different types of dispatching systems, both manual and automated, to uncover the advantages, disadvantages, and applicability of each.

JACKSON

A route configuration study for Jackson, Michigan.

SCHOOLCRAFT COUNTY PUBLIC TRANSIT, MANISTIQUE, MICH.

We could use programs that help us identify areas where we are weak and recommend improvements.

MAINTENANCE MANAGEMENT

METRO TRANSIT SYSTEM, KALAMAZOO, MICHIGAN

Assistance in developing a computerized maintenance management system, i.e., survey of available software.

GRAND HAVEN

There is a need for additional attention to a standardized preventive maintenance program for small system vehicles.

KEWEENAW BAY TRANSIT

Small bus maintenance seminars should be held more frequently.

BAY METRO TRANSIT, BAY CITY

Bay Metro could use assistance in the following areas:

- Maintenance performance review
- Maintenance management and administration
- Vehicle procurement & specifications

GLADWIN CITY-COUNTY TRANSIT

We have an unusual amount of problems with front end suspension systems, i.e., tie rods, ball joints, etc.

Our maintenance management system requires duplicate and triplicate entries for each repair and consumes an excessive amount of mechanic time to maintain.

We would like to see performance evaluations of the various buses in use in the state, i.e., by manufacturer, model, etc.

We would like to see a faster, within one month, turnaround of computerized maintenance information forwarded to the state.

Obtaining repair parts for timely repair is a serious problem. The local dealer often requires two to four weeks for delivery. Possibly a state inventory of repair parts is an answer.

METCOSTA-OSCEOLA COUNTY AREA TRANSIT

An unusual amount of front end suspension problems have been experienced.

CASS COUNTY COA, CASSOPOLIS, MICHIGAN

We have a lot of trouble with lifts freezing in the winter.

We have had to replace the carburetor on our van for the second time in two years. This seems to be an excessive rate of failure.

ACKCO SERVICES, INC. OWOSSO, MICHIGAN

Excessive repair expense associated with the state-provided vehicles has burdened this system with considerable unanticipated expense.

MANISTEE COUNTY TRANSPORTATION

Training for mechanics making the transition to supervisor.

Assistance in preventive maintenance, i.e., scheduling, maintaining and evaluating maintenance records and information.

Vehicle air conditioning is installed poorly which causes 99.9% of our problems with the system.

Although our conversion to propane as a fuel has eliminated problems with engines, we believe that a more heavy duty engine and transmission would still eliminate most of the problems transit systems have had in this area.

Brake life does not seem all that it should be.

The vehicle electrical systems are poor to begin with. The addition of more electrical equipment further complicates the problem.

IRONWOOD-GOGEbic COUNTY PUBLIC TRANSPORTATION SYSTEM

Air conditioning clutches break down once a year.

There is no one in our area that is qualified to work on our lift equipment.

MARKETING

BAY METRO TRANSIT, BAY CITY

Bay Metro could use assistance in the following areas:

Marketing performance review
Market research

ADRIAN - DART

The main assistance we could use is in the area of marketing. No one is familiar with that area.

ISABELLA COUNTY, MOUNT PLEASANT, MICHIGAN

Marketing assistance during tax levy votes for managers and project managers.

BAY AREA TRANSIT AUTHORITY, TRAVERSE CITY, MICHIGAN

Marketing consulting with particular emphasis on:

- o Effectiveness of various media
- o Model small system marketing plan
- o Planning and conducting a tax millage campaign
- o A review of the legal requirements involved in a tax millage campaign.

JACKSON

Conducting basic market research and the development of a system marketing plan for Jackson, Michigan.

PEOPLE ON THE MOVE, ANN ARBOR, MICHIGAN

This system could use consulting assistance in fund raising alternatives for local match and tax campaigns.

PARATRANSIT

BAY METRO TRANSIT, BAY CITY

Bay Metro could use assistance in the following areas:

Paratransit planning and service design

CASS COUNTY COA, CASSOPOLIS, MICHIGAN

We could benefit from the following assistance:

Elderly and handicapped rider program studies
Computerized demand response dispatching

MANAGEMENT INFORMATION SYSTEMS

MANISTEE COUNTY TRANSPORTATION

Assistance in computer and software procurement, training and support.

MARQUETTE

As more transit systems get microcomputers, UPTRAN should explore the possibility of sending and receiving information via computer/telephone hookups. For example, the data for the monthly/quarterly operating report could be transmitted instead of mailed and the state vehicle maintenance system could be operated more efficiently with direct computer connections.

GRANTS MANAGEMENT

GLADWIN CITY-COUNTY TRANSIT

A single person at M-DOT who is completely familiar with all possible sources of funding for transit, other than Section 18 funds, would be helpful. Some form of written communication regarding availability, application procedures and management of these sources would also be a good idea.

FUNDING, ACCOUNTING, FINANCE PLANNING, AND PURCHASING

GLADWIN CITY-COUNTY TRANSIT

We need more training for managers and bookkeepers in budget preparation, monitoring of monthly expenses, justification procedures, etc. Formal training on the procedures for application and administration of rehab monies would be helpful.

We could benefit from state level training programs for transit accounting/bookkeeping personnel.

We could use a current parts distributor list with emphasis on those sources that have parts in stock for immediate shipment.

We need more information on DBE/WBE requirements and their effect on our transit system.

ALPENA

Consulting studies in creative financing techniques and opportunities for small systems.

State development of a small bus parts catalog to identify sources for parts.

IOSCO COUNTY

Multi-year financial planning for small transit systems, both as a consulting effort and also the development of a methodology and training for in-house production of multiyear financial plans.

JACKSON

State guidance on the development of budget approaches given the uncertainty of state transit funding.

KEWEENAW BAY TRANSIT

Need a finance and accounting review immediately.

The state should publish information of the State Purchasing Program to encourage and facilitate its use by small transit systems.

SCHOOLCRAFT COUNTY PUBLIC TRANSIT, MANISTIQUE, MICH.

Operating funding is a continual problem and the state should continue to work to ease this burden.

DAVIDSON AREA TRANSPORTATION SYSTEM

With decreases in state and federal funding, small systems must constantly look for new sources of funds. Mass transit subsidies are a must if we are to maintain service at current levels.

FRIENDSHIP CENTERS OF PETOSKEY AND EMMET COUNTY

We simply do not have enough funding to operate a first class service. We still rely extensively on volunteer labor for drivers.

TRAINING - GENERAL COMMENTS

WESTERN MICHIGAN CENTER FOR THE HANDICAPPED, MUSKEGON, MICHIGAN

Development of a Mobility Training Program that could be conducted by the transit system to teach handicapped how to use available facilities to improve their mobility.

More workshops like Higgins Lake on other subjects besides maintenance, i.e., operations, customer relations, marketing, etc.

ALPENA

Training programs should be regionalized to minimize cost of attending and lost time for small system personnel. More and shorter programs as opposed to a few long sessions. For example, these programs should be short enough so that automobile travel to and from the session and the session itself do not require more than one day out of town.

ONTONAGAN COUNTY

All training and seminars should be in the form of regional, short meetings and seminars to reduce travel expenses and time away from the system.

MARQUETTE

Seminars and workshops should be both regionalized and separated between large and small system events.

FLINT

Training efforts should be concentrated, intensive training focused on a single problem for a few systems rather than the broad brush approach directed toward the vast number of systems.

LANSING

Regional maintenance, operations and data processing seminars for operating level personnel would be helpful.

METRO TRANSIT SYSTEM, KALAMAZOO, MICHIGAN

Large and small Michigan transit systems have different needs for assistance programs. Separate training and assistance programs should be developed and conducted for each.

ONTONAGAN COUNTY

When general managers are unable to attend a workshop or seminar it would be helpful if they could receive the written material, handouts, etc. by mail.

TRAINING - DRIVER TRAINING

BIG RAPIDS CITY

Looking forward to update of UPTRAN Driver Training Manual

VAN BUREN COUNTY

Operator training, esp. for E & H service. This might include a program of training a state certified operator trainer for each transit system.

OTSEGO COUNTY, GAYLORD, MICHIGAN

Driver training, particularly re-training some time after system startup.

GRAND HAVEN

The state should develop a uniform driver instruction program, possibly including a certified driver trainer at each system. This program would be most effective if it could be a multi-media approach and include such things as first aid, sensitivity to handicapped riders, esp. mentally impaired.

IOSCO COUNTY

Increased emphasis on a statewide driver training program.

JACKSON

Transit operator training and refresher training.

ONTONAGAN COUNTY

There is a need for driver training and the certified driver trainer program should be implemented.

LA PEER

This system could benefit from refresher training for drivers and dispatchers.

MARQUETTE

The state should increase its capability to furnish driver training assistance.

PEOPLE ON THE MOVE, ANN ARBOR, MICHIGAN

This system could benefit from the following types of training:

- Safety training program
- Driver training program
- Emergency procedure training
- Radio procedure training

TRAINING - OTHER TRAINING

BENTON HARBOR

Training in microcomputer applications and operation.

METRO TRANSIT SYSTEM, KALAMAZOO, MICHIGAN

Assistance in developing a computerized maintenance management system, i.e., survey of available software and employee computer training.

OTSEGO COUNTY, GAYLORD, MICHIGAN

Computer training

ALPENA

Small system training in insurance and workers compensation management.

Training in vehicle maintenance for small systems, i.e., more of the programs like Higgins Lake.

Training in personnel management with particular attention to the current legal requirements for hiring, firing, etc.

GRAND HAVEN

Dispatcher training for both demand response and fixed route systems including supervisory and interpersonal skills training.

Training in basic management skills for small system managers.

IOSCO COUNTY

Management training, especially:

Interpersonal relations
Time management
Personnel practices
Leadership
Role playing for difficult personnel situations

Dispatcher training, including the development of one or more structured model dispatching systems.

Manager training on the methodologies and skills to do both long and short range planning.

Training on the development of a system marketing plan.

LA PEER

Bookkeeping training would be helpful at this system.

MARQUETTE

Supervisory training would be helpful, particularly midlevel technical and interpersonal relations skills.

Mid-sized systems would benefit from a two-to-three day seminar on labor relations.

LANSING

Supervisory training for first line operating supervisors.

PEOPLE ON THE MOVE, ANN ARBOR, MICHIGAN

This system could benefit from the following types of training:

Dispatcher training
Basic transportation management procedures

FEEDBACK AMONG SYSTEMS AND BETWEEN THE STATE AND SYSTEMS:

VAN BUREN COUNTY

A program of formalized feedback from the data contained on the monthly/quarterly report including peer group comparative analysis.

METRO TRANSIT SYSTEM, KALAMAZOO, MICHIGAN

An ongoing review of the high-tech developments that are applicable to the transit industry with emphasis on the development of new maintenance and diagnostic equipment.

ALPENA

Regular distribution of comparative performance information for Michigan small systems.

A means of regularly sharing information on vehicle maintenance, i.e., state efforts, good ideas from other systems, manufacturer advice. Possibly some type of informal newsletter.

BAY AREA TRANSIT AUTHORITY, TRAVERSE CITY, MICHIGAN

Feedback of existing and past programs, i.e., state marketing study.

More regular distribution of comparative statistical information of other Michigan systems.

ONTONAGAN COUNTY

Encouragement of sharing of information between systems, i.e., a newsletter or something.

Development and support of regional transit associations.

LA PEER

A semi-formal program to provide information on legislative updates would be helpful.

MARQUETTE

It would be of benefit to the systems if the state could approximately once a year publish comparative information of prevailing wage and salary levels among Michigan systems.

It would be of benefit if the state could establish a central repository of transit information, some of which would be reported periodically to the systems via newsletters, etc., while the remainder would be available upon request.

LANSING

The systems could use more information on preventive maintenance programs, particularly "success stories" and the like. Perhaps some form of technical newsletter would be a good idea.

STATE INSURANCE POOL:

JACKSON

Work on a state insurance pool for transit liability insurance.

KEWEENAW BAY TRANSIT

The state should investigate a transit liability self-insurance pool to reduce and stabilize the cost of transit liability coverage.

LA PEER

Would like to see work on a state pool for transit liability insurance.

MARQUETTE

Work should proceed on the concept of a state-wide transit insurance pool.

PEOPLE ON THE MOVE, ANN ARBOR, MICHIGAN

The state should institute a study of the feasibility of a statewide transit liability insurance pool similar to the program in Wisconsin.

SYSTEM STARTUP SITUATIONS:

ISABELLA COUNTY, MOUNT PLEASANT, MICHIGAN

The new system startup should be more structured, i.e., check-off lists, manuals, forms, procedures, etc. System startup training for project managers.

KEWEENAW BAY TRANSIT

The state should include more money in the start-up budget for a new system for marketing the new service.

A means should be provided to furnish new start-ups with more cash to meet the cash-flow needs during the first few months of operation. Exceptionally large outlays are required for fuel, parts, insurance, etc.

In the UP, higher frequencies should be obtained to provide adequate coverage in the heavily wooded areas.

