



Michigan Public Transportation Program

SMALL TRANSIT SYSTEM MANAGEMENT HANDBOOK

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16. Abstract			
<p>This handbook is designed to provide a basis for instituting, organizing, and maintaining small transit systems. It is a practical guide to management, with detailed information about the many responsibilities and tasks facing actual or prospective managers of transit systems in small cities or rural counties.</p> <p>Management issues which are addressed include operations, personnel, maintenance, equipment, marketing, and evaluation.</p> <p>Although the handbook is directed specifically to Michigan's statewide public transit program, much of it can be applied in other states.</p>			
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Grovenor (Kip) Grimes has directed preparation of the earlier and the current Handbook. Division staff developed initial chapter drafts and provided a wealth of technical assistance and background information. Other department and bureau staff also participated. The names of these colleagues are not included here, as more than 30 people participated. However, their dedication to this project is greatly appreciated. Particular attention also has been given to incorporating ideas from local transit agencies, based on their first-hand experience.

To help edit, rewrite, and package the Handbook in as clear and correct form as possible, the bureau obtained consulting services from the Department of Management and Budget's Office of Management and Information Systems (Gerald W. Williams, Director). The project team, which worked very closely with Mr. Grimes, consisted of Susan J. Tchudi and Jane C. Wilcox, Technical Editors; Thomas A. Price, Graphic Artist/Illustrator; Maureen E. Myers, Project Associate; and David N. Milstein, Project Manager. Cover and chapter illustrations were prepared by the Department of Transportation's graphic design section (James E. Grugett, Manager). Special appreciation also is expressed to the bureau's Word Processing Center.

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TABLE OF CONTENTS

Chapter		Page
I	INTRODUCTION.....	1
	The Manager in a Small Bus System.....	3
	Background	3
	APPENDIX A – Public Transportation State and National Organizational Structure	7
	APPENDIX B – Financial and Operating Data, Outstate Systems, and Specialized Services ...	11
	APPENDIX C – State and Federally Funded Programs for Public Transit	19
II	SYSTEM MANAGEMENT	33
	Management in an Ongoing System	35
	Planning for a New System	38
	Administrative Structure	41
	Computers in Transit Management.....	42
	APPENDIX D – Michigan Laws Governing Public Transportation Systems.....	45
III	OPERATIONS	47
	Operating Alternatives	49
	Operating Procedures and Forms.....	54

Chapter		Page
IV	GRANTS AND CONTRACTS	63
	Grant Applications	65
	Contracts.....	67
	Third-Party Bids and Contracts.....	68
	Insurance	69
	Title VI Equal Opportunity Employment Program.....	70
	Disadvantaged/Minority/Women Business Enterprises	71
	APPENDIX E – Comprehensive Transportation Fund – Draft	
	Administrative Rules	79
	APPENDIX F – Specialized Services Policy.....	97
	APPENDIX G – Third-Party Contract for Transportation Services	99
	APPENDIX H – DBE/MBE/WBE Policy Statement	103
V	FARE MANAGEMENT AND LOCAL FUNDING.....	105
	Local Support for Transit Systems	107
	Fare Management.....	107
	Local Funding.....	108
	APPENDIX I – Human Service Agency Transportation Agreement.....	121
VI	FINANCIAL MANAGEMENT	125
	Benefits to the Transit System	127
	Checkbook	127
	Filing Paid Bills.....	128
	The Accrual Accounting System.....	128
	Allocations	131
	Cost Principle	134
	Internal Control.....	135
	Inventories	135
	Monthly Operating Assistance Report	135
	Cash Flow Analysis.....	136
	Closing the Books.....	136
	Yearly Audit Requirements.....	136
	APPENDIX J – General Ledger Accounts.....	143
	APPENDIX K – MDOT Chart of Accounts and Account	
	Conversion Table.....	147

Chapter		Page
VII	PURCHASING EQUIPMENT	153
	Selecting Buses	155
	Radio Systems	159
	Extended Purchasing Program	162
VIII	PREVENTIVE MAINTENANCE	163
	A Complete Maintenance Program	165
	The Computerized Small Bus Maintenance Program	168
IX	FACILITIES	181
	Getting Started	183
	Site Selection	183
	Factors Determining Size of Garage	184
	Work Areas within the Facility	184
	General Requirements for Building	186
	Intermodal Facilities	189
	Putting the Plans into Action	189
X	MARKETING	191
	Introduction	193
	Knowing the Public	193
	Marketing Goals and Objectives	194
	Reaching Your Objectives	194
	System Identity	195
	System Information	195
	Public Relations	196
	Advertising	197
	Special Promotions	198
	Merchandising	199
	Evaluation	199
	Start-Up Marketing Activities	199

Chapter	Page
XI	PERSONNEL MANAGEMENT215
	Policies and Procedures217
	Job Descriptions217
	Personnel Selection Process219
	Labor Negotiations220
	Employee Protection.220
	Equal Opportunity and Affirmative Action.221
	Driver Training221
	Driver Retraining221
	Michigan Small Bus Rodeo222
	APPENDIX L – Employee Policy Manual237
XII	MONITORING AND EVALUATION259
	Overview261
	Goals and Objectives261
	Operations.262
	Maintenance263
	Finance264
	Management.264
	APPENDIX M – Surveys265
	GLOSSARY279
	ABBREVIATIONS283
	INDEX285

CHAPTER I

INTRODUCTION

	Page
The Manager in a Small Bus System.....	.3
Introduction.....	.3
The System Manager3
Background3
The Outstate Public Transportation Program3
The Specialized Services Program4
Program Funding.....	.4
Appendix A – Public Transportation State and National Organizational Structure.....	.7
Appendix B – Financial and Operating Data, Outstate Systems and Specialized Services11
Appendix C – State and Federally Funded Programs for Public Transit19

CHAPTER I

INTRODUCTION

The Manager in a Small Bus System

Introduction

Michigan is a national leader in developing bus systems for small communities and rural areas. Since the approval in 1972 of funding for eight small Dial-A-Ride demonstration projects, the Bus Transit Division, Michigan Department of Transportation (MDOT), has been responsible for the growth of outstate small bus systems that carry millions of Michigan citizens every year. Transit programs are administered by the Bus Transit Division of the Bureau of Urban and Public Transportation (UPTRAN) using state and federal funding sources. Direct technical assistance is provided by MDOT through personnel in the Bus Transit Division. Appendix A outlines the public transit state and national organizational structure.

The System Manager

The system manager is most responsible for the success of a small transit system. An experienced manager knows everything about the service area, knows where most of the passengers live, and can tell you how far it is from the garage to any part of the town or county. Through work with the dispatchers and drivers, gathering statistics for reports, and building support in the local government, the

manager develops a sense of the community's needs and an affordable system design that will serve the most people.

To be a good system manager, you must enjoy the challenge and variety of performing as personnel administrator, accountant, community relations expert, maintenance supervisor, and, sometimes, driver/dispatcher. Experience will help you to develop these skills. For further help, this handbook is intended as a practical guide to management, with detailed information about your many jobs as system manager. It's in loose-leaf form so that you can mark it up and add to it.

Background

The Outstate Public Transportation Program

Rural public transportation began in Michigan in 1972 with the amendments to Act 51 of the Public Acts of 1951 (Appendix C). Eight Dial-A-Ride systems were created by this legislation with funding from 1/2 cent of the 9 cent state gasoline tax. Holland, Michigan sent out the first buses in 1974 and all eight of the original systems are still in operation. Because of the success of these demonstration systems, the state legislature has continued to expand the rural transportation program, including it every year in the Comprehensive Transportation Fund. In 1984, 70 small town

and rural systems carried 4.4 million passengers providing transit service to small and medium-sized cities, counties, and multiple counties. (See Exhibit I-1, Outstate Systems currently in operation. Full 1983-84 financial and operating statistics are in Appendix B.)

The Specialized Services Program

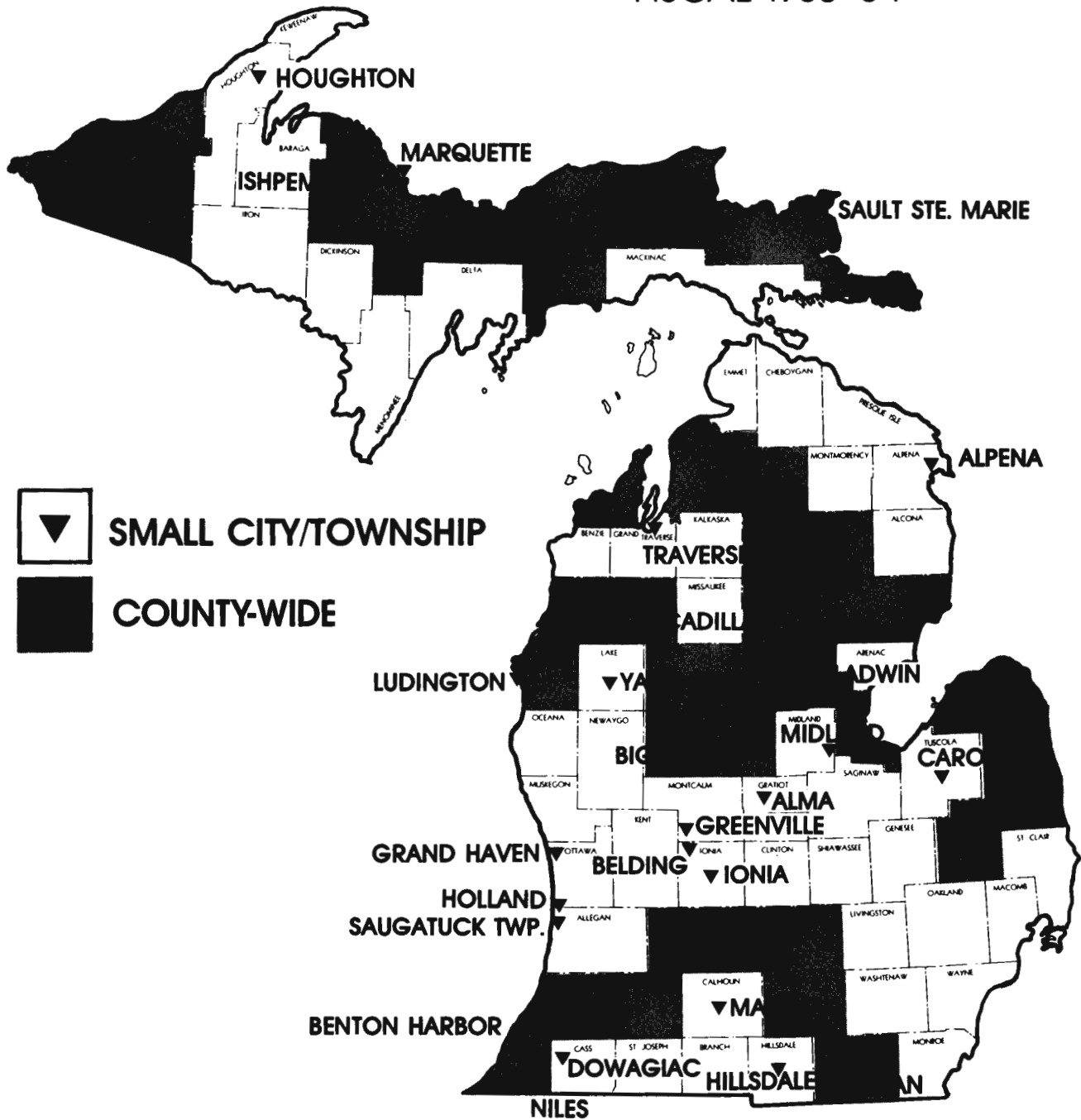
In addition to Dial-A-Ride funds, an Elderly and Handicapped program was instituted in 1974 with general funds from the Michigan legislature. It is now called Specialized Services and has become a yearly item in the Comprehensive Transportation Fund. Thirty-six Specialized Services programs in Michigan carried 499,932 passengers in 1984, 49 percent seniors and 47 percent handicappers. (Exhibit I-2 shows Specialized Services programs currently in operation and Appendix B, 1983-84 operating statistics for Specialized Services.)

Program Funding

As state support has increased over the years and the value of rural transportation has been proven to the riders and to the community, local financial support has been on the increase. The enabling legislation for all public transportation programs was amended in 1978 and again in 1982 to provide additional funding, so the effort to develop new out-state public transportation has continued. (Appendix C describes state and federal funding programs in detail. Included as Exhibit C-1 is Act 51, as amended.) Since the beginning of the program, 35 rural counties and small communities have successfully passed property tax millages, indicating strong local support.

State government and local communities have realized that public transportation, like a library, a road, or a school, is a service that improves peoples' lives. The most direct benefits are to those who don't have transportation available: senior citizens, handicappers, low income families, and teenagers. With public transit, it is possible for non-drivers to hold jobs and to make independent plans. For those who usually drive, it's good to know that the buses always run: in bad weather, when the car breaks down, and in emergencies.