Small transit systems would benefit from the development of standardized procedures, forms and records for items such as:

- Dispatch sheets
- Logs
- Trip sheets

STATE VEHICLE PROCUREMENT PROGRAM:

WESTERN MICHIGAN CENTER FOR THE HANDICAPPED,
MUSKEGON, MICHIGAN

Study the whole issue of warranty repairs to new vehicles.

BENTON HARBOR

Improvement in the state vehicle procurement program, i.e., more stringent standards, an improved warranty repair program, and better enforcement of the standards by the manufacturers.

ONTONAGAN COUNTY

The following comments with regard to the vehicles recently purchased by the state:

- o Engines are too small, i.e., not powerful enough.
- o Concentrate on quality vs. low bid.
- o Systems are having trouble getting technical information on new vehicles.
- o State procurement people should follow up on vehicle performance after procurement to prevent continued purchasing of poor equipment.

MARQUETTE

Small systems with limited numbers of vehicles have difficulty in releasing vehicles for rehab. The state loaner pool concept should be expanded to provide extra vehicles for loan during rehab.

KEWEENAW BAY TRANSIT

Small systems need help with warranty repair. Often the local dealer is unqualified and/or unwilling to perform the work.

The state should develop a means for local manager input into the vehicle procurement process.

EATON COUNTY TRANSPORTATION AUTHORITY

We have problems receiving vehicles, radios, fareboxes, etc. in a timely manner.

FRIENDSHIP CENTERS OF PETOSKEY AND EMMET COUNTY

The vehicle replacement process is too time consuming to permit timely replacement of worn out vehicles.

PROJECT MANAGERS AND RELATIONS WITH STATE DOT

ISABELLA COUNTY, MOUNT PLEASANT, MICHIGAN

Project manager training for new project managers. Possible training areas:

- Accounting procedures - audit guidelines
- Cost and transit accounting
- Customer relations
- Operations
- Maintenance
- State procedures, grants, etc.

Augment project managers with others with more technical skills.

Simplify state communications with transit properties.

BAY AREA TRANSIT AUTHORITY, TRAVERSE CITY, MICHIGAN

The present state resource person for maintenance cannot possibly cover the problems for all the small transit systems. The state should augment his efforts with either additional employees and/or consulting assistance.

A program where the state facilitates the contacts with UMTA for the smaller system, i.e., the state should assume the role of a conduit of information to and from UMTA.

ONTONAGAN COUNTY

Project managers should spend more time on their systems.

The state should have a means to supplement and augment the personal technical skills of the project manager through additional technical personnel and/or consulting assistance.

The UP seminars in November are good and should be continued annually.

KEWEENAW BAY TRANSIT

The regional meetings with UPTRAN are good and should be continued.

EATON COUNTY TRANSPORTATION AUTHORITY

I feel that UPTRAN staff should consist of a group who monitors subsidy payments and audits and a group who can provide professional technical assistance. I see no need to have a manager managing a manager, i.e, a project manager.

IONIA DIAL-A-RIDE

Project managers should be of more assistance in such matters as grants, marketing, operations, and alternative funding sources.

GLADWIN CITY-COUNTY TRANSIT

GCCT is very pleased with the attitude and help that it received from its project manager as well as the whole direction of the state program under the new director.

SCHOOLCRAFT COUNTY PUBLIC TRANSIT, MANISTIQUE, MICH.

Project managers and other state official should be sensitive to distributing information to small systems about varied funding opportunities, particularly those that have been used successfully by other small Michigan systems.

SECTION 3 PROJECTS AND FACILITY CONSTRUCTION:

VAN BUREN COUNTY

Consulting and technical assistance in preparing and managing Section 3 facility development programs.

LA PEER

Could use assistance on the development of the grant and design for a new transit facility.

MARQUETTE

The possibility of developing a single state-wide Section 3 application for all new facility projects throughout the state should be explored.

GLADWIN CITY-COUNTY TRANSIT

Systems involved in Section 3 construction grants need more assistance in order to feel comfortable with the process.

BARRY COUNTY TRANSIT, HASTINGS, MICHIGAN

We have recently applied for a Section 3 grant. We had trouble with poorly prepared application instructions.

EATON COUNTY TRANSPORTATION AUTHORITY

We desperately need a garage.

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	TRANSPORTATION							
	I-1	I-2	I-3	I-4	I-5	I-6	I-7	I-8
ADRIAN -DART	Y	N	Y	Y	N	N		Y
ADRIAN -LENAWEE TRANS CORP	Y	N	Y	Y	N	N		Y
ALMA DIAL-A-RIDE	Y	Y	Y	Y	Y	Y	Y	Y
ALPENA TRANSIT	N	Y	Y	Y			Y	Y
ANN ARBOR TRANSPORTATION AUTH	Y	N	Y	Y	Y	Y	Y	Y
ANN ARBOR-PEOPLE ON THE MOVE	N	N	Y	Y	N	N	N	N
BALDWIN-YATES DIAL-A-RIDE	Y	Y	Y		Y	Y	Y	N
BANGOR-VAN BUREN CTY TRANSIT	Y	Y	Y	N	Y	N	Y	N
BARAGA-KEWEENAW BAY TRANSIT	Y	Y	Y	Y	Y	Y	N	Y
BATTLE CREEK TRANSIT	Y	N	Y	Y	Y	Y	N	Y
BAY CITY-BAY METRO	Y	Y	Y	Y	Y	N	N	N
BENTON HARBOR TRANSIT	N	Y	Y	Y	Y	N	N	N
BIG RAPIDS CITY	N	Y	Y	Y	Y	N	Y	Y
BIG RAPIDS-CTY AREA TRANSIT	Y	N	Y	N	Y	Y	Y	Y
CASSOPOLIS-CASS CTY COA	Y	Y	N	N	Y	Y	Y	N
CHARLOTTE-EATON CTY TRANS AUTH	Y	N	Y	Y	Y	Y	Y	Y
CHELSEA AREA TRANS SYS INC	N	N	N	N	N	N	N	N
DAVIDSON AREA TRANS. SYS	Y	Y	N	Y	Y	Y	Y	N
E. TAWAS-IOSCO TRANSIT CORP	Y	Y	Y	N	Y	N	Y	N
FLINT MASS TRANSIT AUTH	Y	N	Y	Y	Y	Y	Y	Y
GAYLORD-OTSEGO COUNTY	Y	Y	Y	N	N	N	Y	N
GLADWIN CITY-COUNTY TRANSIT	Y	Y	N	Y	Y	Y	N	N
GRAND HAVEN-HARBOR TRANSIT	Y	Y	Y	Y	Y	Y	N	N
GRAND RAPIDS AREA TRANSIT AUTH	Y	Y	Y	Y	Y	Y	N	N
GREENVILLE TRANSIT	Y	Y	Y	N	Y	Y	N	N
HART-OCEANA CTY COA		Y	N	N	N	Y	N	N
HASTINGS-BARRY CTY TRANSIT	Y	Y	Y	N	Y	Y	N	N
HOUGHTON MOTOR TRANSPORT LINE	N	N	Y	N	N	N	N	N
IONIA DIAL-A-RIDE	Y	Y	Y	Y	Y	Y	N	Y
IOSCO COUNTY TRANSIT	Y	Y	Y	Y	Y	N	N	N
IRONWOOD-GOGEBOC CTY PUB TRANS	Y	Y	Y	N	Y	Y	Y	N
ISHPEMING TRANSPORTATION AUTH	N	Y	Y	N	N		Y	N
KALAMAZOO-METRO TRANSIT SYSTEM	Y	N	Y	Y	Y	Y	Y	N
KALKASKA PUBLIC TRANSIT	Y	Y	Y	Y	Y	Y	N	Y
LA PEER TRANSIT	Y	Y	Y	Y	Y	Y	Y	N
LANSING-CAPITAL AREA TRANSIT	Y	Y	Y	Y	Y	Y	Y	Y
LUDINGTON MASS TRAN AUTH	Y	Y	Y	Y	Y	Y	N	N
L'ANSE-BARAGALAND SR CIT	N	Y		Y	N	N	Y	Y
MANCHESTER SR CIT COUNCIL	N	Y	Y	N	N	N		N
MANISTEE CTY TRANSPORTATION	N	Y	Y	Y	Y	Y	N	Y

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	TRANSPORTATION							
	I-1	I-2	I-3	I-4	I-5	I-6	I-7	I-8
MARQUETTE TRANSIT AUTH	N	N	N	N	Y	Y	N	N
MIDLAND COUNTY COUN ON AGING	Y	N	Y	Y	N	N	Y	N
MIDLAND DIAL-A-RIDE	Y	Y	Y	Y	Y	Y	Y	Y
MT PLEASANT-ISABELLA CTY	Y	N	Y	N	Y	Y	Y	N
MUSKEGAN-WEST MICH CTR FOR H/C	Y		Y	Y	Y	Y	Y	Y
ONTONAGAN COUNTY TRANSIT	Y	Y	Y	Y	Y	Y	Y	N
OWOSSO-ACKO SERVICES INC	N	Y	Y	N	Y	N	Y	Y
OWOSSO-SHIAWASSEE COA	Y	N	Y	N	Y	Y	Y	N
PETOSKEY-FRIENDSHIP CENTERS	N	Y	Y	N	N	N	Y	N
POSEN-PRESQUE ISLE CO ON AGING	Y	Y	N	N	Y	Y	N	Y
SAGINAW TRANSIT SYSTEM	Y	N	Y	Y	Y	Y	N	Y
SCHOOLCRAFT CTY PUB TRANSIT	N	Y	N	Y	Y	Y	Y	N
SE MICH TRANSIT AUTH (SEMTA)	Y	N	Y	Y	Y	Y	Y	Y
TRAVIS CITY-BAY AREA TR AUTH	N	Y	Y	Y	Y	N	Y	Y
WEST BRANCH-OGEMAW PUB TRANSIT	Y	Y	Y	N	Y	Y	Y	Y
YPSILANTI-CFS TRANS FOR E/H	Y	Y	N	N	Y	N	Y	N

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	TRANSPORTATION				SCHEDULING		
	I-8	I-9	I-10	I-11	II-1	II-2	II-3
ADRIAN -DART	Y	Y	N	Y			
ADRIAN -LENAWEE TRANS CORP	Y	Y	N	Y			
ALMA DIAL-A-RIDE	Y	Y	N	Y			
ALPENA TRANSIT	Y	Y	N	Y			
ANN ARBOR TRANSPORTATION AUTH	Y	Y	Y	Y	Y	N	Y
ANN ARBOR-PEOPLE ON THE MOVE	N	N	N	Y			
BALDWIN-YATES DIAL-A-RIDE	N		Y	Y	Y		
BANGOR-VAN BUREN CTY TRANSIT	N	N	N	N			
BARAGA-KEWEENAW BAY TRANSIT	Y	Y	Y	Y			
BATTLE CREEK TRANSIT	Y	Y	Y	Y	Y	Y	Y
BAY CITY-BAY METRO	N	Y	N	Y	Y	N	Y
BENTON HARBOR TRANSIT	N	Y	N	Y			
BIG RAPIDS CITY	Y	Y	Y	Y			
BIG RAPIDS-CTY AREA TRANSIT	Y	Y	Y	Y			
CASSOPOLIS-CASS CTY COA	N	N	N	Y			
CHARLOTTE-EATON CTY TRANS AUTH	Y	Y	Y	Y	Y	Y	Y
CHELSEA AREA TRANS SYS INC	N	N	N	N	N	N	N
DAVIDSON AREA TRANS. SYS	N	N	N	Y			
E. TAWAS-IOSCO TRANSIT CORP	N	N	N	Y			
FLINT MASS TRANSIT AUTH	Y	Y	Y	Y	Y	N	Y
GAYLORD-OTSEGO COUNTY	N	N	N	Y			
GLADWIN CITY-COUNTY TRANSIT	N	N	N	N			
GRAND HAVEN-HARBOR TRANSIT	N	N	N	Y			
GRAND RAPIDS AREA TRANSIT AUTH	N	N	N	Y	Y	Y	Y
GREENVILLE TRANSIT	N	N	N	N			
HART-OCEANA CTY COA	N	N	N	N	Y		
HASTINGS-BARRY CTY TRANSIT	N	Y	Y	Y	N	Y	
HOUGHTON MOTOR TRANSPORT LINE	N	N	Y	Y	Y	N	N
IONIA DIAL-A-RIDE	Y	Y	N	Y	Y		N
IOSCO COUNTY TRANSIT	N	N	N	Y			
IRONWOOD-GOGEBOC CTY PUB TRANS	N	Y	N	Y		Y	
ISHPEMING TRANSPORTATION AUTH	N			Y	Y	N	N
KALAMAZOO-METRO TRANSIT SYSTEM	N	N	N	N	Y	Y	Y
KALKASKA PUBLIC TRANSIT	Y	Y	N	N			
LA PEER TRANSIT	N	N	N	Y			
LANSING-CAPITAL AREA TRANSIT	Y	Y	Y	Y	Y	Y	N
LUDINGTON MASS TRAN AUTH	N	N	N	Y			
L'ANSE-BARAGALAND SR CIT	Y	Y	Y	Y	Y	N	N
MANCHESTER SR CIT COUNCIL	N	Y					
MANISTEE CTY TRANSPORTATION	Y	Y	Y	Y			

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	TRANSPORTATION				SCHEDULING		
	I-8	I-9	I-10	I-11	II-1	II-2	II-3
MARQUETTE TRANSIT AUTH	N			Y	N	Y	
MIDLAND COUNTY COUN ON AGING	N	N	N	Y	N	Y	
MIDLAND DIAL-A-RIDE	Y	N	N	Y			
MT PLEASANT-ISABELLA CTY	N	N	N	Y			
MUSKEGAN-WEST MICH CTR FOR H/C	Y	Y	N	Y			
ONTONAGAN COUNTY TRANSIT	N	N	N	Y	N		
OWOSSO-ACKO SERVICES INC	Y	Y	N	Y	Y	Y	N
OWOSSO-SHIAWASSEE COA	N	N	N			N	
PETOSKEY-FRIENDSHIP CENTERS	N	N	N	Y	Y	Y	N
POSEN-PRESQUE ISLE CO ON AGING	Y	Y	N	Y	Y	N	N
SAGINAW TRANSIT SYSTEM	Y	Y	Y	Y	Y	Y	N
SCHOOLCRAFT CTY PUB TRANSIT	N	N	N	N	Y		
SE MICH TRANSIT AUTH (SEMTA)	Y	Y	Y	Y	Y	Y	Y
TRAVIS CITY-BAY AREA TR AUTH	Y	Y	Y	Y			
WEST BRANCH-OGEMAW PUB TRANSIT	Y	Y	N	Y	Y	Y	Y
YPSILANTI-CFS TRANS FOR E/H	N	N	Y				

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MAINTENANCE MANAGEMENT						
	III-1A	III-1B	III-1C	III-1D	III-1E	III-1F	III-1G
ADRIAN -DART	N	N	N	Y	N	N	N
ADRIAN -LENAWEE TRANS CORP	N	N	N	Y	N	N	N
ALMA DIAL-A-RIDE	N	N	N	N	N	N	N
ALPENA TRANSIT	N	N	Y	N			Y
ANN ARBOR TRANS AUTH	N	N	Y	Y	N	N	N
ANN ARBOR-PEOPLE ON THE MOVE	Y	Y	N	Y			N
BALDWIN-YATES DIAL-A-RIDE	N	Y	N	Y	Y	Y	
BANGOR-VAN BUREN CTY TRANSIT	N	N	N	N			N
BARAGA-KEWEENAW BAY TRANSIT	N	N		N			N
BATTLE CREEK TRANSIT	Y	Y	Y	N	N	Y	
BAY CITY-BAY METRO	N	N	Y	Y	N	Y	
BENTON HARBOR TRANSIT	N	N	Y	Y			Y
BIG RAPIDS CITY	N	Y		Y			Y
BIG RAPIDS-CTY AREA TRANSIT	N	N	N	N	N	Y	Y
CASSOPOLIS-CASS CTY COA	N	N	Y	Y	N	N	Y
CHARLOTTE-EATON CTY TRANS	N	N	N	N	Y	Y	
CHELSEA AREA TRANS SYS INC	N	N	N	N	N	N	N
DAVIDSON AREA TRANS. SYS	Y	Y	Y	Y	Y	Y	
E. TAWAS-IOSCO TRANSIT CORP	N	Y	N	N	Y	Y	
FLINT MASS TRANSIT AUTH	N	N	N	N			N
GAYLORD-OTSEGO COUNTY	N	N	Y	N			N
GLADWIN CITY-COUNTY TRANSIT	N	N	Y	Y	Y	Y	Y
GRAND HAVEN-HARBOR TRANSIT	N	Y	Y	Y			Y
GRAND RAPIDS AREA TRANSIT	N	N	Y	Y			N
GREENVILLE TRANSIT	N	N	Y	N	Y	N	
HART-OCEANA CTY COA	Y		Y	N	Y	Y	
HASTINGS-BARRY CTY TRANSIT	N	N	Y	N	Y	N	N
HOUGHTON MOTOR TRANSPORT	N	N	N	N	N	N	
IONIA DIAL-A-RIDE	N	N	N	N	Y	N	N
IOSCO COUNTY TRANSIT	N	N		N			N
IRONWOOD-GOGEBOC CTY TRANS	N	N	Y	Y	N	N	
ISHPEMING TRANS AUTH	N	N	Y	Y	N	N	
KALAMAZOO-METRO TRANSIT SYS	N	Y	N	Y			Y
KALKASKA PUBLIC TRANSIT	N	N	N	N	N	N	
LA PEER TRANSIT	N	N		Y			N
LANSING-CAPITAL AREA TRANSIT	N	Y	Y	Y			Y
LUDINGTON MASS TRAN AUTH	N	N	Y	N	N	Y	
L'ANSE-BARAGALAND SR CIT	N	N	N	N	N	N	
MANCHESTER SR CIT COUNCIL	N	N	N	N	N	N	N
MANISTEE CTY TRANSPORTATION	N	Y	Y	Y	Y	Y	

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MAINTENANCE MANAGEMENT						
	III-1A	III-1B	III-1C	III-1D	III-1E	III-1F	III-1G
MARQUETTE TRANSIT AUTH	Y	Y	Y	Y			Y
MIDLAND COUNTY COUN ON AGING	N	N	Y	Y	N	N	N
MIDLAND DIAL-A-RIDE	N	N	N	N	N	N	
MT PLEASANT-ISABELLA CTY	N	N		Y			
MUSKEGAN-WEST MICH CTR H/C	N	N		N			Y
ONTONAGAN COUNTY TRANSIT	N	N		N			N
OWOSSO-ACKO SERVICES INC	Y	Y	N	N	Y	Y	Y
OWOSSO-SHIAWASSEE COA	N	Y	N	N	N	N	
PETOSKEY-FRIENDSHIP CENTERS	N	N	N	N	N	N	
POSEN-PRESQUE ISLE COA	N	N	N	N	N	N	
SAGINAW TRANSIT SYSTEM	N	N	N	N	N	N	
SCHOOLCRAFT CTY PUB TRANSIT	Y	N		N	Y	N	
SE MICH TRANSIT AUTH (SEMTA)	N	N	N	N	N	N	N
TRAVIS CITY-BAY AREA TR AUTH	N	N		N			N
WEST BRANCH-OGEMAW PUB TRAN	N	N	N	N	N	N	N
YPSILANTI-CFS TRANS FOR E/H	N	N	Y	Y	N	N	

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MAINTENANCE MANAGEMENT (continued)							
	III-2	III-3	III-4	III-5	III-6	III-7	III-8	
ADRIAN -DART	Y	N			Y	Y	Y	
ADRIAN -LENAWEE TRANS CORP	Y	Y			N	Y	Y	
ALMA DIAL-A-RIDE	Y	Y	Y	Y	N	N	Y	
ALPENA TRANSIT	Y	Y	Y	Y	N		Y	
ANN ARBOR TRANS AUTH	Y	Y	Y	Y	Y	Y	Y	
ANN ARBOR-PEOPLE ON THE MOVE	Y	N	Y	Y	N		Y	
BALDWIN-YATES DIAL-A-RIDE	Y	Y	Y	Y	N	N	Y	
BANGOR-VAN BUREN CTY TRANSIT	Y	Y	Y	Y	N		Y	
BARAGA-KEWEENAW BAY TRANSIT	Y	Y	Y	Y	N		Y	
BATTLE CREEK TRANSIT	Y	Y	Y	Y	N	Y	Y	
BAY CITY-BAY METRO	Y	Y	Y	Y	Y	Y	Y	
BENTON HARBOR TRANSIT	Y	Y	Y	Y	N		Y	
BIG RAPIDS CITY	Y	Y	Y	Y	N		Y	
BIG RAPIDS-CTY AREA TRANSIT	Y	Y	Y	Y	N	Y	Y	
CASSOPOLIS-CASS CTY COA	Y	N	Y	Y	N	Y	Y	
CHARLOTTE-EATON CTY TRANS	Y	Y	Y	Y	Y	N	Y	
CHELSEA AREA TRANS SYS INC		Y	N		N		N	
DAVIDSON AREA TRANS. SYS	Y	Y	Y	Y	Y	N	Y	
E. TAWAS-IOSCO TRANSIT CORP	Y	Y	Y	Y	N	Y	Y	
FLINT MASS TRANSIT AUTH	Y	Y	Y	Y	Y		Y	
GAYLORD-OTSEGO COUNTY	Y	Y	Y	Y	N		Y	
GLADWIN CITY-COUNTY TRANSIT	Y	Y	Y	N	N	N	Y	
GRAND HAVEN-HARBOR TRANSIT	Y	Y	N	Y	N		Y	
GRAND RAPIDS AREA TRANSIT	Y	Y	Y	Y	Y		Y	
GREENVILLE TRANSIT	Y	Y	N	N	N	Y	Y	
HART-OCEANA CTY COA	Y	N	Y	Y	N	N		
HASTINGS-BARRY CTY TRANSIT	Y	Y	Y	Y	N	N	Y	
HOUGHTON MOTOR TRANSPORT	Y	Y	Y	Y	N	Y	Y	
IONIA DIAL-A-RIDE	Y	Y	Y	Y	N	Y	Y	
IOSCO COUNTY TRANSIT	Y	Y	Y	Y	N		Y	
IRONWOOD-GOGEBOC CTY TRANS	Y	Y	Y	Y	N	Y	Y	
ISHPEMING TRANS AUTH	Y	Y	Y	Y	N	Y	Y	
KALAMAZOO-METRO TRANSIT SYS	Y	Y	Y	N	N		Y	
KALKASKA PUBLIC TRANSIT	Y	Y	Y	Y	N	Y	Y	
LA PEER TRANSIT	Y	Y	Y	Y	N		Y	
LANSING-CAPITAL AREA TRANSIT	Y	Y	Y	Y	Y		Y	
LUDINGTON MASS TRAN AUTH	Y	Y	Y	Y	N	N	Y	
L'ANSE-BARAGALAND SR CIT	Y	Y	Y	Y	Y	Y		
MANCHESTER SR CIT COUNCIL	Y	N	Y	Y	N		Y	
MANISTEE CTY TRANSPORTATION	Y	Y	Y	Y	N			

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MAINTENANCE MANAGEMENT (continued)							
	III-2	III-3	III-4	III-5	III-6	III-7	III-8	
MARQUETTE TRANSIT AUTH	Y	Y	N	N	N		Y	
MIDLAND COUNTY COUN ON AGING	Y	N	Y	Y	N	Y	N	
MIDLAND DIAL-A-RIDE	Y	Y	Y	Y	N	Y	Y	
MT PLEASANT-ISABELLA CTY	Y	Y	Y	Y	N		Y	
MUSKEGAN-WEST MICH CTR H/C	Y	N	Y	Y	Y		Y	
ONTONAGAN COUNTY TRANSIT	Y	Y	Y	Y	N		Y	
OWOSSO-ACKO SERVICES INC	Y	Y	Y	Y	N	Y	Y	
OWOSSO-SHIAWASSEE COA	Y	Y	Y	Y	N	Y	Y	
PETOSKEY-FRIENDSHIP CENTERS	N	Y	Y	Y	N	Y	Y	
POSEN-PRESQUE ISLE COA	Y	Y	Y	Y	N	Y	Y	
SAGINAW TRANSIT SYSTEM	Y	Y	Y	Y	Y	Y	Y	
SCHOOLCRAFT CTY PUB TRANSIT	Y	Y	Y	Y	N	N	Y	
SE MICH TRANSIT AUTH (SEMTA)	Y	Y	Y	Y	Y	Y	Y	
TRAVIS CITY-BAY AREA TR AUTH	Y	Y	Y	Y	N		Y	
WEST BRANCH-OGEMAW PUB TRAN	Y	Y	Y	Y	N	N	N	
YPSILANTI-CFS TRANS FOR E/H	Y	N	Y	Y	N	Y	Y	