OUTSTATE SYSTEMS FISCAL 1983-84



Michigan's Urban
Operations are not shown

APPENDIX A

PUBLIC TRANSPORTATION STATE AND NATIONAL ORGANIZATIONAL STRUCTURE

Michigan Department of Transportation (MDOT)

Bureaus

The seven bureaus of MDOT are responsible for carrying out all transportation responsibilities within the State of Michigan. As shown in the MDOT Organizational Chart, Exhibit A-1, the Bureau of Urban and Public Transportation (UPTRAN) is responsible for all ground transportation activities and programs. UPTRAN has four divisions:

- Bus Transit
- Intercity
- Rail Freight and Water Transportation
- Interagency and Consumer Concerns

Bus Transit Division

The Bus Transit Division is responsible for all local public transportation programs. Each local public transit system in the state has an assigned Project Manager. All questions, concerns, and activities involving state and federal programs are handled directly by the project manager. The local agency can get help with management, operations, and technical problems through the assigned project manager. And when cities and counties wish to start a new tran-

sit system, the Project Manager for that area will assist the local officials in completing the application process. Bus Transit staff specialists also provide technical assistance in accounting, maintenance, training, and communications.

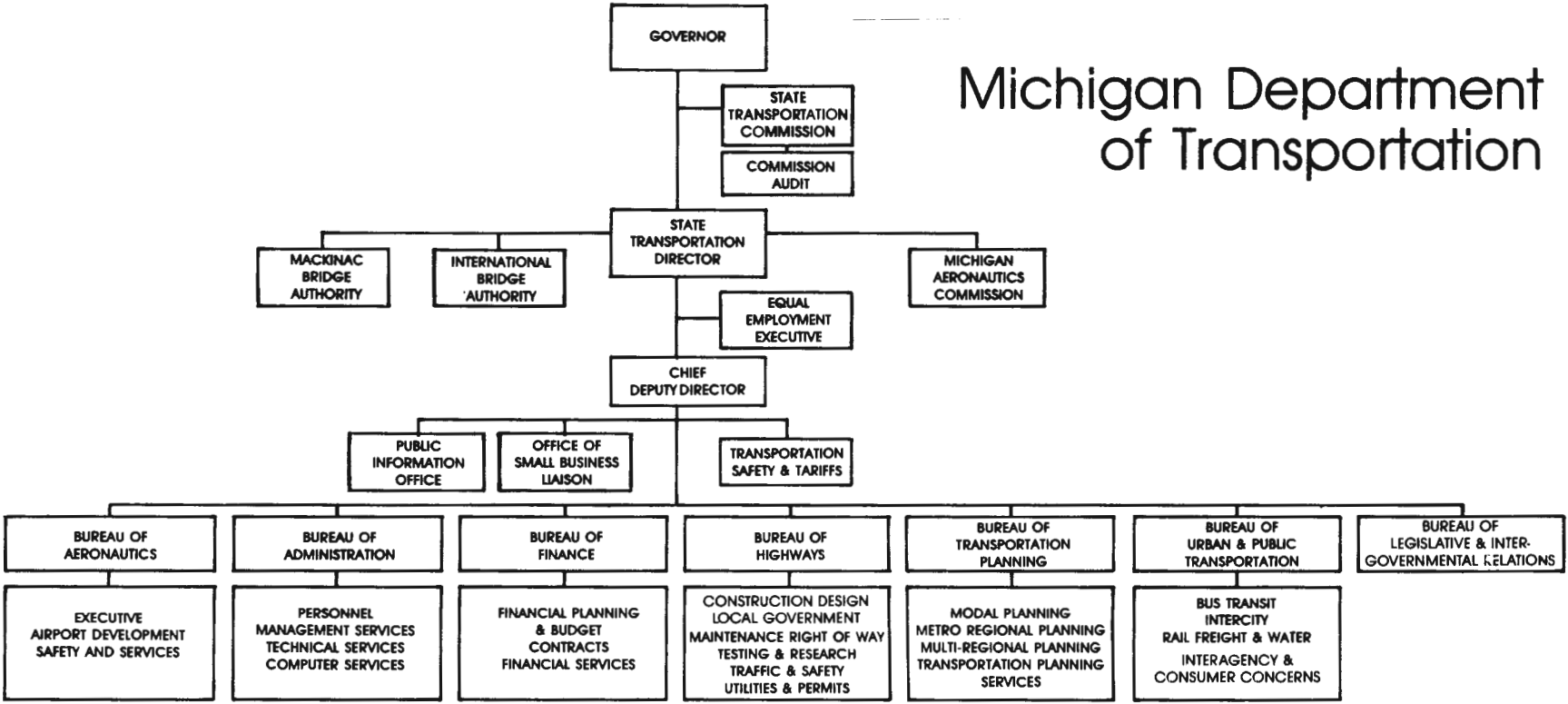
Urban Mass Transportation Administration (UMTA)

UMTA is part of the U.S. Department of Transportation (U.S. DOT) and is responsible for all programs providing funds to local public transit programs nationwide. As you see in the UMTA Organizational Chart, Exhibit A-2, Michigan is a part of UMTA Region 5, an area including Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin. Your project manager will assist you in applying for federal programs.

American Public Transit Association (APTA)

This national association works to increase funding support for public transportation in the federal government. They are also involved in member education and national data gathering projects. APTA holds an annual meeting, numerous workshops, and publishes a weekly paper, "Passenger Transport."

Michigan Department of Transportation



Michigan Public Transit Association (MPTA)

Michigan transit systems organized the MPTA to represent local and statewide interests and concerns. The MPTA membership works to:

- Build support for funding in the state legislature.
- Discuss issues of concern with MDOT through standing committees.
- Provide education and information to improve the quality of local public transportation.

As a member, you will receive the MPTA newsletter, "Topics," and be informed of Transit Association activities, such as the annual meeting.

Public Transit Association (PTA)

Several metropolitan transit systems in Michigan organized the Public Transit Association to represent their interests. The PTA works to build funding support for public transportation and also works with MDOT on issues affecting public transportation.

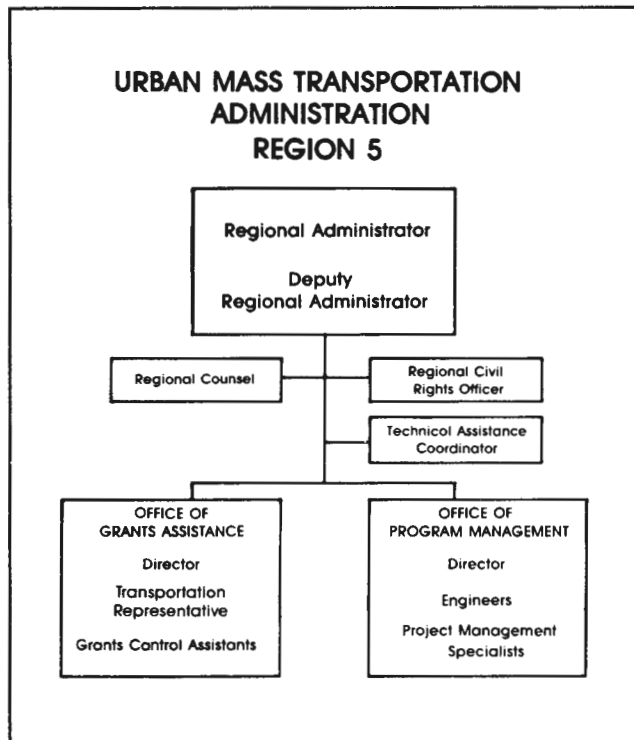
Northeast Michigan Managers Association

Public transit systems in the northeast Lower Peninsula meet once a month to discuss mutual management and operating problems.

Southwest Michigan Transit Managers Association

This association of public transit systems in the southwest Lower Peninsula schedules regular meetings to discuss day-to-day management and operating concerns.

Exhibit A-2



APPENDIX B

FINANCIAL AND OPERATING DATA OUTSTATE SYSTEMS and SPECIALIZED SERVICES

MICHIGAN OUTSTATE PUBLIC TRANSIT SYSTEMS

Operations Summary FY 1983-84

System	Service Area Pop.	Buses		Passengers			Vehicle Hours	Vehicle Miles	Pass./ Veh. Hr.	Pass./ Veh. Mile	Pass./ Capita	Start of Service
		w/o Lift	w/ Lift	Senior	Handicapper	Total						
Adrian	21,186	5	1	41,245	12,243	97,150	13,261	164,794	7.33	.59	4.59	4/7/76
Alger Co.	9,225	5	3	10,988	1,373	45,784	13,788	286,321	3.3	.16	4.96	1/11/82
Alma	9,652	4	2	18,783	3,757	75,132	8873	90,348	8.5	.83	7.78	6/30/75
Alpena	12,214	3	3	33,514	27,340	88,194	12,540	160,891	7.0	.55	7.22	7/29/74
Antrim Co.	16,194	7	5	15,054	18,029	75,965	17,794	389,616	4.3	.19	4.69	1/17/77
Barry Co.	45,781	1	6	12,886	1,029	51,467	7,786	196,490	6.6	.26	1.12	2/1/82
Bay Co.	42,203	10	22	9,217	71,004	218,543	25,378	525,234	8.61	.42	5.18	1/2/80
Belding	5,634	1	2	10,917	514	42,550	4,360	53,585	9.76	.79	7.55	4/14/75
Benton Harbor	56,828	9	5	51,566	1,323	142,946	23,759	287,843	6.1	.50	2.52	9/30/74
Berrien Co.	136,241	4	8	7,757	81,941	110,210	20,831	342,059	5.3	.32	.81	1/11/83
Big Rapids	14,361	5	3	25,570	9,029	103,300	14,306	140,118	7.2	.74	7.19	3/31/75
Cadillac	10,199	3	4	25,033	21,803	80,753	17,675	276,397	4.6	.29	7.92	2/19/74
Caro	4,317	1	2	2,040	495	2,914	1,300	10,809	2.2	.27	.68	7/2/84
Charlevoix Co.	19,907	6	4	22,083	26,856	73,095	12,320	246,453	5.9	.29	3.67	8/80
Clare Co.	23,822	3	2	5,738	24,517	52,163	18,490	272,104	2.8	.19	2.19	8/15/83
Crawford Co.	9,465	5	4	19,181	1,770	110,959	17,963	370,263	6.2	.30	11.73	12/1/76
Dowagiac	6,307	0	3	12,369	2,027	33,916	4,783	46,066	7.1	.74	5.38	6/16/75
EUPTA	21,140	8	2	4,491	45,209	80,600	15,370	332,452	5.2	.24	3.81	3/1/76

MICHIGAN OUTSTATE PUBLIC TRANSIT SYSTEMS

Operations Summary FY 1983-84

System	Service Area Pop.	Buses		Passengers			Vehicle Hours	Vehicle Miles	Pass/Veh. Hr.	Pass/Veh. Mile	Pass/Capita	Start of Service
		w/o Lift	w/ Lift	Senior	Handicapper	Total						
Eaton Co.	88,337	8	9	24,391	34,626	130,313	24,528	570,669	5.3	.23	1.48	9/29/80
Gladwin	2,479	2	2	10,843	1,946	27,803	4,905	79,504	5.67	.35	11.22	5/76
Gladwin Co.	19,951	3	3	7,826	18,083	47,525	13,977	218,049	3.40	.22	2.38	6/81
Gogebic	19,686	2	3	18,385	3,761	41,783	8,328	113,537	5.0	.37	2.12	11/3/81
Gd. Haven	17,934	6	6	32,604	28,019	127,129	17,578	279,842	7.2	.45	7.09	8/18/75
Greenville	8,019	1	2	17,445	1,635	54,516	9,877	70,624	5.5	.79	6.80	12/14/81
Hillsdale	74,322	4	1	25,925	10,961	45,517	5,833	58,437	7.8	.78	6.12	6/10/75
Holland	26,281	7	3	43,922	15,619	105,958	20,240	249,726	5.2	.42	4.03	2/4/74
Houghton	7,512	5	4	26,578	26,578	83,056	11,989	180,499	6.9	.46	11.06	5/10/82
Huron/Sanilac Cos.	77,248	13	5	44,933	78,216	166,417	32,153	734,096	5.1	.23	2.15	9/28/81
Ingham Co.	98,154	2	4	10,131	5,213	36,129	8,046	238,435	4.49	.15	.37	8/25/81
Ionia	5,920	2	2	17,453	1,705	46,563	5,112	60,522	9.1	.77	7.87	6/21/80
Iosco Co.	28,349	3	4	17,021	13,676	68,084	12,965	276,286	5.3	.25	2.40	10/15/79
Isabella Co.	54,110	16	9	39,762	43,219	172,877	28,153	558,458	6.1	.31	3.20	6/10/74
Ishpeming	7,538	1	3	12,040	7,840	27,999	6,436	99,933	4.4	.28	2.33	3/1/75
Jackson Co.	111,756	3	6	6,249	21,460	29,029	8,586	157,847	3.4	.18	.26	2/15/80
Kalamazoo	212,378	2	10	16,140	30,263	50,439	9,709	133,946	5.2	.38	.24	1/3/84
Lapeer Co.	70,038	4	2	6,955	23,183	43,365	11,647	237,069	3.9	.20	.62	11/29/82
Leelanau Co.	14,007	4	3	3,376	2,412	48,232	10,692	310,957	4.5	.16	3.44	11/16/81
Lenawee Co.	68,762	11	3	17,851	34,871	60,742	14,114	267,749	4.5	.23	.87	10/2/78
Ludington	8,937	7	4	40,413	12,544	117,372	15,604	165,777	7.5	.71	13.13	2/19/74
Manistee Co.	23,019	12	7	36,270	16,839	129,534	24,158	465,942	5.4	.28	5.63	3/3/75
Marquette	232,888	8	2	14,203	15,791	148,686	12,687	138,260	11.7	1.08	6.38	2/1/74
Marquette Co.	43,275	5	3	6,186	10,309	103,098	22,575	508,699	4.6	.20	2.38	3/22/82
Marshall	7,201	2	2	15,865	625	68,611	6,120	84,110	11.2	.82	9.5	11/21/74
Mason Co.	17,428	2	3	3,500	11,208	30,032	7,162	139,916	4.19	.21	1.72	1/17/84
Mecosta Co.	22,600	5	5	4,446	39,537	66,432	12,319	322,854	5.39	.21	2.94	9/25/78