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MAINTENANCE MANAGMENT (continued)					
	III-9	III-10	III-11	III-12A	III-12B	III-12C
ADRIAN -DART						
ADRIAN -LENAWEE TRANS CORP	Y					
ALMA DIAL-A-RIDE	Y	N	Y	3	1	1
ALPENA TRANSIT	Y		Y	1	1	
ANN ARBOR TRANS AUTH	Y	N	Y	3	1	2
ANN ARBOR-PEOPLE ON THE MOVE	Y					
BALDWIN-YATES DIAL-A-RIDE	Y					
BANGOR-VAN BUREN CTY TRANSIT	Y		Y	1	1	1
BARAGA-KEWEENAW BAY TRANSIT	Y		Y			
BATTLE CREEK TRANSIT	Y	N	N	2	3	2
BAY CITY-BAY METRO	Y	N	Y	2	1	1
BENTON HARBOR TRANSIT	Y		N	1	1	1
BIG RAPIDS CITY	Y		Y	3	3	3
BIG RAPIDS-CTY AREA TRANSIT	Y	Y	Y	1	1	1
CASSOPOLIS-CASS CTY COA	Y	N				
CHARLOTTE-EATON CTY TRANS	Y	N	Y	3	2	3
CHELSEA AREA TRANS SYS INC	N	N				
DAVIDSON AREA TRANS. SYS	Y	N	Y	1	1	2
E. TAWAS-IOSCO TRANSIT CORP	Y	Y	Y	1	1	2
FLINT MASS TRANSIT AUTH	Y		Y			
GAYLORD-OTSEGO COUNTY	Y					
GLADWIN CITY-COUNTY TRANSIT	Y	N	N	3	1	2
GRAND HAVEN-HARBOR TRANSIT	Y					
GRAND RAPIDS AREA TRANSIT	Y		N	1	1	1
GREENVILLE TRANSIT	Y	N	N	2	2	2
HART-OCEANA CTY COA	Y	N				
HASTINGS-BARRY CTY TRANSIT	Y	N	Y	1	1	1
HOUGHTON MOTOR TRANSPORT	Y	N		2	2	2
IONIA DIAL-A-RIDE	Y	N				
IOSCO COUNTY TRANSIT	Y		Y	1	1	1
IRONWOOD-GOGEBOC CTY TRANS	Y	N				
ISHPEMING TRANS AUTH	Y					
KALAMAZOO-METRO TRANSIT SYS	Y		Y	3	1	1
KALKASKA PUBLIC TRANSIT	Y	N	Y	1	1	1
LA PEER TRANSIT	Y		Y	1	1	1
LANSING-CAPITAL AREA TRANSIT	Y		Y	1	1	1
LUDINGTON MASS TRAN AUTH	Y	N	Y	1	1	2
1'ANSE-BARAGALAND SR CIT	Y	N		3	3	3
MANCHESTER SR CIT COUNCIL	Y	N	Y			
MANISTEE CTY TRANSPORTATION						

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MAINTENANCE MANAGMENT (continued)					
	III-9	III-10	III-11	III-12A	III-12B	III-12C
MARQUETTE TRANSIT AUTH	Y		N	1	1	1
MIDLAND COUNTY COUN ON AGING	Y	N				
MIDLAND DIAL-A-RIDE	Y	Y	Y	1	1	2
MT PLEASANT-ISABELLA CTY	Y		Y	1	1	1
MUSKEGAN-WEST MICH CTR H/C	Y		Y	3	1	3
ONTONAGAN COUNTY TRANSIT	Y					
OWOSSO-ACKO SERVICES INC	Y	N				
OWOSSO-SHIAWASSEE COA	Y	N				
PETOSKEY-FRIENDSHIP CENTERS	Y	N				
POSEN-PRESQUE ISLE COA	Y	N				
SAGINAW TRANSIT SYSTEM	Y	Y	Y	1	1	1
SCHOOLCRAFT CTY PUB TRANSIT	Y	N				
SE MICH TRANSIT AUTH (SEMTA)	Y	N	Y	3	3	3
TRAVIS CITY-BAY AREA TR AUTH	Y		Y	1	1	1
WEST BRANCH-OGEMAW PUB TRAN	Y	N				
YPSILANTI-CFS TRANS FOR E/H	Y	N				

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MAINTENANCE MANAGEMENT (continued)					
	III-12D	III-12E	III-12F	III-12G	III-12H	III-12I
ADRIAN -DART						
ADRIAN -LENAWEE TRANS CORP						
ALMA DIAL-A-RIDE	1	1	1	1	1	3
ALFENA TRANSIT	1	1	1	1	1	1
ANN ARBOR TRANS AUTH	2	2	1	1	1	2
ANN ARBOR-PEOPLE ON THE MOVE						
BALDWIN-YATES DIAL-A-RIDE						
BANGOR-VAN BUREN CTY TRANSIT	1	1	1	1	1	1
BARAGA-KEWEENAW BAY TRANSIT						
BATTLE CREEK TRANSIT	2	1	1	2	3	2
BAY CITY-BAY METRO	1	1	1	2	1	1
BENTON HARBOR TRANSIT	3	1	1			1
BIG RAPIDS CITY		1	3	3		1
BIG RAPIDS-CTY AREA TRANSIT	1	1	1	1	2	1
CASSOPOLIS-CASS CTY COA						
CHARLOTTE-EATON CTY TRANS	3	2	1	2	3	2
CHELSEA AREA TRANS SYS INC						
DAVIDSON AREA TRANS. SYS	2	1	1	1	1	2
E. TAWAS-IOSCCO TRANSIT CORP	2	1	1	1	1	1
FLINT MASS TRANSIT AUTH						
GAYLORD-OTSEGO COUNTY						
GLADWIN CITY-COUNTY TRANSIT	3	1	2	2	3	2
GRAND HAVEN-HARBOR TRANSIT						
GRAND RAPIDS AREA TRANSIT	1	1	1	1	1	1
GREENVILLE TRANSIT	2	2	2	2	2	2
HART-OCEANA CTY COA						
HASTINGS-BARRY CTY TRANSIT	3	1	1	1	3	2
HOUGHTON MOTOR TRANSPORT	2	2	2	2	3	2
IONIA DIAL-A-RIDE						
IOSCCO COUNTY TRANSIT		1	1	1	1	1
IRONWOOD-GOGEBOC CTY TRANS						
ISHPEMING TRANS AUTH						
KALAMAZOO-METRO TRANSIT SYS	1	1	1	3	1	3
KALKASKA PUBLIC TRANSIT	2	1	1	1	1	1
LA PEER TRANSIT	3	1	1	1	1	1
LANSING-CAPITAL AREA TRANSIT	1	1	1	1	1	1
LUDINGTON MASS TRAN AUTH	3	1	1	1	2	2
MANSE-BARAGALAND SR CIT	3	3	3	3	3	3
MANCHESTER SR CIT COUNCIL						
MANISTEE CTY TRANSPORTATION						

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

MAINTENANCE MANAGEMENT (continued)

SYSTEM	III-12D	III-12E	III-12F	III-12G	III-12H	III-12I
MARQUETTE TRANSIT AUTH		1	1	1		3
MIDLAND COUNTY COUN ON AGING						
MIDLAND DIAL-A-RIDE		1	1	1		1
MT PLEASANT-ISABELLA CTY		1	1	1	1	1
MUSKEGAN-WEST MICH CTR H/C		1	1	1		1
ONTONAGAN COUNTY TRANSIT						
OWOSSO-ACKO SERVICES INC						
OWOSSO-SHIAWASSEE COA						
PETOSKEY-FRIENDSHIP CENTERS						
POSEN-PRESQUE ISLE COA						
SAGINAW TRANSIT SYSTEM	1	1	1	1	1	1
SCHOOLCRAFT CTY PUB TRANSIT						
SE MICH TRANSIT AUTH (SEMTA)	3	3	3	3	3	3
TRAVIS CITY-BAY AREA TR AUTH	1	1	1	1	1	1
WEST BRANCH-OGEMAW PUB TRAN						
YPSILANTI-CFS TRANS FOR E/H						

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MAINTENANCE MANAGEMENT (continued)						
	III-12J	III-13	III-14	III-15	III-16	III-17	III-18
ADRIAN -DART					N	N	N
ADRIAN -LENAWEE TRANS CORP					N	N	N
ALMA DIAL-A-RIDE	2	Y	N	N			
ALPENA TRANSIT		Y	N	Y			
ANN ARBOR TRANS AUTH	1	Y	Y	Y			
ANN ARBOR-PEOPLE ON THE MOVE						N	N
BALDWIN-YATES DIAL-A-RIDE			N	Y	N	N	N
BANGOR-VAN BUREN CTY TRANSIT	1	N	N	N			
BARAGA-KEWEENAW BAY TRANSIT		Y	Y	N			
BATTLE CREEK TRANSIT	2	Y	Y				
BAY CITY-BAY METRO	2	Y	Y	Y			
BENTON HARBOR TRANSIT		Y	N	N			
BIG RAPIDS CITY	3		N	Y			
BIG RAPIDS-CTY AREA TRANSIT	1	Y	N	N			
CASSOPOLIS-CASS CTY COA							
CHARLOTTE-EATON CTY TRANS	2	Y	N	N			
CHELSEA AREA TRANS SYS INC					N	N	N
DAVIDSON AREA TRANS. SYS	2	Y	N	N			
E. TAWAS-IOSCO TRANSIT CORP	1	N	N	N			
FLINT MASS TRANSIT AUTH		Y	Y	N			
GAYLORD-OTSEGO COUNTY					Y	N	N
GLADWIN CITY-COUNTY TRANSIT	2	Y	N	Y			
GRAND HAVEN-HARBOR TRANSIT					N	N	
GRAND RAPIDS AREA TRANSIT	1	Y	Y	N			
GREENVILLE TRANSIT	2	N	N	N			
HART-OCEANA CTY COA			N	Y	Y	N	N
HASTINGS-BARRY CTY TRANSIT	2	Y	Y	Y			
HOUGHTON MOTOR TRANSPORT	2	Y	N	Y	Y	N	N
IONIA DIAL-A-RIDE					Y	N	N
IOSCO COUNTY TRANSIT		N	N	N			
IRONWOOD-GOGEBOC CTY TRANS					Y	Y	N
ISHPEMING TRANS AUTH					Y	N	Y
KALAMAZOO-METRO TRANSIT SYS	1	Y	Y	N			
KALKASKA PUBLIC TRANSIT	1	N	Y	Y			
LA PEER TRANSIT	1	Y	N	N			
LANSING-CAPITAL AREA TRANSIT	1	Y	Y	Y			
LUDINGTON MASS TRAN AUTH	2	Y	N	Y			
L'ANSE-BARAGALAND SR CIT	3			N	Y	N	N
MANCHESTER SR CIT COUNCIL				N			
MANISTEE CTY TRANSPORTATION			Y	Y			

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MAINTENANCE MANAGEMENT (continued)						
	III-12J	III-13	III-14	III-15	III-16	III-17	III-18
MARQUETTE TRANSIT AUTH		N	Y	Y			
MIDLAND COUNTY COUN ON AGING					Y	Y	N
MIDLAND DIAL-A-RIDE	2	Y	Y	Y			
MT PLEASANT-ISABELLA CTY		N	Y	N			
MUSKEGAN-WEST MICH CTR H/C		Y	N	N			
ONTONAGAN COUNTY TRANSIT					Y	N	N
OWOSSO-ACKO SERVICES INC							
OWOSSO-SHIAWASSEE COA					Y	N	N
PETOSKEY-FRIENDSHIP CENTERS					Y	N	N
POSEN-PRESQUE ISLE COA					Y	N	Y
SAGINAW TRANSIT SYSTEM	1	Y	Y	N			
SCHOOLCRAFT CTY PUB TRANSIT			N		Y	N	N
SE MICH TRANSIT AUTH (SEMTA)	3	Y	Y	N			
TRAVIS CITY-BAY AREA TR AUTH		N	Y	N			
WEST BRANCH-OGEMAW PUB TRAN					N	N	N
YPSILANTI-CFS TRANS FOR E/H					Y	N	Y

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MARKETING					
	IV-1	IV-2	IV-3	IV-4	IV-5	IV-6
ADRIAN -DART	N	Y	N	N	Y	N
ADRIAN -LENAWEE TRANS CORP	N	Y	N	N	Y	N
ALMA DIAL-A-RIDE	N	N	N	N	Y	N
ALPENA TRANSIT		Y	Y	N	Y	N
ANN ARBOR TRANS AUTH	Y	Y	Y	Y	Y	Y
ANN ARBOR-PEOPLE ON THE MOVE			N	N	Y	N
BALDWIN-YATES DIAL-A-RIDE	N	N	Y	Y	Y	N
BANGOR-VAN BUREN CTY TRANSIT	N	Y	Y	N	Y	N
BARAGA-KEWEENAW BAY TRANSIT	N	Y	N	N	Y	N
BATTLE CREEK TRANSIT	N	Y	N	N	Y	N
BAY CITY-BAY METRO	N	N	Y	N	Y	Y
BENTON HARBOR TRANSIT	N	N	N	Y	N	N
BIG RAPIDS CITY		Y	N	N	N	
BIG RAPIDS-CTY AREA TRANSIT	N	Y	N	N	Y	N
CASSOPOLIS-CASS CTY COA	N	Y	Y	N	Y	N
CHARLOTTE-EATON CTY TRANS	N	Y	N	Y	Y	N
CHELSEA AREA TRANS SYS INC	N	N	N	N	Y	N
DAVIDSON AREA TRANS. SYS	N	Y	N	N	N	N
E. TAWAS-IOSCO TRANSIT CORP	N	Y	N	N	Y	N
FLINT MASS TRANSIT AUTH	Y	Y	Y	N	Y	Y
GAYLORD-OTSEGO COUNTY	N	N	Y	N	Y	N
GLADWIN CITY-COUNTY TRANSIT	N	Y	N	N	Y	N
GRAND HAVEN-HARBOR TRANSIT	N	Y	Y	Y	Y	Y
GRAND RAPIDS AREA TRANSIT	N	Y	N	Y	Y	Y
GREENVILLE TRANSIT	N	Y	N	N	N	N
HART-OCEANA CTY COA	N	N	N	N	N	N
HASTINGS-BARRY CTY TRANSIT	N	Y	Y	N	Y	N
HOUGHTON MOTOR TRANSPORT	N	N	Y	N	Y	Y
IONIA DIAL-A-RIDE	N	Y	Y	Y	N	N
IOSCO COUNTY TRANSIT	N	Y	N	N	Y	N
IRONWOOD-GOGEBOC CTY TRANS	N	Y	N	N	Y	N
ISHPEMING TRANS AUTH	N	N	N	N	Y	N
KALAMAZOO-METRO TRANSIT SYS	Y	Y	N	Y	Y	N
KALKASKA PUBLIC TRANSIT	N	Y			Y	N
LA PEER TRANSIT		Y	N	Y	Y	Y
LANSING-CAPITAL AREA TRANSIT	Y	Y	N	N	Y	Y
LUDINGTON MASS TRAN AUTH	N	Y	N	N	Y	N
1'ANSE-BARAGALAND SR CIT	N	N	N	N	N	N
MANCHESTER SR CIT COUNCIL	N	N		N	Y	N
MANISTEE CTY TRANSPORTATION	N	Y	N	Y	Y	N

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MARKETING					
	IV-1	IV-2	IV-3	IV-4	IV-5	IV-6
MARQUETTE TRANSIT AUTH	N	Y	Y	N	Y	N
MIDLAND COUNTY COUN ON AGING	N	Y	Y	Y	Y	N
MIDLAND DIAL-A-RIDE	N	N	N	N	Y	N
MT PLEASANT-ISABELLA CTY	Y	Y	N	Y	Y	N
MUSKEGAN-WEST MICH CTR H/C	N	N	Y			
ONTONAGAN COUNTY TRANSIT	N	Y	N	N	Y	N
OWOSSO-ACKO SERVICES INC	N	N	Y	N	N	N
OWOSSO-SHIAWASSEE COA			Y	N	N	
PETOSKEY-FRIENDSHIP CENTERS	N	N	Y	N	Y	N
POSEN-PRESQUE ISLE COA						
SAGINAW TRANSIT SYSTEM	N	Y	Y	N	Y	Y
SCHOOLCRAFT CTY PUB TRANSIT	N	N	N	N	Y	N
SE MICH TRANSIT AUTH (SEMTA)	N	Y	Y		Y	Y
TRAVIS CITY-BAY AREA TR AUTH	Y	Y	Y	N	Y	N
WEST BRANCH-OGEMAW PUB TRAN	N	N	N	N	Y	N
YPSILANTI-CFS TRANS FOR E/H	N	N	N	N	N	N

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MARKETING (continued)					
	IV-7	IV-8	IV-9	IV-10	IV-11	IV-12
ADRIAN -DART	N	Y	Y	N	N	N
ADRIAN -LENAWEE TRANS CORP	N	Y	Y	N	N	N
ALMA DIAL-A-RIDE	Y	Y	Y	N	N	Y
ALPENA TRANSIT	Y	Y	Y	N	N	
ANN ARBOR TRANS AUTH	Y	Y	Y	Y	N	Y
ANN ARBOR-PEOPLE ON THE MOVE		Y	Y	N	N	
BALDWIN-YATES DIAL-A-RIDE	Y	Y	Y	N	N	N
BANGOR-VAN BUREN CTY TRANSIT	Y	Y	Y	Y	Y	
BARAGA-KEWEENAW BAY TRANSIT	Y	Y	Y	Y	N	
BATTLE CREEK TRANSIT	Y	Y	Y	N	Y	Y
BAY CITY-BAY METRO	Y	Y	Y	Y	N	Y
BENTON HARBOR TRANSIT	N	Y	Y	N	N	
BIG RAPIDS CITY		Y	Y	Y	N	
BIG RAPIDS-CTY AREA TRANSIT	N	Y	Y	N	N	Y
CASSOPOLIS-CASS CTY COA	N	Y	Y	N	N	N
CHARLOTTE-EATON CTY TRANS	Y	Y	Y	Y	Y	Y
CHELSEA AREA TRANS SYS INC	Y	Y	Y	Y	N	N
DAVIDSON AREA TRANS. SYS	N	Y	Y	N	N	Y
E. TAWAS-IOSCO TRANSIT CORP	Y	Y	Y	Y	Y	N
FLINT MASS TRANSIT AUTH	Y	Y	Y	Y	Y	
GAYLORD-OTSEGO COUNTY	Y	Y	Y	Y	Y	
GLADWIN CITY-COUNTY TRANSIT	Y	Y	Y	Y	Y	N
GRAND HAVEN-HARBOR TRANSIT	Y	Y	Y	N	Y	
GRAND RAPIDS AREA TRANSIT	Y	Y	Y	Y	Y	
GREENVILLE TRANSIT	N	Y	Y	N	Y	N
HART-OCEANA CTY COA	Y	Y	Y	Y	N	N
HASTINGS-BARRY CTY TRANSIT		Y	Y	Y	Y	Y
HOUGHTON MOTOR TRANSPORT	Y	Y	Y	Y	N	Y
IONIA DIAL-A-RIDE	Y	Y	Y	Y	Y	N
IOSCO COUNTY TRANSIT	Y	Y	Y	Y	Y	
IRONWOOD-GOGEBOC CTY TRANS	Y	Y	Y	N	N	Y
ISHPEMING TRANS AUTH	Y	Y	Y	Y	Y	N
KALAMAZOO-METRO TRANSIT SYS	Y	Y	Y		Y	
KALKASKA PUBLIC TRANSIT	Y	Y	Y	N	N	Y
LA PEER TRANSIT	Y	Y	Y	Y	Y	
LANSING-CAPITAL AREA TRANSIT	Y	Y	Y	N	Y	
LUDINGTON MASS TRAN AUTH	Y	Y	Y	N	N	N
L'ANSE-BARAGALAND SR CIT	N	Y	Y	Y		N
MANCHESTER SR CIT COUNCIL		Y	N	N		
MANISTEE CTY TRANSPORTATION	Y	Y	Y	N	Y	N

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MARKETING (continued)					
	IV-7	IV-8	IV-9	IV-10	IV-11	IV-12
MARQUETTE TRANSIT AUTH	Y	Y	N	Y	Y	
MIDLAND COUNTY COUN ON AGING	N	Y	Y	N	N	N
MIDLAND DIAL-A-RIDE			Y	N	Y	N
MT PLEASANT-ISABELLA CTY		Y	Y	N	Y	
MUSKEGAN-WEST MICH CTR H/C		Y	Y	Y		
ONTONAGAN COUNTY TRANSIT	Y	Y	Y	Y	N	
OWOSSO-ACKO SERVICES INC	Y	Y	Y	Y	N	N
OWOSSO-SHIAWASSEE COA		Y	Y	Y	N	N
PETOSKEY-FRIENDSHIP CENTERS	Y	Y	Y	Y	Y	N
POSEN-PRESQUE ISLE COA		Y	Y	Y	N	Y
SAGINAW TRANSIT SYSTEM	Y	Y	Y	Y	Y	Y
SCHOOLCRAFT CTY PUB TRANSIT	N	Y	N	N	Y	N
SE MICH TRANSIT AUTH (SEMTA)	Y	Y	Y	Y	Y	Y
TRAVIS CITY-BAY AREA TR AUTH	Y	Y	Y	N	Y	
WEST BRANCH-OGEMAW PUB TRAN	Y	Y	Y	Y	Y	Y
YPSILANTI-CFS TRANS FOR E/H	N	Y	Y	Y	N	N

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	PERSONNEL MANAGEMENT					
	V-1	V-2	V-3	V-4	V-5	V-6
ADRIAN -DART				Y	Y	Y
ADRIAN -LENAWEE TRANS CORP				Y	Y	Y
ALMA DIAL-A-RIDE	Y	Y	Y	N	Y	Y
ALPENA TRANSIT	Y		N	N	N	Y
ANN ARBOR TRANS AUTH	Y	Y	Y	Y	Y	Y
ANN ARBOR-PEOPLE ON THE MOVE	Y		N	N	Y	Y
BALDWIN-YATES DIAL-A-RIDE	Y	N	N	N	Y	Y
BANGOR-VAN BUREN CTY TRANSIT	Y		Y	Y	Y	Y
BARAGA-KEWEENAW BAY TRANSIT	N	Y	Y	N	Y	Y
BATTLE CREEK TRANSIT	Y	Y	N	Y	Y	Y
BAY CITY-BAY METRO	Y	Y	Y	Y	Y	Y
BENTON HARBOR TRANSIT	N		Y	N	Y	Y
BIG RAPIDS CITY	Y		N	N	Y	Y
BIG RAPIDS-CTY AREA TRANSIT	Y	Y	N	N	Y	Y
CASSOPOLIS-CASS CTY COA	Y	Y	Y	Y	Y	Y
CHARLOTTE-EATON CTY TRANS	Y	Y	Y	N	Y	Y
CHELSEA AREA TRANS SYS INC			N	N	N	Y
DAVIDSON AREA TRANS. SYS	Y	N	N	N	Y	Y
E. TAWAS-IOSCO TRANSIT CORP	Y	Y	N	N	Y	Y
FLINT MASS TRANSIT AUTH	Y	Y	Y	Y	Y	Y
GAYLORD-OTSEGO COUNTY	N		Y	N	Y	Y
GLADWIN CITY-COUNTY TRANSIT	Y	N	N		Y	Y
GRAND HAVEN-HARBOR TRANSIT	Y		Y	N	Y	Y
GRAND RAPIDS AREA TRANSIT	Y		Y	Y	Y	Y
GREENVILLE TRANSIT	Y	N	Y		Y	Y
HART-OCEANA CTY COA	Y	Y	Y	N	Y	Y
HASTINGS-BARRY CTY TRANSIT	Y	N	Y	N	Y	Y
HOUGHTON MOTOR TRANSPORT	Y	Y	N	N	Y	Y
IONIA DIAL-A-RIDE	Y	N	N	N	Y	Y
IOSCO COUNTY TRANSIT	Y		N	N	Y	Y
IRONWOOD-GOGEBOC CTY TRANS	Y	Y	Y		Y	Y
ISHPEMING TRANS AUTH	Y	N	N	N	Y	Y
KALAMAZOO-METRO TRANSIT SYS	Y		Y	Y	Y	Y
KALKASKA PUBLIC TRANSIT	Y	Y		N	Y	Y
LA PEER TRANSIT	Y		Y	N	Y	Y
LANSING-CAPITAL AREA TRANSIT	Y	Y	N	N	Y	Y
LUDINGTON MASS TRAN AUTH	Y	Y	N	N	Y	Y
L'ANSE-BARAGALAND SR CIT	Y	Y	Y	Y	Y	Y
MANCHESTER SR CIT COUNCIL		Y				
MANISTEE CTY TRANSPORTATION	Y	Y	N	N	Y	Y

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	PERSONNEL MANAGEMENT					
	V-1	V-2	V-3	V-4	V-5	V-6
MARQUETTE TRANSIT AUTH	Y		N	N	Y	Y
MIDLAND COUNTY COUN ON AGING	Y	Y	Y	N		
MIDLAND DIAL-A-RIDE	Y	Y	Y	Y	Y	Y
MT PLEASANT-ISABELLA CTY	Y		Y	Y	Y	Y
MUSKEGAN-WEST MICH CTR H/C	Y		Y	N	Y	Y
ONTONAGAN COUNTY TRANSIT	Y	Y	Y	N		Y
OWOSSO-ACKO SERVICES INC	Y	Y	Y	Y	Y	Y
OWOSSO-SHIAWASSEE COA	Y	Y	Y			Y
PETOSKEY-FRIENDSHIP CENTERS	Y	Y	N	N	Y	Y
POSEN-PRESQUE ISLE COA	N	Y	Y	Y	Y	Y
SAGINAW TRANSIT SYSTEM	Y	Y	N		Y	Y
SCHOOLCRAFT CTY PUB TRANSIT		N	Y		Y	Y
SE MICH TRANSIT AUTH (SEMTA)	Y	Y	Y	Y	Y	Y
TRAVIS CITY-BAY AREA TR AUTH	Y		Y	N	Y	Y
WEST BRANCH-OGEMAW PUB TRAN	Y	N	N	Y	Y	Y
YPSILANTI-CFS TRANS FOR E/H	N	Y	Y			Y