MICHIGAN OUTSTATE PUBLIC TRANSIT SYSTEMS

Operations Summary FY 1983-84

System	Service Area Pop.	Buses		Passengers			Vehicle Hours	Vehicle Miles	Pass./ Veh. Hr.	Pass./ Veh. Mile	Pass./ Capita	Start of Service
		w/o Lift	w/ Lift	Senior	Handicapper	Total						
Midland	37,250	13	2	25,646	37,043	142,475	26,650	384,210	5.3	.37	3.82	6/174
Niles	43,712	7	5	44,575	7800	111,437	20,823	246,988	5.4	.45	2.55	11/174
Ogemaw Co.	16,436	2	2	8,926	5181	34,866	5857	97,764	5.9	.36	2.12	12/180
Ontonagon Co.	10,548	2	3	11,750	6,242	36,720	9,487	167,340	3.9	.22	3.48	7/29/81
Osceola Co.	18,928	3	2	2,641	13,617	21,925	5,048	140,504	4.3	.16	1.16	2/20/84
Oscoda Co.	6,858	1	3	11,290	1252	25,501	6294	98006	4.05	.26	3.72	12/180
Otsego Co.	14,993	4	3	8,907	18,392	55,291	13,227	262,791	4.2	.21	3.73	
Roscommon Co.	16,374	5	5	24,047	1915	89,689	17408	500,992	5.2	.18	5.48	10/180
Saugatuck Twp.	3,780	0	3	13,758	3155	38,813	5305	79,489	7.3	.49	10.3	5/8/80
Sault Ste. Marie	14,448	3	2	23,275	6,738	70,808	9,040	112,096	7.8	.63	4.90	4/174
Schoolcraft Co.	8,575	3	2	8,104	13,026	27,598	6071	83,465	4.5	.33	3.22	9/180
Traverse City	15,516	7	3	37,082	27,133	90,443	17,634	246,331	5.1	.37	5.83	5/29/74
Van Buren Co.	66,814	3	3	15,551	30,161	47,127	8153	160,867	5.8	.29	.70	1/1/79
Wexford Co.	14,903	2	2	12,303	10,662	41,009	8979	139,323	4.5	.29	2.75	9/1/82
Yates Twp.	1,689	1	3	8,902	2,352	25,124	6111	98,941	4.1	.25	14.87	7/1/79
Total	1,847,199	276	234	1,105,842	1,045,067	4,387,839	781,757	13,732,748				
Average									5.6	.32	2.38	

MICHIGAN OUTSTATE PUBLIC TRANSIT SYSTEMS

Financial Summary FY 1983-84

System	Tot. Elig Cost	Revenue	Federal Share	State Share	Local Share	Cost/ Hour	Cost/ Mile	Cost/ Passenger	Rev./Cost Ratio
Adrian	162,408	43,973	31,646	67,005	19,734	12.25	.99	1.67	.27
Alger Co.	276,743	49,612	0	190,166	36,965	20.07	.96	6.04	.18
Alma	209,300	36,740	46,099	83,689	42,772	23.69	2.33	2.79	.18
Alpena	223,093	48,352	46,682	90,464	37,595	17.79	1.39	2.53	.22
Antrim Co.	350,919	78,074	68,948	131,821	72,076	19.72	.90	4.62	.22
Barry Co.	223,193	91,541	0	131,652	0	30.07	1.21	4.45	.41
Bay Co.	735,132	86,591	150,682	175,362	322,497	28.97	1.40	3.36	.12
Belding	79,131	12,867	17,706	31,499	17,059	18.15	1.48	1.86	.16
Benton Harbor	489,860	106,788	175,792	138,886	68,394	20.97	1.70	3.43	.22
Berrien Co.	329,608	118,142	0	211,466	0	15.82	.96	2.99	.36
Big Rapids	277,284	58,640	55,251	103,800	59,593	19.38	1.97	2.68	.21
Cadillac	226,919	57,334	45,313	93,128	31,144	12.86	.82	2.96	.25
Caro	15,197	2,913	0	12,284	0	11.96	1.41	5.22	.19
Charlevoix Co.	276,885	49,257	57,522	102,552	67,554	22.72	1.14	3.84	.18
Clare Co.	192,207	58,858	0	133,349	0	15.49	.71	3.96	.31
Crawford Co.	403,618	64,601	90,585	160,523	87,909	22.47	1.09	3.64	.16
Dowagiac	80,670	11,500	18,482	31,890	18,798	16.86	1.75	2.38	.14
Eupta	327,197	98,397	61,135	136,437	31,228	21.29	.98	4.06	.30
Eaton Co.	575,706	109,567	124,552	231,352	110,235	22.98	1.03	4.39	.19
Gladwin	52,308	12,499	12,724	25,426	11,659	12.75	.79	2.25	.20
Gladwin Co.	169,466	39,560	6,444	95,320	28,142	12.12	.78	3.57	.23
Gogebic Co.	131,616	27,902	0	98,712	5,002*	16.16	1.18	3.21	.21
Grand Haven	350,543	54,154	79,195	139,147	78,047	19.94	1.25	2.76	.16
Greenville	9,742	25,948	0	714,79	0	13.88	1.38	1.79	.27
Hillsdale	110,693	26,445	22,511	45,220	16,517	18.98	1.89	2.43	.24
Holland	361,454	53,879	82,184	143,210	82,181	17.86	1.45	3.41	.15
Houghton	221,035	74,323	39,194	96,952	105,66	16.73	1.11	2.42	.36

MICHIGAN OUTSTATE PUBLIC TRANSIT SYSTEMS

Financial Summary FY 1983-84

System	Tot. Elig Cost	Revenue	Federal Share	State Share	Local Share	Cost/ Hour	Cost/ Mile	Cost/ Passenger	Rev./Cost Ratio
Huron/Sanilac Co.	637,596	188,143	0	449,453	0	15.03	.67	3.04	.30
Ingham Co.	231,560	274,091	5,334	156,430	42,387	28.78	.97	6.41	.12
Ionia	117,487	23,153	25,206	47,322	21,806	22.98	1.94	2.52	.20
Iosca Co.	256,071	44,902	56,413	102,385	52,371	19.75	.76	3.76	.18
Isabella Co.	959,411	113,577	221,775	371,294	252,765	35.32	1.78	5.75	.12
Ishpeming	97,286	35,252	16,575	41,389	4,070	15.11	.97	3.47	.36
Jackson Co.	249,761	38,563	56,432	99,139	55,627	29.09	1.58	8.60	.15
Kalamazoo Co.	322,739	59,723	0	263,016	0	23.02	1.62	4.75	.19
Lapeer Co.	349,641	41,841	0	307,800	0	30.01	1.47	7.49	.12
Leelanau Co.	184,659	57,652	0	127,007	0	17.21	.59	3.67	.30
Lenawee Co.	204,475	48,538	41,666	83,488	30,783	14.49	.76	3.37	.24
Ludington	350,789	50,179	75,964	128,481	96,165	22.48	2.43	2.99	.14
Manistee Co.	491,069	93,324	105,271	197,321	94,147	20.33	1.05	3.79	.19
Marquette	239,221	92,215	39,280	102,530	51,96	18.86	1.73	1.61	.39
Marquette Co.	327,267	74,198	0	253,069	0	14.50	.64	3.14	.23
Marshall	112,871	20,522	24,676	45,226	22,447	18.44	1.34	1.65	.18
Mason Co.	162,300	26,196	0	136,110	0	22.36	1.14	5.32	.16
Mecosta Co.	271,315	58,760	53,713	101,729	57,113	22.02	.84	4.08	.22
Midland	685,192	89,102	159,275	269,690	167,125	25.70	1.78	4.81	.13
Niles	385,453	46,662	154,324	155,816	28,651	18.57	1.56	3.46	.12
Ogemaw Co.	96,912	32,479	17,216	40,868	6,349	16.55	.99	2.78	.34
Ontonagon Co.	176,678	37,040	7,234	128,390	4,014	18.65	1.06	4.98	.20
Osceola Co.	104,951	15,403	0	89,548	0	20.79	.75	4.79	.15
Oscoda Co.	95,360	19,698	20,216	38,534	16,912	15.15	.97	3.74	.21
Otsego Co.	207,319	45,888	42,867	83,818	34,746	15.61	.79	3.73	.22
Roscommon Co.	314,562	68,630	65,713	127,609	52,610	17.73	.63	3.51	.22
Saugatuck Twp.	129,624	17,982	29,831	51,174	30,637	24.43	1.63	3.34	.14

MICHIGAN OUTSTATE PUBLIC TRANSIT SYSTEMS

Financial Summary FY 1983-84

System	Tot. Elig Cost	Revenue	Federal Share	State Share	Local Share	Cost/ Hour	Cost/ Mile	Cost/ Passenger	Rev./Cost Ratio
Sault Ste. Marie	161,399	30,298	35,030	6,802	31,269	17.85	1.44	2.28	.19
Schoolcraft Co.	94,720	26,832	18,140	39,270	10,478	15.60	1.13	3.43	.28
Traverse City	332,201	101,134	61,741	138,692	30,634	17.10	1.35	3.67	.30
Van Buren Co.	172,945	38,743	0	83,554	50,648	21.21	1.07	3.67	.40
Wexford Co.	106,608	29,017	0	77,591	0	12.86	.82	2.96	.25
Yates Twp.	115,930	18,602	24,595	42,699	30,034	18.97	1.17	4.61	.16
* Total	15,705,090	3,210,114	2,592,140	7,418,185	2,489,651				
* Average						20.09	1.14	3.58	.20

MICHIGAN SPECIALIZED SERVICE SYSTEMS

Operations Summary FY 1983-84

Location	System	Buses		Passengers			Vehicle Hours	Vehicle Miles	Pass./ Veh. Hr.	Pass./ Veh. Mile	Start of Service
		w/o Lift	w/ Lift	Senior	Handicapper	Total					
Allegan Co.	Resource Development	0	2	99,007	1920	100,927	3,927	54,349	25.70	1.86	7/76
Alpena Co.	Thunder Boy Transp. Corp.	3	4	1,283	12,242	14,687	4996	112,164	2.94	.13	9/81
Alpena Co.	NE Mich. Rehab	0	2	0	11579	11579	1649	31,199	7.02	.37	12/80
Benzie Co.	COA	0	1	1790	2171	4381	1999	31,154	2.19	.14	6/75
Branch Co.	COA	0	1	3019	46	3065	504	4930	6.08	.62	10/75
Cass Co.	COA	0	2	2838	156	2994	1784	27,772	1.68	.11	9/75
Cass Co.	Westgate Center	1	1	0	8038	8038	957	26,368	8.40	.30	6/76
Cheboygan Co.	COA	1	2	7697	182	7879	3626	38,968	2.17	.20	8/76
Delta/ Menominee Co.	Huron Resource Authority	0	6	15,002	13280	29,049	8573	87020	3.4	.33	6/75
Dickinson/ Iron Cos	CAA	3	4	2,886	1853	31800	9761	109,024	3.26	.29	2/76
Genesee Co.	Assoc. for Retarded	3	4	0	58,968	58,968	23,170	219,336	2.55	.27	3/81
Genesee Co.	Service Center for Vis. Impaired	0	2	62	5,450	5,718	2,599	28,700	2.20	.20	3/81
Genesee Co.	Center for Independent Living	0	1	198	3,761	3,959	1,242	13,185	3.19	.30	4/83
Hillsdale Co.	Key Opportunity	3	2	284	10,620	12,391	890	15,369	13.9	.81	10/83
Kalkaska Co.	COA	0	3	6267	8,655	14,922	3493	78,826	4.27	.19	10/76
Kent Co.	Hope Rehab. Network	0	4	-	10,689	10,689	2,826	63,868	3.78	.17	7/76
Mackinac Co.	CAA	1	1	3020	1162	5261	884	16823	5.9	.31	10/83
Montmorency Co.	County	1	1	840	0	840	990	13194	.66	.05	6/76
Muskegon Co.	W. Mich. Center for Hdcp.	1	1	2870	892	6416	883	9404	7.27	.68	10/76
Oceana Co.	COA	0	1	2959	986	3945	712	7895	5.50	.50	8/80
Ottawa Co.	Georgetown Seniors	0	1	188	569	843	542	8001	1.56	.11	2/82
Petoskey	Friendship Center	1	2	17,426	1820	19,246	3723	46,098	5.20	.42	8/76
Presque Isle Co.	COA	0	2	6795	1473	8268	2928	42569	2.82	.19	7/76
Saginaw Co.	COA	0	2	11,912	0	11,912	3,008	44,228	3.96	.27	7/75