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	PERSONNEL (continued)	
	V-7	V-8
ADRIAN -DART	Y	N
ADRIAN -LENAWEE TRANS CORP	Y	N
ALMA DIAL-A-RIDE	Y	N
ALPENA TRANSIT	Y	N
ANN ARBOR TRANS AUTH	Y	Y
ANN ARBOR-PEOPLE ON THE MOVE	Y	N
BALDWIN-YATES DIAL-A-RIDE	Y	N
BANGOR-VAN BUREN CTY TRANSIT	Y	N
BARAGA-KEWEENAW BAY TRANSIT	Y	N
BATTLE CREEK TRANSIT	Y	Y
BAY CITY-BAY METRO	Y	Y
BENTON HARBOR TRANSIT	Y	N
BIG RAPIDS CITY	Y	N
BIG RAPIDS-CTY AREA TRANSIT	Y	N
CASSOPOLIS-CASS CTY COA	Y	N
CHARLOTTE-EATON CTY TRANS	Y	N
CHELSEA AREA TRANS SYS INC	N	N
DAVIDSON AREA TRANS. SYS	Y	N
E. TAWAS-IOSCD TRANSIT CORP	N	N
FLINT MASS TRANSIT AUTH	Y	Y
GAYLORD-OTSEGO COUNTY	Y	Y
GLADWIN CITY-COUNTY TRANSIT	Y	N
GRAND HAVEN-HARBOR TRANSIT	Y	N
GRAND RAPIDS AREA TRANSIT	Y	Y
GREENVILLE TRANSIT	Y	N
HART-OCEANA CTY COA	Y	N
HASTINGS-BARRY CTY TRANSIT	Y	N
HOUGHTON MOTOR TRANSPORT	Y	N
IONIA DIAL-A-RIDE	Y	N
IOSCD COUNTY TRANSIT	N	N
IRONWOOD-GOGEBOC CTY TRANS	Y	N
ISHPEMING TRANS AUTH	N	N
KALAMAZOO-METRO TRANSIT SYS	Y	Y
KALKASKA PUBLIC TRANSIT	Y	N
LA PEER TRANSIT	Y	N
LANSING-CAPITAL AREA TRANSIT	Y	Y
LUDINGTON MASS TRAN AUTH	Y	N
L'ANSE-BARAGALAND SR CIT	Y	N
MANCHESTER SR CIT COUNCIL		
MANISTEE CTY TRANSPORTATION	Y	N

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	PERSONNEL (continued)	
	V-7	V-8
MARQUETTE TRANSIT AUTH	Y	N
MIDLAND COUNTY COUN ON AGING	Y	N
MIDLAND DIAL-A-RIDE	Y	Y
MT PLEASANT-ISABELLA CTY	Y	Y
MUSKEGAN-WEST MICH CTR H/C	Y	N
ONTONAGAN COUNTY TRANSIT	Y	N
OWOSSO-ACKO SERVICES INC	Y	N
OWOSSO-SHIAWASSEE COA	Y	N
PETOSKEY-FRIENDSHIP CENTERS	Y	N
POSEN-PRESQUE ISLE COA	Y	N
SAGINAW TRANSIT SYSTEM	Y	Y
SCHOOLCRAFT CTY PUB TRANSIT	Y	Y
SE MICH TRANSIT AUTH (SEMTA)	Y	Y
TRAVIS CITY-BAY AREA TR AUTH	Y	N
WEST BRANCH-OGEMAW PUB TRAN	Y	N
YPSILANTI-CFS TRANS FOR E/H	Y	N

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	BUDGETING				
	VI-1	VI-2	VI-3	VI-4	VI-5
ADRIAN -DART	Y	N		N	Y
ADRIAN -LENAWEE TRANS CORP	Y	N		N	Y
ALMA DIAL-A-RIDE	Y	N	N	Y	Y
ALPENA TRANSIT	Y	Y	Y	N	Y
ANN ARBOR TRANS AUTH	Y	Y	Y	Y	Y
ANN ARBOR-PEOPLE ON THE MOVE	Y	N	N	Y	Y
BALDWIN-YATES DIAL-A-RIDE	Y	Y	Y	Y	Y
BANGOR-VAN BUREN CTY TRANSIT	Y	N	Y	Y	Y
BARAGA-KEWEENAW BAY TRANSIT	Y	Y	Y	Y	
BATTLE CREEK TRANSIT	Y	N	Y	Y	Y
BAY CITY-BAY METRO	Y	N	Y	N	Y
BENTON HARBOR TRANSIT	Y	Y	Y	Y	Y
BIG RAPIDS CITY	Y	Y	Y	Y	
BIG RAPIDS-CTY AREA TRANSIT	Y	N	Y	Y	Y
CASSOPOLIS-CASS CTY COA	Y	N	Y		Y
CHARLOTTE-EATON CTY TRANS	Y	N	Y	Y	Y
CHELSEA AREA TRANS SYS INC	Y	N	N	N	Y
DAVIDSON AREA TRANS. SYS	Y	N	N	Y	Y
E. TAWAS-IOSCO TRANSIT CORP	Y	Y	Y	N	N
FLINT MASS TRANSIT AUTH	Y	Y	Y	Y	Y
GAYLORD-OTSEGO COUNTY	Y	Y	Y	N	
GLADWIN CITY-COUNTY TRANSIT	Y	N	N	Y	N
GRAND HAVEN-HARBOR TRANSIT	Y	N	Y	Y	Y
GRAND RAPIDS AREA TRANSIT	Y	N	Y	Y	Y
GREENVILLE TRANSIT	Y	N	Y	N	Y
HART-OCEANA CTY COA	Y	N	N	Y	Y
HASTINGS-BARRY CTY TRANSIT	Y	Y	Y	Y	Y
HOUGHTON MOTOR TRANSPORT	Y	N	Y	Y	Y
IONIA DIAL-A-RIDE	Y	N	N	Y	Y
IOSCO COUNTY TRANSIT	Y	Y	N	Y	N
IRONWOOD-GOGEBOC CTY TRANS	Y	N	N	Y	N
ISHPEMING TRANS AUTH	Y	N	Y	Y	Y
KALAMAZOO-METRO TRANSIT SYS	Y	Y	Y	Y	Y
KALKASKA PUBLIC TRANSIT	Y	N	N	Y	N
LA PEER TRANSIT	Y	N	Y		
LANSING-CAPITAL AREA TRANSIT	Y	Y	Y	N	Y
LUDINGTON MASS TRAN AUTH	Y	N	Y	N	Y
L'ANSE-BARAGALAND SR CIT	Y	N	N		Y
MANCHESTER SR CIT COUNCIL	N	N	N	Y	
MANISTEE CTY TRANSPORTATION	Y	Y	Y	Y	Y

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	BUDGETING				
	VI-1	VI-2	VI-3	VI-4	VI-5
MARQUETTE TRANSIT AUTH	Y	Y	Y	Y	Y
MIDLAND COUNTY COUN ON AGING	Y	N	Y		
MIDLAND DIAL-A-RIDE	Y	Y	N	Y	Y
MT PLEASANT-ISABELLA CTY	Y	N	N	Y	N
MUSKEGAN-WEST MICH CTR H/C	Y	Y	N	Y	Y
ONTONAGAN COUNTY TRANSIT	Y	Y	Y	Y	Y
OWOSSO-ACKO SERVICES INC	Y	N	Y	Y	Y
OWOSSO-SHIAWASSEE COA	N				Y
PETOSKEY-FRIENDSHIP CENTERS	Y	N	N	N	Y
POSEN-PRESQUE ISLE COA	Y	N	N	N	Y
SAGINAW TRANSIT SYSTEM	Y	Y	Y	Y	Y
SCHOOLCRAFT CTY PUB TRANSIT	Y	N	N	N	Y
SE MICH TRANSIT AUTH (SEMTA)	Y	Y	Y	Y	Y
TRAVIS CITY-BAY AREA TR AUTH	Y	Y	Y	Y	Y
WEST BRANCH-OGEMAW PUB TRAN	Y	Y	Y	Y	Y
YPSILANTI-CFS TRANS FOR E/H	N	N	N	Y	N

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	GRANTS				
	VII-1	VII-2	VII-3	VII-4	VII-5
ADRIAN -DART	N	N		N	N
ADRIAN -LENAWEE TRANS CORP	N	N		N	N
ALMA DIAL-A-RIDE	Y	Y	Y	Y	N
ALFENA TRANSIT	Y	Y	Y		N
ANN ARBOR TRANS AUTH	Y	Y	N	Y	N
ANN ARBOR-PEOPLE ON THE MOVE					
BALDWIN-YATES DIAL-A-RIDE	Y	N	Y	Y	N
BANGOR-VAN BUREN CTY TRANSIT	N		Y		Y
BARAGA-KEWEENAW BAY TRANSIT	Y	Y	Y	Y	N
BATTLE CREEK TRANSIT	N	Y	N	Y	Y
BAY CITY-BAY METRO	N	Y		Y	N
BENTON HARBOR TRANSIT	Y	N	N	N	N
BIG RAPIDS CITY	Y	Y	Y		N
BIG RAPIDS-CTY AREA TRANSIT	Y	Y	N	N	N
CASSOPOLIS-CASS CTY COA	Y		Y	Y	Y
CHARLOTTE-EATON CTY TRANS	Y	Y	Y	Y	Y
CHELSEA AREA TRANS SYS INC	Y	N	Y	Y	N
DAVIDSON AREA TRANS. SYS	Y	Y	Y	Y	Y
E. TAWAS-IOSCO TRANSIT CORP	Y		Y	Y	N
FLINT MASS TRANSIT AUTH	Y	Y	N	Y	N
GAYLORD-OTSEGO COUNTY	Y	Y	N	Y	N
GLADWIN CITY-COUNTY TRANSIT	Y	N	Y	Y	Y
GRAND HAVEN-HARBOR TRANSIT	N	N	N	Y	Y
GRAND RAPIDS AREA TRANSIT	Y	Y	N	Y	N
GREENVILLE TRANSIT	Y	Y	Y	Y	N
HART-OCEANA CTY COA	N	N	Y	Y	Y
HASTINGS-BARRY CTY TRANSIT	Y	Y	N	Y	Y
HOUGHTON MOTOR TRANSPORT	N	Y	N	Y	N
IONIA DIAL-A-RIDE	Y	N	Y	Y	Y
IOSCO COUNTY TRANSIT	N	Y			Y
IRONWOOD-GOGEBOC CTY TRANS	Y		Y	Y	Y
ISHPEMING TRANS AUTH	Y	Y	Y	N	N
KALAMAZOO-METRO TRANSIT SYS	Y	Y	Y	Y	N
KALKASKA PUBLIC TRANSIT	Y	Y	N	Y	N
LA PEER TRANSIT	Y	Y	Y		N
LANSING-CAPITAL AREA TRANSIT	Y	Y	N	Y	Y
LUDINGTON MASS TRAN AUTH	Y	Y	Y	Y	Y
L'ANSE-BARAGALAND SR CIT	Y	Y	Y	Y	N
MANCHESTER SR CIT COUNCIL	Y			Y	N
MANISTEE CTY TRANSPORTATION	Y	Y	Y	Y	Y

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	GRANTS				
	VII-1	VII-2	VII-3	VII-4	VII-5
MARQUETTE TRANSIT AUTH	Y	N	N	Y	N
MIDLAND COUNTY COUN ON AGING	Y	Y	Y	Y	N
MIDLAND DIAL-A-RIDE	N	Y	N	Y	Y
MT PLEASANT-ISABELLA CTY	Y	Y	Y	Y	N
MUSKEGAN-WEST MICH CTR H/C	Y	Y	N	Y	N
ONTONAGAN COUNTY TRANSIT	Y	Y	Y		N
OWOSSO-ACKO SERVICES INC	N	Y	N	Y	Y
OWOSSO-SHIAWASSEE COA	N	Y	N	Y	N
PETOSKEY-FRIENDSHIP CENTERS	N	N	Y	Y	Y
POSEN-PRESQUE ISLE COA	Y	Y	Y	Y	N
SAGINAW TRANSIT SYSTEM	N	Y	N	Y	N
SCHOOLCRAFT CTY PUB TRANSIT	Y	N	Y	Y	Y
SE MICH TRANSIT AUTH (SEMTA)	N	N		Y	Y
TRAVIS CITY-BAY AREA TR AUTH	Y	Y	Y	Y	N
WEST BRANCH-OGEMAW PUB TRAN	Y	Y	N	Y	N
YPSILANTI-CFS TRANS FOR E/H	N	Y	Y	Y	N