MICHIGAN SPECIALIZED SERVICE SYSTEMS

Operations Summary FY 1983-84

Location	System	Buses		Passengers			Vehicle Hours	Vehicle Miles	Pass./ Veh. Hr.	Pass./ Veh. Mile	Start of Service
		w/o Lift	w/ Lift	Senior	Handicapper	Total					
Saginaw Co.	Child Development Center	0	3	0	29,159	29,159	2,292	33,481	12.72	.87	5/81
Saginaw Co.	Frankenmuth Lutheran Home	0	1	996	27	1,023	372	5,107	2.75	.20	11/76
Shiawassee Co.	COA	1	1	13,348	106	14,589	2,253	21,425	6.48	.68	10/76
Shiawassee Co.	ACKCO Rehab.	0	2	0	23,081	23,081	2,233	40,103	10.34	.58	7/76
St Johns	CVR	0	1	15	13	58	36	324	1.61	.18	8/84
St. Joseph Co.	COA/Arch Wkshop	2	4	8,343	19,682	28,033	7,024	102,798	3.99	.27	1/77
Washtenaw Co.	Chelsea Area Transp	0	1	7,344	267	7,611	2,030	15,395	3.75	.49	10/76
Washtenaw Co.	Child & Family Services	0	2	6,155	3,409	9,760	2,760	39,770	3.54	.25	8/82
Washtenaw Co.	Manchester Senior Citizens	1	1	1,206	65	1,271	530	15,329	2.40	.08	6/82
Washtenaw Co.	Saline Int. Transit	0	1	277	729	1,270	692	7,903	1.84	.16	2/83
Total		22	69	243,027	233,050	493,632	105,888	1,412,079			
Average									4.66	.35	

APPENDIX C

STATE AND FEDERALLY FUNDED PROGRAMS FOR PUBLIC TRANSIT

State-Funded Programs

New Small Bus Services

The New Services Program provides capital and operating funds to start-up systems in areas with no public transportation. The New Services Program funds new transit systems and existing agencies expanding into new areas. The new system is usually a combination of demand-response, reservation, contract, flexible routes, and work tripper services. To be eligible, the plan of operation must include service to the general public, transportation for local human service agencies, and service to groups with special needs. For the start-up program, the state provides:

- **Capital Funds** – 100 percent of the cost of buses, radio equipment, wheelchair lifts and accessories, and building renovation are provided under the program.
- **Operating Funds** – 100 percent of net operating costs (costs minus local revenues) are provided for the first and second years. In the third year, reimbursement is for 75 percent of the gross costs. (The new system can use any excess local revenues over 25 percent to help them in the transitional year when they move from New Services funds to ongoing programs.)

Statutory Operating Assistance

Act 51, Public Acts of 1951, amended 1982, provides operating funds for public transit systems after they have been in operation beyond the three-year New Services Program (Exhibit C-1, Section 10e(4)). Nonurban systems may apply for up to 60 percent of eligible operating expenses that are not paid by federal programs. (Because of limited funds in 1985, systems received 43 percent of nonfederal eligible operating costs.)

The Specialized Services Program

Specialized Services provides limited operating funds for transportation services to seniors and handicappers. (The general public will be served by this program, too, but first priority is given to those with special needs.) Funding is based on a rate per mile (80 cents in 1985) up to a maximum amount for the system (the ceiling in 1985 is \$8,000). (Vehicles and accessory equipment for specialized services are funded under the federal UMTA 16(b)(2) program described under federally-funded programs.) For details of eligibility, see Appendix F, Specialized Services Policy.

The Capital Program

The state provides 100 percent of the cost of new and replacement vehicles and equipment for transit agencies if no federal funding is available. Federal funding for vehicles

and accessories comes from the UMTA 16(b)(2) program described below. No local funding is required for capital equipment as state funds will cover the portion not covered by federal funds.

Federally-Funded Programs

The Urban Mass Transportation Act of 1964, as amended, provides funds for equipment, operations, and special projects under several programs. These are:

- **UMTA Section 18, Nonurbanized Area Assistance**
Section 18 provides up to 50 percent of a nonurban system's net operating costs—total operating costs minus local revenues. (Funding in 1985 is 29 percent.) While the funds can be used for capital or operating costs, Michigan uses these funds to cover operating costs. (UMTA Circular 9040.1A, available from the Bus Transit Division, describes program administration in detail.)
- **UMTA Section 3, Capital Grant Program**
Section 3 funds are available to ongoing systems so that they can buy and renovate or build new transit facilities. UMTA provides 75 percent of the cost of approved projects and MDOT provides 25 percent. (UMTA Circular 5010.0 describes this program in detail.)
- **UMTA Section 16(b)(2), Capital Grant Program**
This program provides funds for buses and accessory equipment that will be used to transport seniors and handicappers. (The general public may use these buses when space is available.) Section 16(b)(2) funds are available to private, nonprofit organizations only. UMTA funds 80 percent and MDOT 20 percent. (UMTA Circular 9070.1A describes the provisions of the 16(b)(2) program.)

Sample Funding Formula

From the Annual Applications submitted by all transit systems, the Bus Transit Division determines funding levels for the next fiscal year (see Chapter IV – The Grant and Contract Process). To help you understand the state and federal funding formula, here is a sample formula for a typical small bus system:

		%
Total Operating Cost	\$300,000	100
Less Local Farebox Revenue	<u>-\$ 75,000</u>	25
Net Operating Cost	\$225,000	
Federal Section 18 (29% of Net Cost – \$225,000 × .29)	\$ 65,250	22
State Operating (43% of Total Cost minus Section 18 funds – (\$300,000 – \$65,250 = \$234,750 × .43)	\$100,943	34
Local Share	\$ 58,807	19

Total Operating Costs = Federal Section 18 and State Operating Assistance + Local Farebox Revenues + Local Share

**ACT 51
PUBLIC ACTS OF 1951
AS AMENDED**

MARCH 1, 1985

Michigan Act 51, Public Acts of 1951, amended 1982, is the enabling legislation for small transit systems. The Comprehensive Transportation Fund (CTF) portion of Act 51 includes:

- Administration of CTF and MDOT functions – Section 10b
- Definitions – Sections 10c
- CTF Formula Distribution – Section 10e(1) to (4)
- Capital Grants – Section 10e(5)

For more detailed descriptions of Act 51 requirements, see Appendix E, Draft CTF Administrative Rules.

247.660b COMPREHENSIVE TRANSPORTATION FUND. [M.S.A. 9.1097(10c)]

Sec. 10b. (1) A fund to be known as the comprehensive transportation fund is established and shall be set up and maintained in the state treasury as a separate fund. In addition to the money distributed to the comprehensive transportation fund pursuant to this act, the money authorized to be credited to the comprehensive transportation fund pursuant to section 25 of the general sales tax act, Act No. 167 of the Public Acts of 1933, as amended, being section 205.75 of the Michigan Compiled Laws, shall be deposited in the comprehensive transportation fund and is appropriated to the state transportation department for the purposes described in section 10e.

(2) The comprehensive transportation fund shall be administered by the state transportation department in accordance with this act.

(3) The general functions of the state transportation department in the administration of funds for comprehensive transportation services shall include the following:

(a) Establishing public transportation procedures and administrative practices for which there is a clear requirement for uniformity statewide.

(b) Planning and providing for the current and long-range development of a system of public transportation in areas for which an eligible authority or eligible governmental agency does not exist.

(c) Investigating public transportation conditions and making recommendations for improvement to the state transportation commission for forwarding to the legislature.

(d) Encouraging, coordinating, and administering grants for research and demonstration projects to develop the application of new ideas and concepts in public transportation facilities and services as applied to state as opposed to nationwide problems.

(e) Performing each function necessary to comply fully with present or future federal transportation acts.

(f) Administering and distributing money from the comprehensive transportation fund and the proceeds of notes and bonds sold for public transportation purposes. If money is raised by an eligible authority or an eligible governmental agency for a public transportation capital outlay project funded pursuant to sections 3, 5, and 6 of the urban mass transportation act of 1964, 49 U.S.C. 1602, 1604, and 1605, or federal law codified in 23 U.S.C. 101 to 407, the state shall pay not less than 66-2/3% of the local match. The state shall not expend money as a local match or otherwise, and an eligible authority or eligible governmental agency shall not expend money distributed pursuant to this act, as a local match or otherwise, for the preliminary or final construction engineering plans or the construction of a subway system within the area of the southeastern Michigan transportation authority until that expenditure is approved by concurrent resolution of the legislature. The concurrent resolution shall be approved on a record roll call vote of each house. The state shall not expend money for the construction, operation, or maintenance of a commuter boat service system within a county which is a member of the southeastern Michigan transportation authority until approved by concurrent resolution of the legislature. The concurrent resolution shall be approved on a record roll call vote of each house.

(g) Applying for, receiving, and accepting any grant, gift, contribution, loan, or other assistance in the form of money, property, labor, and any other form from a public or private source, including assistance from an agency or instrumentality of the United States and doing each thing as is necessary to apply for, receive, and administer that assistance in accordance with the laws of this state.

(h) Promulgating rules for the implementation and administration of the comprehensive transportation fund, pursuant to the administrative procedures act of 1969, Act. No. 306 of the Public Acts of 1969, as amended, being sections 24.201 to 24.315 of the Michigan Compiled Laws.

(i) Issuing bonds or notes for public transportation purposes in accordance with this act.

(j) Making direct expenditures, loans, grants, or guaranteeing lease costs to public and private corporations for public transportation purposes using the comprehensive transportation fund or using as appropriate, the proceeds of notes and bonds authorized by section 18b.

247.660c DEFINITIONS. [M.S.A. 9.1097 (10d)]

Sec. 10c. As used in this act:

(a) "Urban or rural area" means a contiguous developed area, including the immediate surrounding area, where transportation services should reasonably be provided presently or in the future; the area within the jurisdiction of an eligible authority; or for the purpose of receiving funds for public transportation, a contiguous developed area having a population of less than 50,000 population that has an urban public transportation program approved by

the state transportation department and for which the state transportation commission determines that public transportation services should reasonably be provided presently or in the future.

(b) "Eligible authority" means an authority organized pursuant to the metropolitan transportation authorities act of 1967, Act No. 204 of the Public Acts of 1967, as amended, being sections 124.401 to 124.425 of the Michigan Compiled Laws.

(c) "Eligible governmental agency" means a county, city, or village or an authority created pursuant to Act No. 55 of the Public Acts of 1963, as amended, being sections 124.351 to 124.359 of the Michigan Compiled Laws; the urban cooperation act of 1967, Act No. 7 of the Public Acts of the Extra Session of 1967, being sections 124.501 to 124.512 of the Michigan Compiled Laws; Act No. 8 of the Public Acts of the Extra Session of 1967, being sections 124.531 to 124.536 of the Michigan Compiled Laws; Act No. 35 of the Public Acts of 1951, as amended, being sections 124.1 to 124.13 of the Michigan Compiled Laws; the public transportation authority act; or the revenue bond Act of 1933, Act No. 94 of the Public Acts of 1933, as amended, being sections 141.101 to 141.139 of the Michigan Compiled Laws.

(d) "Transit vehicle" means a bus, rapid transit vehicle, railroad car, water vehicle, taxicab, or other type of public transportation vehicle or individual unit, whether operated singly or in a group which provides public transportation.

(e) "Transit vehicle mile" means a transit vehicle operated for 1 mile in public transportation service including demand actuated and line-haul vehicle miles.

(f) "Demand actuated vehicle" means a bus or smaller transit vehicle operated for providing group rides to members of the general public paying fares individually, and on demand rather than in regularly scheduled route service.

(g) "Demand actuated vehicle mile" means a demand actuated vehicle operated for 1 mile in service to the general public.

(h) "Public transportation", "comprehensive transportation", "public transportation service", "comprehensive transportation service", "public transportation purpose", or "comprehensive transportation purpose" means the movement of people and goods by publicly or privately owned water vehicle, bus, railroad car, rapid transit vehicle, taxicab, or other conveyance which provides general or special service to the public, but not including charter or sightseeing service or transportation which is exclusively for school purposes. Public transportation, public transportation services, or public transportation purposes; and comprehensive transportation, comprehensive transportation services, or comprehensive transportation purposes as defined in this subdivision are declared by law to be transportation purposes within the meaning of section 9 of article IX of the state constitution of 1963.

(i) "State transportation commission" means the state transportation commission or the state highway commission as established in section 28 of article V of the state constitution of 1963.

(j) "Governmental unit" means the state transportation department, state highway commission or the state transportation commission, or a county road commission.

(k) "Department" or "department of transportation" means the state transportation department, which may be referred to administratively as the department of transportation.

(l) "New small bus service" means the operation of a vehicle with a rated seating capacity of 29 or less persons which has been in operation less than 3 full state fiscal years.

Exhibit C-1 (cont'd)

247.660d COMPREHENSIVE TRANSPORTATION FUND; DISTRIBUTION.
[M.S.A. 9.1097(10e)]

Sec. 10d. The comprehensive transportation fund shall be distributed to eligible authorities for public transportation purposes, distributed to eligible governmental agencies which are not within the jurisdiction of an eligible authority for public transportation purposes, and expended by the department of transportation for public transportation purposes. A distribution to an eligible governmental agency located within the jurisdiction of an eligible authority for public transportation purposes may be made directly if the eligible governmental agency was providing public transportation service on January 3, 1973. Except for an eligible governmental agency which was providing public transportation service on January 3, 1973, distribution for public transportation purposes may be made directly to an eligible governmental agency located within the jurisdiction of an eligible governmental agency or eligible authority which is providing public transportation service on the date of the creation of the comprehensive transportation fund, only if approved by the eligible governmental agency or eligible authority in which the eligible governmental agency is located. Further, except for an eligible governmental agency or eligible authority in whose jurisdiction is located an eligible governmental agency which was providing public transportation service on January 3, 1973, a distribution may be made directly to an eligible governmental agency or eligible authority in whose jurisdiction is located an eligible governmental agency which is providing public transportation service on the date of the creation of the comprehensive transportation fund, only if approved by the eligible governmental agency located within the eligible governmental agency or eligible authority. A county which withdraws from an eligible authority shall not be considered to be within the jurisdiction of the eligible authority.

247.660e COMPREHENSIVE TRANSPORTATION FUND; APPROPRIATION AND EXPENDITURE; ORDER OF PRIORITY; CAPITAL GRANTS RECEIVED BY ELIGIBLE AUTHORITIES AND ELIGIBLE GOVERNMENTAL AGENCIES; ANNUAL INSTRUCTIONS TO ELIGIBLE AGENCIES AND AUTHORITIES AND INTERCITY CARRIERS TO ENABLE PREPARATION OF LOCAL TRANSPORTATION PROGRAM; PUBLIC NOTICE; COMMENTS; SUBMISSION OF LOCAL TRANSPORTATION PROGRAM TO DEPARTMENT; DEPARTMENT TRANSPORTATION PROGRAM; PROPOSED STATE TRANSPORTATION PROGRAM; ACTION BY COMMISSION; APPROVAL OF PROJECTS; CONTRACTUAL AGREEMENT OR STANDARDIZED GRANT MEMORANDUM OF AGREEMENT; APPROVAL OF MULTIYEAR PUBLIC TRANSPORTATION PROGRAM; GRANT-IN-AID INSTRUMENT; FUNDING; AUDITS; SOURCE OF FUNDS FOR PAYMENT OF ELIGIBLE CAPITAL PROJECTS, NEW SMALL BUS SERVICE OPERATING ASSISTANCE PROJECTS, AND INTERCITY PASSENGER OPERATING ASSISTANCE PROJECTS; USE OF VEHICLE PURCHASED, LEASED, OR RENTED; PURCHASE, LEASE, OR RENTAL OF VEHICLE PROVIDING DEMAND ACTUATED SERVICE; PLAN; EXCEPTIONS; ANNUAL REPORT. [M.S.A. 9.1097 (10f)]

Sec. 10e. (1) The comprehensive transportation fund is appropriated for each fiscal year as follows in the following order of priority.

(2) The first priority is to pay, but only from money restricted as to use by section 9 of article IX of the state constitution of 1963, the principal and interest on bonds or notes issued under section 18b for comprehensive

transportation purposes as defined by law. A sufficient portion of the comprehensive transportation fund is irrevocably appropriated to pay, when due, the principal and interest on those bonds and notes.

(3) After making or setting aside payments required by subsection (2), the second priority of the comprehensive transportation fund is the payment of the department's cost in administering the comprehensive transportation fund. The amount to be expended pursuant to this subsection shall not exceed the costs appropriated for the administration of the fund in the fiscal year ending September 30, 1982, as adjusted annually on October 1, by the change for the preceding 12 months in the Detroit consumer price index for urban wage earners.

(4) After making or setting aside payments required by subsections (2) and (3), the balance of the comprehensive transportation fund beginning October 1, 1983, shall be expended each fiscal year pursuant to the state transportation program approved by the commission as follows:

(a) 75% for the fiscal year ending September 30, 1984, less the amount by which the amount the eligible authorities and eligible governmental agencies receive in that fiscal year under sections 5 and 18 of the urban mass transportation act of 1964, 49 U.S.C. 1604 and 1614, exceeds \$22,000,000.00, and 65% for the fiscal year ending September 30, 1985, and each fiscal year thereafter, less the amount for the fiscal year ending September 30, 1985, by which the amount the eligible authorities and eligible governmental agencies receive in the fiscal year ending September 30, 1985, under sections 5 and 18 of the urban mass transportation act of 1964, 49 U.S.C. 1604 and 1614, exceeds \$11,000,000.00, of the balance of funds in the comprehensive transportation fund, after making or setting aside the payments required by subsections (2) and (3), shall be distributed as operating grants to eligible authorities and eligible governmental agencies according to the following formulations and subject to the following requirements:

(i) For the fiscal year ending September 30, 1984, each eligible authority and eligible governmental agency which receives in that year grants under section 5 of the urban mass transportation act of 1964, 49 U.S.C. 1604, except as provided in subparagraph (vii), shall receive from the funds distributed pursuant to this subparagraph a grant up to 45% of the difference between the eligible operating expenses of the eligible governmental agency or eligible authority and the amount of operating grants received by that agency or authority pursuant to section 5 of the urban mass transportation act of 1964, 49 U.S.C. 1604. For the fiscal year ending September 30, 1985, and each fiscal year thereafter, each eligible authority and eligible governmental agency which receives in those fiscal years grants under section 5 of the urban mass transportation act of 1964, 49 U.S.C. 1604, except as provided in subparagraph (vii), shall receive from the funds, distributed pursuant to this subparagraph a grant up to 50% of the difference between the eligible operating expenses of the eligible governmental agency or eligible authority and the amount of operating grants received by that agency or authority pursuant to section 5 of the urban mass transportation act of 1964, 49 U.S.C. 1604. Funds not obligated at the end of the fiscal year shall be used for the purposes of subdivision (f).

(ii) For the fiscal year September 30, 1984, and each year thereafter, each eligible authority and eligible governmental agency which receives in that year grants from the federal government under section 18 of the urban mass transportation act of 1964, 49 U.S.C. 1614, except as provided in subparagraph (vii), shall receive from the funds distributed pursuant to this subparagraph a grant up to 60% of the difference between the eligible operating

expenses of the eligible governmental agency or eligible authority and the amount of operating grants received by that agency or authority under section 18 of the urban mass transportation act of 1964, 49 U.S.C. 1614. Funds remaining at the end of the fiscal year shall be used for the purposes of subdivision (f).

(iii) Funds shall not be distributed to an eligible authority or eligible governmental agency under this act unless the eligible authority or eligible governmental agency provides or agrees to provide preferential fares for public transportation services to persons 65 years of age or over or handicappers riding in off peak periods of service. As used in this section, "handicapper" means a handicapped person as that term is defined by the United States department of transportation in 49 C.F.R. part 27. The preferential fares shall not be higher than 50% of the regular 1-way single fare.

(iv) An eligible authority or eligible governmental agency shall not receive operating grants pursuant to this subdivision during the first 3 fiscal years of the eligible authority's or eligible governmental agency's operations, unless the authority or agency provides public transportation services in addition to a new small bus service.

(v) Eligible authorities and eligible governmental agencies shall not engage in charter service using vehicles, facilities, or equipment funded under this act except on an incidental basis as defined by 49 C.F.R. part 604.

(vi) Notwithstanding any other provision of this subsection except as provided in this subparagraph, for the fiscal year ending September 30, 1983, and each fiscal year thereafter, each eligible authority or eligible governmental agency shall receive from the distributions made under this subdivision an amount which when added to the federal operating grants made to that authority or agency is equal to the total of federal operating grants received in the fiscal year ending September 30, 1982, and 33% of eligible operating costs in the fiscal year ending September 30, 1982, unless the operation of subparagraphs (i) and (ii) would provide a greater distribution of money to the authority or agency. However, if the amount available for distribution under this subparagraph is insufficient to meet the requirements of this subparagraph for the fiscal year ending September 30, 1983, each eligible authority and eligible governmental agency shall receive an amount in the fiscal year ending September 30, 1983, equal to the greater of the following:

(A) An amount equal to 27% of the eligible operating costs of the authority and agency in the fiscal year ending September 30, 1983.

(B) The amount of state revenue appropriated under this act to the authority or agency in the fiscal year ending September 30, 1982.

(b) 5% for the fiscal years ending September 30, 1984, and September 30, 1985, and each fiscal year thereafter, of the balance of the funds in the comprehensive transportation fund, after making or setting aside the payments required by subsections (2) and (3), shall be distributed by the department for new small bus services and for specialized services. As used in this subdivision, "specialized services" means public transportation services primarily designed for persons who are handicappers or are 65 years of age or older. Not more than \$850,000.00 a fiscal year shall be distributed as operating assistance grants for specialized services. The funds not distributed as operating assistance grants for specialized services shall be distributed as operating and capital grants to eligible authorities and eligible governmental agencies for new small bus service. For the fiscal year ending September 30, 1983, an amount equal to that needed to fund applications for specialized services and new small bus services currently and to be placed into service before September 30, 1983, shall be distributed pursuant to this

section as operating assistance. After the fiscal year ending September 30, 1983, the department shall give priority to applications made for funds under this subdivision to eligible authorities or eligible government agencies providing new small bus services in the previous fiscal year. The department shall give second priority to applications made for funds under this subdivision from county boards of commissioners where no public transportation service is provided within the county as of November 11, 1982. Third priority shall be given to eligible authorities and eligible governmental agencies providing less than countywide service on November 11, 1982, who are requesting funds to expand existing small bus service to a countywide system, which authorities or agencies are not otherwise entitled to funds as part of the first priority. Last priority shall be given to other eligible authorities and eligible governmental agencies not providing service on November 11, 1982, and requesting funds to initiate service in less than a countywide area. The amount expended pursuant to this subdivision for the purchase of vehicles and accessory equipment shall not be more than the amount necessary to acquire 50 small buses annually, if sufficient applications are made by eligible authorities and eligible governmental agencies. The department shall document to the legislature as part of the state transportation program submittal, its efforts to secure applications. The department shall recommend approval to the state transportation commission of applications, which eligible authorities and eligible governmental agencies shall make annually, upon a determination that the application, which shall include a service plan, is adequate to meet the public transportation needs of the residents of the jurisdiction applying for funds. The state transportation commission shall assure in its action that the service plan for the jurisdiction of the applicant increases the level of service provided to handicappers and persons aged 65 or older. Any funds not obligated at the end of the fiscal year shall be used for the purposes of subdivision (f).

(c) 8% for the fiscal years ending September 30, 1984, and September 30, 1985, and each fiscal year thereafter, of the balance of funds remaining in the comprehensive transportation fund after making or setting aside the payments required by subsections (2) and (3), shall be distributed by the department for intercity passenger transportation purposes. Any funds not obligated at the end of the fiscal year shall be used for the purposes of subdivision (f).

(d) 8% for the fiscal year ending September 30, 1984, and 5% for the fiscal year ending September 30, 1985, and each fiscal year thereafter, of the balance of the funds remaining in the comprehensive transportation fund after making or setting aside the payments required by subsections (2) and (3), shall be distributed by the department for intercity freight transportation purposes. Any funds not obligated at the end of the fiscal year shall be used for the purposes of subdivision (f).

(e) 4% for the fiscal year ending September 30, 1984 and 17% for the fiscal year ending September 30, 1985, and each fiscal year thereafter, of the balance of the funds remaining in the comprehensive transportation fund after making or setting aside the payments required by subsections (2) and (3), shall be transferred to the transportation development account maintained by the department. For the fiscal year ending September 30, 1984, and the fiscal year ending September 30, 1985, the amount in the transportation development account shall be expended by the department only pursuant to specific line item appropriations.