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MANAGEMENT INFO SYS					
	VIII-1	VIII-2	VIII-3	VIII-4	VIII-5	VIII-6
ADRIAN -DART	Y	Y	Y	Y	Y	Y
ADRIAN -LENAWEE TRANS CORP	Y	Y	Y	Y	Y	Y
ALMA DIAL-A-RIDE	N	Y	Y	Y	Y	Y
ALPENA TRANSIT	Y	Y	Y	Y	Y	Y
ANN ARBOR TRANS AUTH	Y	Y	Y	Y	Y	Y
ANN ARBOR-PEOPLE ON THE MOVE	N	Y	N	N	N	Y
BALDWIN-YATES DIAL-A-RIDE		Y	Y	Y	Y	Y
BANGOR-VAN BUREN CTY TRANSIT	Y	Y	Y	N	N	Y
BARAGA-KEWEENAW BAY TRANSIT	Y	Y	Y	Y	Y	Y
BATTLE CREEK TRANSIT	Y	N	Y	Y	N	Y
BAY CITY-BAY METRO	Y	Y	Y	Y	N	Y
BENTON HARBOR TRANSIT	Y	N	N	N	Y	N
BIG RAPIDS CITY	Y	Y	Y	Y	Y	Y
BIG RAPIDS-CTY AREA TRANSIT	Y	Y	Y	Y	Y	Y
CASSOPOLIS-CASS CTY COA	Y	Y	Y	Y	Y	Y
CHARLOTTE-EATON CTY TRANS	N	Y	Y	Y	Y	Y
CHELSEA AREA TRANS SYS INC	Y	N			Y	
DAVIDSON AREA TRANS. SYS	Y	Y	Y	Y	Y	N
E. TAWAS-IOSCO TRANSIT CORP		Y	Y	Y	N	Y
FLINT MASS TRANSIT AUTH	Y	Y	Y	Y	Y	Y
GAYLORD-OTSEGO COUNTY	Y	Y	Y	Y	Y	Y
GLADWIN CITY-COUNTY TRANSIT	N	Y	Y	Y	N	Y
GRAND HAVEN-HARBOR TRANSIT	Y	N	Y	Y	N	Y
GRAND RAPIDS AREA TRANSIT	Y	Y	Y	Y	Y	Y
GREENVILLE TRANSIT	Y	Y	N	N	N	Y
HART-OCEANA CTY COA	N	Y	Y	Y	Y	Y
HASTINGS-BARRY CTY TRANSIT	Y	Y	Y	Y	Y	Y
HOUGHTON MOTOR TRANSPORT	Y	Y	Y	Y	N	Y
IONIA DIAL-A-RIDE	Y	Y	Y	Y	Y	Y
IOSCO COUNTY TRANSIT	N	Y	Y	Y	Y	Y
IRONWOOD-GOGEBOC CTY TRANS	Y	Y	Y	Y		Y
ISHPEMING TRANS AUTH	Y	Y	Y	Y	Y	Y
KALAMAZOO-METRO TRANSIT SYS	Y	Y	Y	Y	Y	Y
KALKASKA PUBLIC TRANSIT	Y	N	Y	Y	Y	Y
LA PEER TRANSIT	Y	Y	Y	Y	Y	Y
LANSING-CAPITAL AREA TRANSIT	Y	Y	Y	Y	Y	Y
LUDINGTON MASS TRAN AUTH	N	Y	Y	Y		Y
I'ANSE-BARAGALAND SR CIT	Y	N	Y	Y	Y	N
MANCHESTER SR CIT COUNCIL	Y	Y	Y	N		Y
MANISTEE CTY TRANSPORTATION	Y	Y	N	N	Y	Y

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MANAGEMENT INFO SYS					
	VIII-1	VIII-2	VIII-3	VIII-4	VIII-5	VIII-6
MARQUETTE TRANSIT AUTH	Y	Y	N	Y	Y	Y
MIDLAND COUNTY COUN ON AGING	Y	N	N		Y	
MIDLAND DIAL-A-RIDE	Y	Y	Y	Y	Y	Y
MT PLEASANT-ISABELLA CTY	Y	Y	Y	Y	Y	Y
MUSKEGAN-WEST MICH CTR H/C	Y	Y	Y	Y	Y	Y
ONTONAGAN COUNTY TRANSIT	N	Y	N	N	Y	Y
OWOSSO-ACKO SERVICES INC	Y	Y	Y	Y	Y	Y
OWOSSO-SHIAWASSEE COA	Y	Y	Y	N		Y
PETOSKEY-FRIENDSHIP CENTERS	Y	Y	Y	Y	Y	Y
POSEN-PRESQUE ISLE COA	Y	Y	Y	Y	Y	Y
SAGINAW TRANSIT SYSTEM	Y	Y	Y	Y	Y	Y
SCHOOLCRAFT CTY PUB TRANSIT	Y	Y	Y	N	N	Y
SE MICH TRANSIT AUTH (SEMTA)	Y	Y	Y	Y	Y	Y
TRAVIS CITY-BAY AREA TR AUTH	Y	N	Y	Y	Y	Y
WEST BRANCH-OGEMAW PUB TRAN	Y	Y	N	Y		Y
YPSILANTI-CFS TRANS FOR E/H	Y	Y	Y	N	Y	Y

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MANAGEMENT INFO SYS (continued)			
	VIII-7	VIII-8	VIII-9	VIII-10
ADRIAN -DART	N	N		
ADRIAN -LENAWEE TRANS CORP	N	N		
ALMA DIAL-A-RIDE	N	N		
ALPENA TRANSIT	N	N		
ANN ARBOR TRANS AUTH	Y	Y	N	Y
ANN ARBOR-PEOPLE ON THE MOVE	N	Y	Y	Y
BALDWIN-YATES DIAL-A-RIDE	N	N		
BANGOR-VAN BUREN CTY TRANSIT	Y	N		
BARAGA-KEWEENAW BAY TRANSIT	N	N		
BATTLE CREEK TRANSIT	N	Y	Y	N
BAY CITY-BAY METRO	Y	N		
BENTON HARBOR TRANSIT	Y	N		N
BIG RAPIDS CITY	Y	Y		
BIG RAPIDS-CTY AREA TRANSIT	N	N		
CASSOPOLIS-CASS CTY COA	N	N		
CHARLOTTE-EATON CTY TRANS	Y	N		
CHELSEA AREA TRANS SYS INC	N	N		
DAVIDSON AREA TRANS. SYS	N	N		
E. TAWAS-IOSCO TRANSIT CORP	N	N		
FLINT MASS TRANSIT AUTH	Y	Y	N	Y
GAYLORD-OTSEGO COUNTY	Y	N		N
GLADWIN CITY-COUNTY TRANSIT	Y	N		
GRAND HAVEN-HARBOR TRANSIT	Y	Y		
GRAND RAPIDS AREA TRANSIT	Y	Y	N	Y
GREENVILLE TRANSIT	N	Y	N	
HART-OCEANA CTY COA		Y	N	
HASTINGS-BARRY CTY TRANSIT	Y	N		
HOUGHTON MOTOR TRANSPORT	Y	Y	N	Y
IONIA DIAL-A-RIDE	Y	N	N	N
IOSCO COUNTY TRANSIT	Y	N		N
IRONWOOD-GOGEBOC CTY TRANS	N	N		
ISHPEMING TRANS AUTH	N	N		N
KALAMAZOO-METRO TRANSIT SYS	Y	Y	Y	Y
KALKASKA PUBLIC TRANSIT	N	N		
LA PEER TRANSIT	Y	N		
LANSING-CAPITAL AREA TRANSIT	N	Y	N	N
LUDINGTON MASS TRAN AUTH	N	N		N
L'ANSE-BARAGALAND SR CIT		N		
MANCHESTER SR CIT COUNCIL		N		
MANISTEE CTY TRANSPORTATION	Y	N		

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MANAGEMENT INFO SYS (continued)			
	VIII-7	VIII-8	VIII-9	VIII-10
MARQUETTE TRANSIT AUTH	Y	N	N	N
MIDLAND COUNTY COUN ON AGING	N	N	Y	N
MIDLAND DIAL-A-RIDE	Y	N		
MT PLEASANT-ISABELLA CTY	Y	Y	Y	N
MUSKEGAN-WEST MICH CTR H/C	Y	N		N
ONTONAGAN COUNTY TRANSIT	Y	N		
OWOSSO-ACKO SERVICES INC	Y	N	N	
OWOSSO-SHIAWASSEE COA	N	N		
PETOSKEY-FRIENDSHIP CENTERS	N	N		
POSEN-PRESQUE ISLE COA	N	N		
SAGINAW TRANSIT SYSTEM	Y	Y	N	Y
SCHOOLCRAFT CTY PUB TRANSIT	Y	N		
SE MICH TRANSIT AUTH (SEMTA)	Y	Y	N	Y
TRAVIS CITY-BAY AREA TR AUTH	Y	Y		N
WEST BRANCH-OGEMAW PUB TRAN	N	N		
YPSILANTI-CFS TRANS FOR E/H	N	Y	N	N

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MANAGEMENT INFO SYS (continued)		ACCOUNTING		
	VIII-11	VIII-12	IX-1	IX-2	IX-3
ADRIAN -DART		Y	Y	Y	Y
ADRIAN -LENAWEE TRANS CORP		Y	Y	Y	Y
ALMA DIAL-A-RIDE		Y	Y	Y	Y
ALPENA TRANSIT		Y	Y	Y	
ANN ARBOR TRANS AUTH	Y	N	Y	Y	Y
ANN ARBOR-PEOPLE ON THE MOVE		N	Y	Y	
BALDWIN-YATES DIAL-A-RIDE		N	N	Y	Y
BANGOR-VAN BUREN CTY TRANSIT		N	Y	Y	Y
BARAGA-KEWEENAW BAY TRANSIT		N	Y	Y	Y
BATTLE CREEK TRANSIT	Y	Y	Y	Y	Y
BAY CITY-BAY METRO		Y	N	Y	Y
BENTON HARBOR TRANSIT		Y	Y	Y	Y
BIG RAPIDS CITY					Y
BIG RAPIDS-CTY AREA TRANSIT		Y	Y	Y	Y
CASSOPOLIS-CASS CTY COA		Y	Y	N	N
CHARLOTTE-EATON CTY TRANS		Y	N	Y	Y
CHELSEA AREA TRANS SYS INC			N	N	N
DAVIDSON AREA TRANS. SYS		Y	Y	Y	Y
E. TAWAS-IOSCO TRANSIT CORP			N	Y	Y
FLINT MASS TRANSIT AUTH	Y		Y	Y	Y
GAYLORD-OTSEGO COUNTY		Y	N	Y	Y
GLADWIN CITY-COUNTY TRANSIT		Y	N	Y	Y
GRAND HAVEN-HARBOR TRANSIT		N	N	Y	Y
GRAND RAPIDS AREA TRANSIT	Y	N	N	Y	Y
GREENVILLE TRANSIT		Y		Y	Y
HART-OCEANA CTY COA			N	Y	N
HASTINGS-BARRY CTY TRANSIT		Y	N	Y	Y
HOUGHTON MOTOR TRANSPORT	Y	N	Y	Y	Y
IONIA DIAL-A-RIDE	N	Y	N	Y	Y
IOSCO COUNTY TRANSIT		Y	N	Y	Y
IRONWOOD-GOGEBOC CTY TRANS		N	N	Y	Y
ISHPEMING TRANS AUTH		N	N	Y	Y
KALAMAZOO-METRO TRANSIT SYS	N		Y	Y	Y
KALKASKA PUBLIC TRANSIT		Y	Y	Y	Y
LA PEER TRANSIT		N	N	Y	Y
LANSING-CAPITAL AREA TRANSIT	N		Y	Y	Y
LUDINGTON MASS TRAN AUTH		Y	N	Y	Y
L'ANSE-BARAGALAND SR CIT		N	Y	Y	
MANCHESTER SR CIT COUNCIL		N	Y	N	N
MANISTEE CTY TRANSPORTATION		Y	Y	Y	Y

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	MANAGEMENT INFO SYS (continued)		ACCOUNTING		
	VIII-11	VIII-12	IX-1	IX-2	IX-3
MARQUETTE TRANSIT AUTH		Y	N	N	Y
MIDLAND COUNTY COUN ON AGING	Y	Y	Y	N	Y
MIDLAND DIAL-A-RIDE		N	Y	Y	Y
MT PLEASANT-ISABELLA CTY	Y		N	Y	Y
MUSKEGAN-WEST MICH CTR H/C		Y	Y	Y	N
ONTONAGAN COUNTY TRANSIT		N		Y	Y
OWOSSO-ACKO SERVICES INC		N	N	Y	Y
OWOSSO-SHIAWASSEE COA		N	N	Y	Y
PETOSKEY-FRIENDSHIP CENTERS		Y	Y	Y	Y
POSEN-PRESQUE ISLE COA			Y	Y	Y
SAGINAW TRANSIT SYSTEM	Y	N	Y	Y	Y
SCHOOLCRAFT CTY PUB TRANSIT		N	N	N	Y
SE MICH TRANSIT AUTH (SEMTA)	Y		Y	Y	Y
TRAVIS CITY-BAY AREA TR AUTH		Y	Y	Y	Y
WEST BRANCH-OGEMAW PUB TRAN		Y	N	Y	Y
YPSILANTI-CFS TRANS FOR E/H	Y		Y	Y	Y