(f) The unappropriated and unencumbered balance of the comprehensive transportation fund lapses each fiscal year and reverts to the fund for appropriation in the following fiscal year.

Exhibit C-1 (cont'd)

(5) Eligible authorities and eligible governmental agencies shall receive capital grants each fiscal year by the annual process in subsection (7). Amounts received by an eligible authority or eligible governmental agency pursuant to this subsection shall be expended by that authority or agency solely for capital projects which have been approved by the state transportation commission. Any funds approved by distribution to an eligible authority or eligible governmental agency pursuant to this section which have not been encumbered by that agency or authority for an approved capital project by the end of the following fiscal year in which the funds were approved shall not be expended by the authority or agency and be available for distribution from the comprehensive transportation fund for the purposes described in this section.

(6) The department, in carrying out the policy of the state transportation commission, shall annually prepare and distribute by December 1, instructions to eligible governmental agencies, eligible authorities, and intercity carriers to enable the preparation of a local transportation program. Eligible governmental agencies, eligible authorities, and intercity carriers shall give public notice of their intent to apply for money in the comprehensive transportation fund to the residents of the counties, townships, villages, and cities affected by the local transportation program and shall make their application available for a period of 30 days. All comments received by the eligible governmental agency, eligible authority, or intercity carrier shall be transmitted to the department.

(7) On or before February 1 of each year, each intercity carrier, eligible authority, and eligible governmental agency shall submit to the department its local transportation program for the next succeeding fiscal year. The format for each local transportation program shall be as prescribed by the federal transportation improvement program insofar as practical and shall include project descriptions, funding sources, and justification for each line item, and summary budgets based on distributions anticipated under subsection (4). The program shall contain at a minimum the contemplated routes, hours of service, estimated transit vehicle miles, costs of public transportation services, and projected capital improvements or projects. The costs of service and capital improvements or projects shall be in sufficient detail to permit the state transportation department to evaluate and approve the annual public transportation program. Determination of individual projects to be included in the local transportation programs other than those provided in this subsection shall be made by the governing body of the eligible authority or eligible governmental agency. In addition, each local transportation program shall include summary, nondetailed budget and project descriptions and justifications for each of the second and third fiscal years following the fiscal year in which the local transportation program is submitted.

(8) On or before February 1 of each year, the department shall prepare and file for public inspection and review the department transportation program. The department transportation program shall be prepared on similar format to the local transportation programs, and shall include a summary description of projects, with funding sources and project justifications for each line item for the fiscal year immediately succeeding the fiscal year in which the program is submitted. In addition, the department transportation program shall include summary, nondetailed budget and project descriptions and justifications excluding projects contained in a local transportation program.

(9) On or before April 1 of each year, the department shall prepare and file with the commission the proposed state transportation program for the next succeeding fiscal year. The proposed state transportation program shall contain the local transportation programs of each intercity carrier, eligible

authority and eligible governmental agency, the department transportation program, and the programs for the expenditure of the state trunk line fund as they may have been supplemented, amended, or modified since their original filing. The state transportation program shall include the estimated amount of money in the funds described in this subsection by revenue source, project justifications, project descriptions funding sources, and budget summaries.

(10) On or before May 1 of each year, the state transportation commission shall act on the state transportation program for the fiscal year commencing on the following October 1. In considering approval of the proposed projects of each intercity carrier, eligible authority, or eligible governmental agency, other than projects which are to be funded pursuant to subsections (4)(f) and (5), the state transportation commission shall consider whether the projects comply with state law, are within funds allocated in this section, whether they may be funded within the approved budgets, whether there are intercity carriers, eligible authorities, and eligible governmental agencies responsible to implement the projects, the recommendations of the department on individual projects. Upon making those determinations, the state transportation commission shall approve the projects which best meet the criteria of this subsection.

(11) By October 1, the department and each intercity carrier, eligible authority, or eligible governmental agency shall enter into a contractual agreement or standardized grant memorandum of agreement, which may cover 1 or more projects to be made from this section in the applicable fiscal year to the intercity carrier, eligible authority, or eligible governmental agency from the comprehensive transportation fund.

(12) After a multiyear public transportation program is approved by the state transportation commission, the state transportation department may enter into a grant-in-aid instrument with an eligible authority, intercity carrier, or eligible governmental agency obligating the state to a minimum level of funding for approved projects to be available over the multiyear period of the program. This obligation shall be binding upon the state transportation department as long as the provisions and conditions of the state transportation commission approved program are carried out as agreed.

(13) Contracts and grant memorandum agreements may be audited by the state transportation commission's office of commission audits using rules promulgated by the United States general accounting office and the terms and conditions of the respective contracts and agreements. Third party agreements are subject to the review and approval of the department.

(14) Funds distributed by the department may pay 100% of the portion of the cost not eligible for reimbursement by the federal government for eligible capital projects authorized by the state transportation commission using comprehensive transportation funds or the proceeds of notes and bonds sold under Section 18b. Priority for funding obligation shall be given to capital projects for which federal funds have been authorized.

(15) Funds distributed by the department from the funds described in subsection (4)(b) shall pay 100% of the portion of the cost not eligible for reimbursement by the federal government for new small bus service operating assistance projects authorized by the state transportation commission for the first 2 years of new small bus service. For the third year, eligible operating costs shall be reimbursed at 75% of the portion of the cost not eligible for reimbursement by the federal government. After the third year, eligible costs shall be reimbursed under subsection (4)(a). However, for the first and second years of service only, the amount of funds distributed from the comprehensive transportation fund to an eligible authority or eligible governmental agency, when added to federal funds and local funds shall not exceed the total operating assistance project cost.

Exhibit C-1 (cont'd)

(16) The department shall pay 80% of the portion of the cost not eligible for reimbursement by the federal government for intercity passenger operating assistance projects authorized by the commission for the first 2 years of new services. For the third year, eligible costs shall be reimbursed at 60% of the portion of the cost not eligible for reimbursement by the federal government. After the third year, eligible costs shall be reimbursed at 40% of the portion of the cost not eligible for reimbursement by the federal government. Eligible costs of services provided as of September 30, 1981, shall be reimbursed at 40% of the portion of the cost not eligible for reimbursement by the federal government. However, the amount of funds from the comprehensive transportation fund when added to federal funds and local funds shall not exceed the total operating assistance project cost.

(17) A vehicle purchased, leased, or rented after November 15, 1976, by an eligible authority or eligible governmental agency with funds made available under this act, which funds were not already committed under a contract in existence on November 15, 1976, shall not be used to provide service on a fixed schedule and fixed route for which a passenger fee is charged unless the vehicle is accessible to a person using a wheelchair from a roadway level or curb level, and has accommodations in which 1 or more wheelchairs can be secured.

(18) A vehicle shall not be purchased, leased, or rented by an eligible authority or eligible governmental agency between November 15, 1976, and October 1, 1978, with funds made available under this act which vehicle is used to provide demand actuated service unless the vehicle is accessible to a person using a wheelchair from roadway level or curb level and has accommodations in which 1 or more wheelchairs can be secured, except as provided in subsection (22).

(19) A vehicle shall not be purchased, leased, or rented by an eligible authority or eligible governmental agency after October 1, 1978, with funds made available under this act which vehicle is used to provide demand actuated service unless the eligible authority or eligible governmental agency has submitted a plan to the state transportation department describing the service to be provided by the demand actuated service to persons 65 years of age or older and handicappers within the applicable service area and that plan has been approved by the department. The department shall approve the plan as submitted or modified or shall reject the plan within 60 days after the plan is submitted. A plan which describes the service to be provided by the demand actuated service shall not be approved by the department unless that plan provides the following:

(a) That demand actuated service will be provided to persons 65 years of age or older and handicappers residing in the entire service area subject to the plan.

(b) That as a minimum, demand actuated service will be provided to persons 65 years of age or older and handicappers during the same hours as service is provided to all other persons in the service area subject to the plan.

(c) That the average time period required for demand actuated service to persons 65 years of age or older and handicappers from the initiation of a service request to arrival at the destination is equal to the average time period required for demand actuated service provided to all other persons in the service area subject to the plan.

(d) That the eligible authority or eligible governmental agency submitting the plan has established a local advisory council with not less than 50% of its membership representing persons 65 years of age or older and handi-

cappers within the service area subject to the plan and that the local advisory council has had an opportunity to review and comment upon the plan before its submission to the department. Each advisory council comment shall be included in the plan when submitted to the department.

(20) Notwithstanding subsection (19), a plan required by subsection (19) which is not approved or rejected by the state transportation department within 60 days after submission shall be considered approved as submitted.

(21) Subsections (17), (18), (19), and (20) shall not apply to vehicles or facilities used to transport persons by rail, air, or water or to vehicles of common carriers licensed by the Michigan public service commission.

(22) Subsection (18) shall not apply to an eligible authority or eligible governmental agency which has a plan approved pursuant to subsection (19)

(23) Beginning January 1, 1979, the department shall submit an annual report to the legislature detailing the service provided in the prior year for persons 65 years of age or older and handicappers by fixed route service and demand actuated service. This report shall include a record of passenger usage and shall be submitted by April 1 of each year.

CHAPTER II

SYSTEM MANAGEMENT

	Page
Management in an Ongoing System35
System Goals35
Community Needs36
Budget Management and Planning36
Productivity38
Management Responsibilities to State, Federal, and Local Government38
Planning for a New System38
State Assistance38
Budget Management and Planning39
Administrative Structure41
Choosing a Structure41
Administrative Alternatives41
Computers in Transit Management42
Benefits to the System42
Transit Applications43
Choosing Equipment and Programs44
Appendix D — Michigan Laws Governing Public Transportation Systems45

CHAPTER II

SYSTEM MANAGEMENT

Management in an Ongoing System

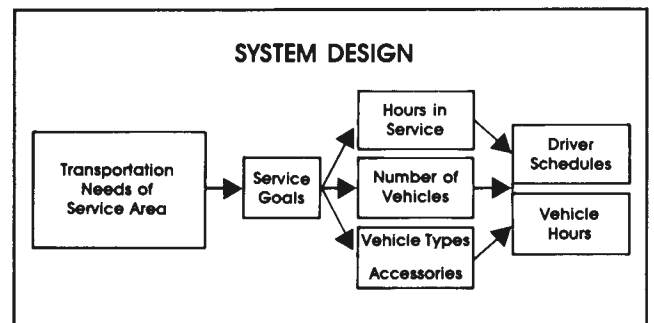
System Goals

The system manager is responsible for long-term planning of transit improvements. Because changes in the system will be defined by changing community needs and economic resources, the planning process should go on all year, projecting into the next funding period and creating goals and alternative plans years ahead. As an example of the planning process, these are the division goals developed by Bus Transit.

- Maintain existing local public transportation services.
- Implement and administer all local public transportation services consistent with Act 51 and legislative intent.
- Initiate coordination/consolidation of human service agency services statewide in conjunction with implementation of new public transportation systems.
- Develop an equitable level of service for mobility impaired persons in all operating systems.
- Implement a moderate level of public transportation statewide.
- Increase utilization by the general public of public transportation.
- Coordinate local public transportation services with inter-city bus and train passenger services.

When the system manager and advisory committees can state specific transportation needs, the number of riders expected, hours of service, equipment needed, then the other planning tasks: budget, funding sources, and productivity will be easier to understand (Exhibit II-1).

Exhibit II-1



The system manager should be familiar with legislative changes that affect funding. There may be increases or decreases in the levels of assistance from year to year. New areas of public concern may make different kinds of projects possible. Changing regulations may affect record keeping and reporting responsibilities of local transit agencies. Talk with your project manager, other system managers, and attend state and transit association seminars so that you will be well-informed about trends in funding and regulation.

A transportation advisory committee may be established by local government to assist in transit system planning. The decision-making authority and responsibilities of the committee will vary from system to system, but valuable information and expertise can be gained by involving community members. Committee members may be county commissioners, city council members, and citizens interested in public transportation.

Transportation systems are required under Section 10e(19) of Act 51, as amended, to create a Local Advisory Council (LAC) to assure that accessibility needs are met. This committee, made up of seniors, handicappers, and local citizens, must review and comment on all new services or changes in service before the plans are put into effect. (For details of LAC membership and procedures, see Appendix E, Draft CTF Administrative Rules.) The LAC can also be a good source of planning ideas and can help to build support in the community.

Your state project manager is a good source of information for all aspects of planning and can contribute experience gained from the development of transportation systems all over Michigan.

There may not be great changes in an ongoing system every year. Perhaps there will be an additional human service agency contract or a shift of resources from an unproductive fixed-route to work trip service. Some alternatives may be developed to use funds more efficiently. Whether it is an increase or a reduction in transportation service, any changes should be based on the proven importance of the service to the community and related cost/revenue factors.

Community Needs

Use all available sources of information to find out community transit needs. (Chapter XII – Monitoring and Evaluation, describes methods in detail).

- Survey the riders.
- Send out questionnaires.
- Attend meetings of the city council or county board and human service agencies.
- Talk to drivers and dispatchers.
- Review all data on ridership, peak hours, and trip origin and destination.
- Record changes in local factory shifts, clinic hours, work training programs.
- Meet with the Local Advisory Council.
- Talk with contacts in business and government.
- Read the local newspaper to keep in touch with changes in the local economy, special events, and opportunities to provide charter transportation.

Whenever possible, back the information you have gathered with statistics: projected increase in riders, hours of service, and economic benefits to the community.

New requests for service may also indicate funding sources you have not used before. For example, a new senior citizen program requiring transportation for the elderly and handicapped may create new revenues for the transit system.

In addition to the new service needs, look at the data on present service to see how projected ridership compares with actual riders and hours of use. You may find that it is possible to provide adequate service to a particular group while cutting back on hours or the number of vehicles. If a route has been well advertised and in service for a reasonable amount of time, low ridership may indicate that the service isn't needed.

Budget Management and Planning

Use monthly information from the account books (Chapter VI) and the Operating Assistance Report (Exhibit VI-11) to create short-term and long-term budget projections. Monthly and year-to-date statements of expense will inform you of budget problems so that early action can be taken (Exhibit II-2). This kind of statement compares each category of expense directly with the budgeted amount. The year-to-date section clarifies expenses that vary from month-to-month.

If, for example, you discover that the monthly maintenance costs are consistently higher than the year's budgeted amount, short-term considerations would be:

- Review of the maintenance operation to determine causes of higher costs
- Reduction of service hours to reduce costs in other areas and limiting the use of older vehicles which are expensive to maintain
- Transfers of funds from other budget categories

Since these short-term solutions would reduce service, the manager would also plan long-term to:

- Increase the maintenance expense items in next year's budget request.
- Request new vehicles or vehicle rehabilitation funds as indicated by service years and mileage.
- Plan increased preventive maintenance to avoid more expensive repairs.

As part of the plan for future years, the manager might propose a bus garage so that all vehicles could be stored indoors. Justification of a proposed bus garage would depend on the long-range operating and maintenance costs of a garage in comparison with the existing operation.

Monitoring costs to stay within your current year's budget will help you to prepare for the next annual application. In many categories (telephone, utilities) you might simply need to increase the allocation in accordance with the increases in costs over the year. Expansion or changes in bus service will require more study. Chapter XII, Monitoring and Evaluation explains the cost per vehicle mile and cost per vehicle hour that would be used for an estimate of the

TRANSIT CORPORATION STATEMENT OF EXPENSES - ACTUAL & BUDGET

	Actual Current 06/30/85	Budget Current 06/30/85	Actual Year to Date 06/30/85	Budget Year to Date 06/30/85
Administration:				
Manager	\$ 1,540.00	\$ 1,540.00	\$ 15,458.00	\$, 15,458.00
Assistant Manager/Bookkeeper	525.00	488.00	4,935.00	4,880.00
Fringe Benefits	1,374.54	365.00	4,642.70	3,855.00
Building Rent	464.28	470.00	4,178.52	4,230.00
Utilities	185.74	250.00	1,825.74	1,980.00
Telephone	413.80	350.00	2,951.68	3,150.00
Travel & Meetings	174.70	325.00	2,258.13	2,925.00
Office Supplies	34.42	100.00	594.83	900.00
Marketing	1,011.12	400.00	2,721.77	3,600.00
Services	244.00	145.00	1,297.00	1,305.00
Contingency	20.87	212.00	1,079.14	2,432.00
Total Administration	\$ 5,988.47	\$ 4,645.00	\$ 41,942.51	\$ 44,715.00
Operations:				
Operators	\$ 7,575.58	\$ 5,900.00	\$ 60,445.03	\$ 62,500.00
Other Salaries	525.00	600.00	5,775.00	6,000.00
Dispatch	1,382.42	1,600.00	13,576.79	15,900.00
Fringe Benefits	1,530.73	2,450.00	18,971.01	19,650.00
Fuel	3,242.60	3,460.00	24,772.85	31,100.00
Liability Insurance	.00	.00	9,345.00	9,355.00
Other Insurance	.00	.00	2,357.00	1,978.00
Contingency	326.17	235.00	1,691.34	1,832.00
Total Operations	\$ 14,582.50	\$14,245.00	\$136,934.02	\$148,315.00
Consolidated Maintenance:				
Wages	\$ 1,299.35	\$ 960.00	\$ 11,432.58	\$ 9,620.00
Fringe Benefits	248.51	390.00	2,890.19	3,305.00
Oil & Lubrication	37.45	70.00	1,016.56	630.00
Tires	.00	25.00	2,016.77	2,325.00
Other Materials	1,382.57	575.00	9,538.78	5,175.00
Contingency	326.25	225.00	3,413.64	2,005.00
Total Consolidated Maintenance	\$ 3,294.13	\$ 2,245.00	\$ 30,308.52	\$ 23,060.00
 TOTAL EXPENSES	 <u>\$23,865.10</u>	 <u>\$21,135.00</u>	 <u>\$209,185.05</u>	 <u>\$216,090.00</u>

cost of new service. Project new sources of revenue for next year's budget, including estimated revenues from new services, fares from new local contracts, and new grants or local funding programs. (See Chapter IV – Grants and Contracts, for details of the annual application budget.)

Productivity

Use the cost/vehicle mile, cost/vehicle hour, passengers/vehicle hour, and passengers/vehicle mile to check the efficiency and productivity of the present system so that you and your staff can work to improve performance. Operating costs are affected by maintenance, route planning, efficient use of worker hours, and control of materials and supplies. Ridership can be improved by marketing and system design. Develop broad goals and specific objectives for increasing productivity. For example:

- Cut cost/vehicle hour by 10 percent in the next three months.
 - Perform all preventive maintenance on schedule.
 - Review ridership to cut unproductive driver hours and reassign those hours to maintenance or dispatching tasks.
 - Reduce bus operation costs by redesigning the routes to reduce deadhead mileage.
- Increase passengers/hour by 15 percent during the next six months.
 - Develop new ridership to make off-peak hours more productive.
 - Evaluate all local routes and services and the ridership during off-peak hours to eliminate unproductive service hours.

Plan these activities with your staff so that everyone knows the goals and objectives. Find ways to measure your progress and report improvements regularly.

Management Responsibilities to State, Federal, and Local Government

The same information developed for budgets, system design, and long-term planning will be used in reports to the government. The State of Michigan requires that bus systems funded by the state and federal governments report financial and operating information regularly.

- The Operating Assistance Report, (Section 15 report), is due to Bus Transit Division, MDOT, ten days after the end of each month (Chapter VI – Financial Management).
- Reports on compliance with DBE/MBE/WBE contracting requirements are due at the end of each quarter (Chapter IV – Grants and Contracts).
- A CPA Auditor's Report on the transit agency account books is due 120 days after the close of the local fiscal

year (Chapter VI – Financial Management).

- The system manager must file an annual application every February, for the next year's state and federal funds (Chapter IV – Grants and Contracts).
- Each transit agency and each third-party contractor to a transit agency must file annual reports to demonstrate compliance with Title VI equal opportunity hiring practices. File these reports with the Urban Programs Section, Office of Small Business Liaison, MDOT (Chapter IV – Grants and Contracts).
- The system manager is also responsible for initiating grant proposals to other funding programs such as UMTA Section 3 and 16(b)(2).

After the funding level for the next year has been determined, the system manager must review the state funding contracts and present them for review by the city or county attorney. Finally, the local public board reviews the contract and authorizes approval (Chapter IV – Grants and Contracts).

In addition to the required state and federal reports, regular financial and operating reports to the authority board, advisory board, city council or county commission will help to build local public support for the bus agency and keep local public officials informed about all aspects of the transit system.

Planning for a New System

State Assistance

The Bus Transit Division of MDOT helps interested local groups to plan, design, and start up new public transit systems. At the request of a government, local agency, or citizen's group, the project manager for that area will provide technical assistance in the planning stage and all through the three demonstration years (Exhibit II-3). These are some of the responsibilities of the local representatives:

- Gather information and statistics about community transportation needs.
- Assist in the process of system design and budget planning.
- Work with local human service agencies to consolidate client transportation under the new transit system.
- Choose an administrative structure (e.g., department of local government, transportation authority, private non-profit).
- Hire a system manager who can direct the beginning tasks and provide ongoing management.
- Review and approve the terms and conditions of the state's new services contract.
- Represent the interests of the community during the planning stage.

To help with the planning process, the project manager, with assistance from other specialists in the Bus Transit Division, will:

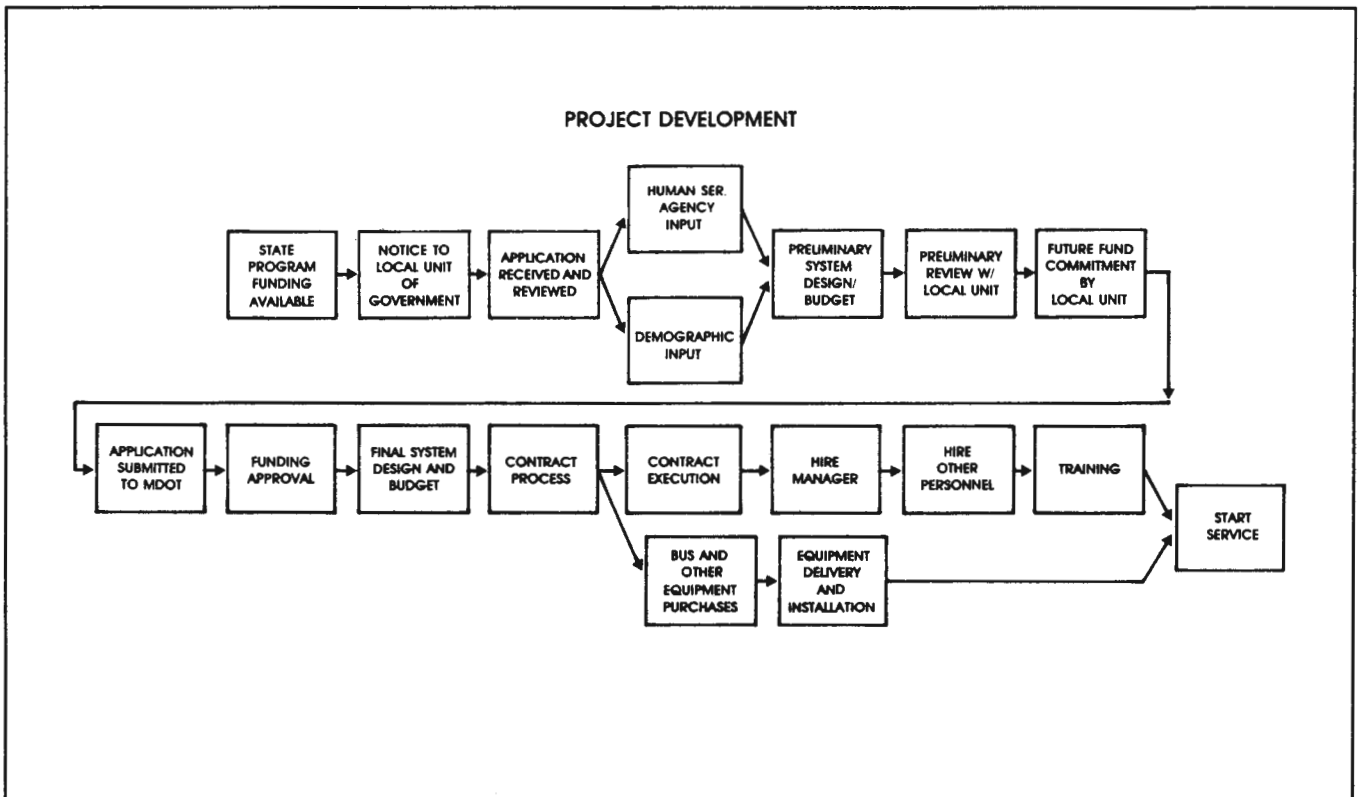
- Use the information from local research to assist the committee in developing an application for state funds.
- Put the system design and budget into final form.
- Based on the system design, select buses and a communications system.
- Follow the application through to the contract stage.
- Process billings and reimbursements to the local transit agency.
- Provide on-site training for new personnel.
- Develop a preventive maintenance program.
- Assist in all areas of development: marketing, operations,