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	ACCOUNTING (continued)					
	IX-4	IX-5	IX-6	IX-7	IX-8	IX-9
ADRIAN -DART	N	N	Y	Y	Y	Y
ADRIAN -LENAWEE TRANS CORP	N	N	Y	Y	Y	N
ALMA DIAL-A-RIDE	Y	N	Y	N		
ALPENA TRANSIT				Y	Y	
ANN ARBOR TRANS AUTH	N	Y	Y	Y	Y	Y
ANN ARBOR-PEOPLE ON THE MOVE				Y	Y	Y
BALDWIN-YATES DIAL-A-RIDE	Y	N	Y	Y	Y	Y
BANGOR-VAN BUREN CTY TRANSIT	Y			Y	Y	N
BARAGA-KEWEENAW BAY TRANSIT	Y	N		Y	Y	Y
BATTLE CREEK TRANSIT	N	Y	Y	N	N	Y
BAY CITY-BAY METRO	N	N	N	Y	Y	Y
BENTON HARBOR TRANSIT	N	N		Y	Y	N
BIG RAPIDS CITY	N	N		N		
BIG RAPIDS-CTY AREA TRANSIT	N	N	Y	Y	Y	Y
CASSOPOLIS-CASS CTY COA		N		Y	Y	N
CHARLOTTE-EATON CTY TRANS	Y	N	N	Y	Y	Y
CHELSEA AREA TRANS SYS INC		N	Y	Y	Y	
DAVIDSON AREA TRANS. SYS	N	N	Y	Y	Y	Y
E. TAWAS-IOSCO TRANSIT CORP	N	N	Y	Y	Y	N
FLINT MASS TRANSIT AUTH	N	N		Y	Y	Y
GAYLORD-OTSEGO COUNTY	N	N		Y	Y	Y
GLADWIN CITY-COUNTY TRANSIT	Y	N	N	Y	Y	Y
GRAND HAVEN-HARBOR TRANSIT	N	N		N		N
GRAND RAPIDS AREA TRANSIT	N	N		Y	Y	Y
GREENVILLE TRANSIT	N	N	N	N		
HART-OCEANA CTY COA		N	Y	Y	Y	N
HASTINGS-BARRY CTY TRANSIT	N	N	Y	Y	Y	Y
HOUGHTON MOTOR TRANSPORT	N	N	Y	Y	Y	Y
IONIA DIAL-A-RIDE	Y	N	Y	N		
IOSCO COUNTY TRANSIT	N			Y	Y	N
IRONWOOD-GOGEBOC CTY TRANS	N	N	Y	Y	Y	N
ISHPEMING TRANS AUTH	N	N	Y	Y	Y	Y
KALAMAZOO-METRO TRANSIT SYS	N	N		Y	Y	Y
KALKASKA PUBLIC TRANSIT	N	N	Y		Y	Y
LA PEER TRANSIT	N			Y	Y	Y
LANSING-CAPITAL AREA TRANSIT	N	N		Y	Y	Y
LUDINGTON MASS TRAN AUTH	Y	N	Y	Y	Y	Y
L'ANSE-BARAGALAND SR CIT	Y			Y	Y	Y
MANCHESTER SR CIT COUNCIL				Y	Y	N
MANISTEE CTY TRANSPORTATION	N	N	Y	Y	Y	Y

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	ACCOUNTING (continued)					
	IX-4	IX-5	IX-6	IX-7	IX-8	IX-9
MARQUETTE TRANSIT AUTH	N	N		Y	Y	Y
MIDLAND COUNTY COUN ON AGING	Y	N	N	N		
MIDLAND DIAL-A-RIDE	N	N	Y	N		
MT PLEASANT-ISABELLA CTY	N	N		Y	Y	Y
MUSKEGAN-WEST MICH CTR H/C				Y	Y	Y
ONTONAGAN COUNTY TRANSIT	Y	N		N		
OWOSSO-ACKO SERVICES INC	N	N	N	Y	Y	Y
OWOSSO-SHIAWASSEE COA	Y	N		Y	Y	Y
PETOSKEY-FRIENDSHIP CENTERS	N	N	Y	Y	Y	Y
POSEN-PRESQUE ISLE COA	N	N	N	Y	Y	Y
SAGINAW TRANSIT SYSTEM	N	N	Y	N	Y	
SCHOOLCRAFT CTY PUB TRANSIT	Y	N	Y	N		
SE MICH TRANSIT AUTH (SEMTA)	N	N	N	Y	Y	Y
TRAVIS CITY-BAY AREA TR AUTH	Y	N		Y	Y	N
WEST BRANCH-OGEMAW PUB TRAN	N	N	Y	Y	Y	N
YPSILANTI-CFS TRANS FOR E/H	N	N	Y	N		

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	ACCOUNTING (continued)			PURCHASING	
	IX-10	IX-11	IX-12	X-1	X-2
ADRIAN -DART	Y	Y	N		
ADRIAN -LENAWEE TRANS CORP	N	Y	N		
ALMA DIAL-A-RIDE				Y	Y
ALPENA TRANSIT				Y	N
ANN ARBOR TRANS AUTH	Y	Y	Y	Y	Y
ANN ARBOR-PEOPLE ON THE MOVE	N	Y	Y	N	
BALDWIN-YATES DIAL-A-RIDE	N	Y	Y	Y	Y
BANGOR-VAN BUREN CTY TRANSIT	N	Y	Y	N	N
BARAGA-KEWEENAW BAY TRANSIT	N	Y	Y	Y	
BATTLE CREEK TRANSIT	Y		Y	Y	Y
BAY CITY-BAY METRO	Y	Y	Y	Y	Y
BENTON HARBOR TRANSIT	N	Y	Y	Y	Y
BIG RAPIDS CITY					
BIG RAPIDS-CTY AREA TRANSIT	Y	Y	Y	Y	Y
CASSOPOLIS-CASS CTY COA	Y	Y	Y		
CHARLOTTE-EATON CTY TRANS	Y	Y	Y	Y	N
CHELSEA AREA TRANS SYS INC	N	Y	Y	N	
DAVIDSON AREA TRANS. SYS	Y	Y	Y	N	Y
E. TAWAS-IOSCO TRANSIT CORP	N	Y	Y	Y	N
FLINT MASS TRANSIT AUTH	Y	Y	Y	Y	Y
GAYLORD-OTSEGO COUNTY	Y	Y	Y	Y	Y
GLADWIN CITY-COUNTY TRANSIT	N	Y	N	N	
GRAND HAVEN-HARBOR TRANSIT				Y	Y
GRAND RAPIDS AREA TRANSIT	Y	Y	Y	Y	Y
GREENVILLE TRANSIT				N	N
HART-OCEANA CTY COA	Y	Y	Y	N	
HASTINGS-BARRY CTY TRANSIT	Y	Y	Y	N	N
HOUGHTON MOTOR TRANSPORT	Y	Y	Y	Y	N
IONIA DIAL-A-RIDE				N	N
IOSCO COUNTY TRANSIT	N	Y	Y	Y	N
IRONWOOD-GOGEBOC CTY TRANS	Y	Y	Y	Y	
ISHPEMING TRANS AUTH	Y	Y	N	N	N
KALAMAZOO-METRO TRANSIT SYS	Y			Y	Y
KALKASKA PUBLIC TRANSIT	N	Y	Y	N	N
LA PEER TRANSIT	Y	Y	Y	Y	N
LANSING-CAPITAL AREA TRANSIT	Y	Y	N	Y	Y
LUDINGTON MASS TRAN AUTH	Y	Y	Y	N	N
L'ANSE-BARAGALAND SR CIT	Y	Y			
MANCHESTER SR CIT COUNCIL	Y	Y	Y	N	
MANISTEE CTY TRANSPORTATION	Y	Y	Y	Y	Y

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	ACCOUNTING (continued)			PURCHASING	
	IX-10	IX-11	IX-12	X-1	X-2
MARQUETTE TRANSIT AUTH	Y	Y	Y	Y	N
MIDLAND COUNTY COUN ON AGING				N	N
MIDLAND DIAL-A-RIDE				Y	Y
MT PLEASANT-ISABELLA CTY	Y	Y	Y	Y	Y
MUSKEGAN-WEST MICH CTR H/C	Y	Y	Y	Y	N
ONTONAGAN COUNTY TRANSIT				Y	N
OWOSSO-ACKO SERVICES INC	Y	Y	Y	N	
OWOSSO-SHIAWASSEE COA	Y	Y	Y		
PETOSKEY-FRIENDSHIP CENTERS	Y	Y	Y	N	
POSEN-PRESQUE ISLE COA	Y	Y	Y	N	
SAGINAW TRANSIT SYSTEM				Y	Y
SCHOOLCRAFT CTY PUB TRANSIT				N	
SE MICH TRANSIT AUTH (SEMTA)	Y	Y	N	Y	Y
TRAVIS CITY-BAY AREA TR AUTH	N	Y	Y	N	
WEST BRANCH-OGEMAW PUB TRAN	Y	Y	Y	N	
YPSILANTI-CFS TRANS FOR E/H					

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	X-3	X-4	X-5	X-6	X-7	X-8
ADRIAN -DART	N	Y	Y	Y	Y	Y
ADRIAN -LENAWEE TRANS CORP	N	N	N	Y	Y	N
ALMA DIAL-A-RIDE	Y	Y	Y	N	Y	Y
ALPENA TRANSIT	Y	N	N	N	Y	Y
ANN ARBOR TRANS AUTH	Y	Y	Y	Y	Y	Y
ANN ARBOR-PEOPLE ON THE MOVE	Y	N	N		Y	Y
BALDWIN-YATES DIAL-A-RIDE	Y	Y	Y	Y	Y	N
BANGOR-VAN BUREN CTY TRANSIT	Y	Y	N		Y	N
BARAGA-KEWEEAW BAY TRANSIT	Y	Y	Y	Y	Y	Y
BATTLE CREEK TRANSIT	Y	Y	Y	Y	Y	Y
BAY CITY-BAY METRO	Y	Y	Y	Y	Y	Y
BENTON HARBOR TRANSIT	Y	Y	Y	Y	Y	N
BIG RAPIDS CITY	Y			Y		
BIG RAPIDS-CTY AREA TRANSIT	Y	Y	Y	Y	Y	N
CASSOPOLIS-CASS CTY COA	N	N	Y	N	Y	Y
CHARLOTTE-EATON CTY TRANS	Y	N	Y	Y	Y	N
CHELSEA AREA TRANS SYS INC						
DAVIDSON AREA TRANS. SYS	Y	Y	Y	N	Y	Y
E. TAWAS-IDSCO TRANSIT CORP	Y	Y	Y	Y	Y	N
FLINT MASS TRANSIT AUTH	Y	Y	Y	Y	Y	Y
GAYLORD-OTSEGO COUNTY	Y	Y		Y	Y	Y
GLADWIN CITY-COUNTY TRANSIT	Y	Y	Y	N	N	N
GRAND HAVEN-HARBOR TRANSIT	Y	Y	Y	Y	Y	Y
GRAND RAPIDS AREA TRANSIT	Y	Y	Y	Y	Y	Y
GREENVILLE TRANSIT	N					
HART-OCEANA CTY COA	N					
HASTINGS-BARRY CTY TRANSIT	Y	N	Y	Y	Y	N
HOUGHTON MOTOR TRANSPORT	Y	Y	Y	Y	Y	Y
IONIA DIAL-A-RIDE	Y	Y	Y	Y	Y	N
IDSCO COUNTY TRANSIT	Y	N	N	Y	Y	N
IRONWOOD-GOGEBOC CTY TRANS	Y	Y	Y	Y	Y	Y
ISHPEMING TRANS AUTH	Y	N	Y	N	Y	N
KALAMAZOO-METRO TRANSIT SYS	Y	Y	Y	Y	Y	Y
KALKASKA PUBLIC TRANSIT	Y	N		Y	Y	Y
LA PEER TRANSIT	Y	N	N	N	Y	N
LANSING-CAPITAL AREA TRANSIT	Y	Y	Y	Y	Y	Y
LUDINGTON MASS TRAN AUTH	Y	N	N	Y	Y	Y
L'ANSE-BARAGALAND SR CIT						
MANCHESTER SR CIT COUNCIL	N					
MANISTEE CTY TRANSPORTATION	Y	Y	Y	Y	Y	Y

MICHIGAN TRANSIT NEED ASSESSMENT PROJECT
SUMMARY OF QUESTIONNAIRE RESPONSES

SYSTEM	X-3	X-4	X-5	X-6	X-7	X-8
MARQUETTE TRANSIT AUTH	Y	N	N	Y	Y	N
MIDLAND COUNTY COUN ON AGING	Y	Y	Y	N	Y	Y
MIDLAND DIAL-A-RIDE	Y	Y	Y	Y	Y	Y
MT PLEASANT-ISABELLA CTY	Y	Y	Y	Y	Y	N
MUSKEGAN-WEST MICH CTR H/C	Y	Y	Y		Y	N
ONTONAGAN COUNTY TRANSIT	Y	Y	Y	Y	Y	Y
OWOSSO-ACKO SERVICES INC	Y	Y	Y	N	Y	Y
OWOSSO-SHIAWASSEE COA	Y	Y	Y			
PETOSKEY-FRIENDSHIP CENTERS	N	N	Y	N	Y	N
POSEN-PRESQUE ISLE COA						
SAGINAW TRANSIT SYSTEM	Y	Y	Y	Y	Y	Y
SCHOOLCRAFT CTY PUB TRANSIT	Y	N	Y	Y	N	N
SE MICH TRANSIT AUTH (SEMTA)	Y	Y	Y	Y	Y	Y
TRAVIS CITY-BAY AREA TR AUTH	Y	N		N	Y	N
WEST BRANCH-OGEMAW PUB TRAN	Y	N	N	N	Y	Y
YPSILANTI-CFS TRANS FOR E/H						