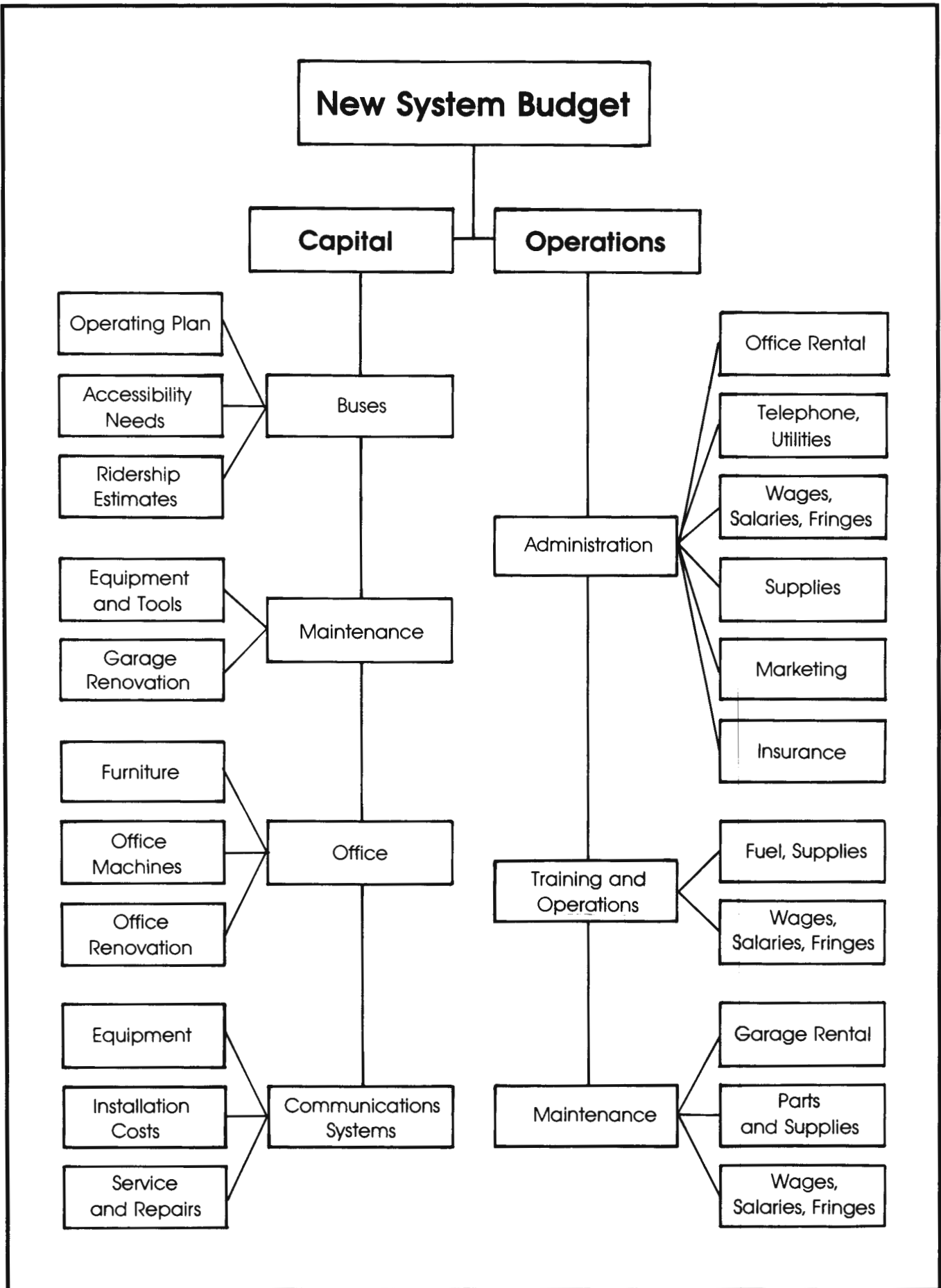
personnel, community relations, and reporting requirements.

Budget Management and Planning

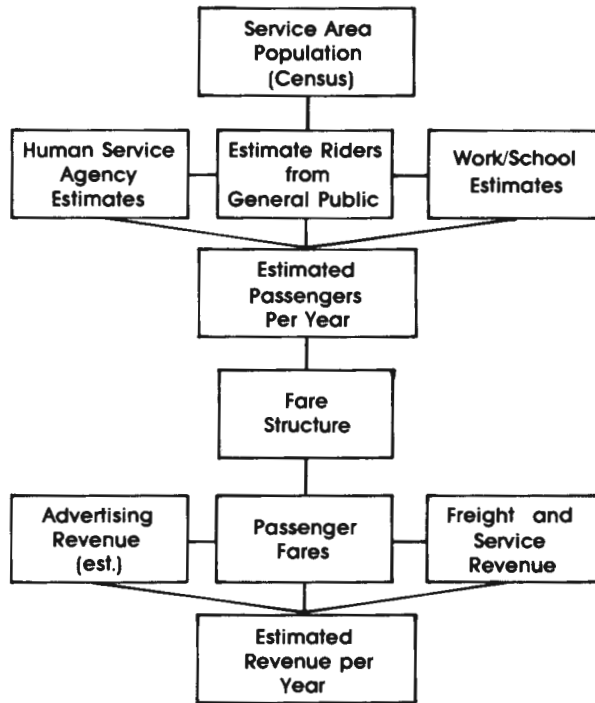
Gather information for the budget from sources in the community. The cost per gallon of fuel, rental for an office, maintenance services, and telephone can be researched in advance as you make decisions about the organization (Exhibit II-4). Farebox revenue can be estimated in advance, too. The human service agencies, clinics, and job training programs will have records of their clients who need transportation (Exhibit II-5). The project manager will supply other information about the costs of running the buses, number of riders from the general public, and reasonable levels of efficiency in a new system.

Exhibit II-3





ESTIMATE RIDERSHIP & REVENUE



MDOT requires a commitment from city or county government to make every effort to provide future funding support. No local funds are required during the first three years, but planning for the fourth year local contribution should begin immediately. If you decide on a millage proposal for funding in the fourth year, it must be planned in the second year and voted upon in the third year. A funding allocation from local government out of general funds would have to be negotiated early in the third year, (Chapter V – Fare Management and Local Funding).

To prepare a fourth-year budget, monitor expenses and revenues carefully during the first, second, and third years, develop a budget using the state and federal funding formula for ongoing systems (Appendix C), and keep local government informed about future funding needs. Along with financial planning, establish goals for increased ridership, system identification, and improved efficiency during the first three years to build enthusiasm for local funding (See Chapter X – Marketing).

Administrative Structure

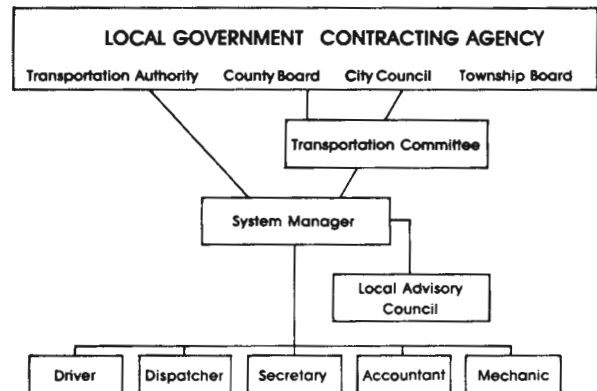
Choosing a Structure

It is likely that circumstances in your service area will simplify the choice of an administrative structure for the new transit system. There may already be a reputable cab company in the city that meets local requirements for a beginning transportation system. Using the existing company as a third-party contractor would protect private enterprise and save time by working with experienced personnel, an established office and garage, and a functioning communications system. If supervision of the transit system can conveniently be handled by a department head in city government and the city offices will provide computerized accounting and data gathering services, then direct operation by city or county government is the clear choice. If the service area includes more than one local government, then a transportation authority is the logical choice. Some of the factors that will influence your decision are: the degree of interest and involvement of local government, the number of governments included in the service area, existing transportation services, and opportunities for funding (Exhibit II-6).

Exhibit II-6

ADMINISTRATIVE STRUCTURE

ADMINISTRATIVE STRUCTURE



Administrative Alternatives

- **Direct Operation by Local Government**

A city government, under the Home Rule Act (279), or a county government, under Act 94, may operate a transportation system directly (Appendix D). City or county government may set up a new transit department or appoint a transportation advisory board to hire the manager and staff as municipal employees. With direct operation, the city or county assumes total

legal and financial responsibility for the transit system. This structure is appropriate if:

- There is a single government which has jurisdiction over the entire service area.
- The local government is willing to plan and supervise the transit system.
- The new system does not duplicate or compete unfairly with existing private transportation services.
- The local government is able to offer transit personnel the wage and benefits package required for municipal employees.

Under direct operation, the system benefits from shared services: accounting handled by government offices, possible office and garage space in city buildings, and part-time use of administrative and maintenance personnel already working in local government.

• **Third-Party Contracts**

The local government may contract with a private corporation to operate the service. This is done to:

- Take advantage of staff, offices, vehicles, and communication systems already in place.
- Reduce the government's responsibility for startup planning and day-to-day supervision.
- Use full-time and part-time transit personnel on a more flexible basis outside of the municipal wage, benefits, and hour requirements.

Under a third-party contract, the city or county still takes full legal and financial responsibility for the system, so general supervision is needed. There are two kinds of private contractor, private nonprofit and private for profit.

- **Private Nonprofit**

A city or county may contract with an existing private nonprofit corporation or create one specifically under Act 284 to operate the public transit system (Appendix D). If there is a Council on Aging or Vocational Rehabilitation agency that already owns some vehicles and provides limited transportation to seniors and handicapped, the contract would include agency-owned vehicles as part of the fleet. (In many areas, these agencies have initiated the request for a public transportation system.) A new private nonprofit corporation created to operate the system should be made up of elected officials and community representatives with an interest in public transportation.

In this structure, the system manager is hired by the corporation and assumes responsibility for operations, financial management, and reporting to state government. It should be noted that private nonprofit corporations are eligible for capital funds under UMTA's 16(b)(2) programs.

- **Private for Profit**

A local government may contract with a private for profit operator such as a local cab, bus, or ambulance service.

When there is more than one company in the service area, the contract must be put out for competitive bids. (Chapter IV – Grants and Contracts, describes the bidding process.) The private contractor provides personnel and manages day-to-day operations for a monthly management fee (an eligible operating expense in the contract between MDOT and the city or county). The local government appoints a transportation coordinator to oversee the performance of the contract and to fulfill the planning, financial management, and reporting requirements ordinarily handled by the manager in the system. The private for profit third-party contractor may require more government supervision than the nonprofit corporation because of the tendency for private companies to operate independently.

• **Transportation Authority**

A public transportation authority may be created as a separate legal entity under Acts 204, 55, and 7* (Appendix D). This may be done to separate the transit operation from local government or it may be used to organize public transportation in service areas that are made up of various combinations of city, county, and township government.

The transportation authority is operated by a board of directors appointed by the local government or governments involved. As in the direct operation structure, the authority board may choose to hire a system manager or contract the service to a third-party operator. Although the transportation authority is legally and financially responsible to state and federal funding agencies, ultimate responsibility still rests with the local governments that created it. The transportation authority structure is most appropriate if:

- Local government prefers not to plan and supervise the transit system directly.
- The service area is made up of a combination of city, county, or township governments.

*Under Act 55, the transportation authority has the power to vote a property tax millage for the entire service area. Under Act 7 and Act 204, transportation authorities depend on the individual member governments to raise funds.

Computers in Transit Management

Benefits to the System

In a small transit system, it is often difficult for the manager to get daily tasks under control so that there is time for evaluation of current services, developing grant proposals, and planning for the future. You can't invest time in surveys and meetings until the account books are in order and the monthly reports are out. A computer can

speed up time-consuming recording tasks. Imagine, for example, that the mechanic, when he changes the tires on Bus #3, enters: labor hours, the material number and quantity, a description of the work, the bus number, mileage, and date into a computer program. From this data entry, a series of interacting programs:

- Subtracts tires from the running inventory.
- Enters the description of the work, mileage, and date into the maintenance history of Bus #3.
- Adds labor and material costs into a maintenance cost total used to calculate a monthly cost per vehicle mile.

Three separate recording tasks have been accomplished by a single data entry. Later, the summary of these daily entries could be transferred into budget monitoring and planning, accounting, productivity statistics, and the Operating Assistance Report. It may not be possible to begin with such a complex interaction of programs, but in the example above, the inventory and the vehicle maintenance history could be entered and stored in a single user system and used later to print reports.

Transit Applications

Computer applications useful in transportation can be

described as financial and nonfinancial. Some examples are:

• Financial Applications

Journals	Grant Management
General Ledger Accounts	Budget Planning and Monitoring
Asset Register	Purchase Orders
	Payroll

• Nonfinancial Applications

Operations

Passenger List
Route Scheduling
Dispatching
Vehicle Scheduling

Maintenance

Maintenance Costs
Inspection Records
Inventories
Vehicle Miles
Vehicle Maintenance
Advance Maintenance
Scheduling

Administration

Personnel Records
Word Processing
Operating Statistics
Local Revenue
Ridership Records
Route Evaluation
Planning
Evaluation of
Marketing Surveys,
Questionnaires
Operating Assistance
Report

Notice that many of these areas interact. The maintenance costs and inventory, for instance, should also

Exhibit II-7

	Cost	Training	Programs	Maintenance
Buy through Sales/Consulting Company	HIGH	Company trains staff members until system is in operation	Consultant adapts program to your needs.	Ongoing maintenance by the sales company
Group Purchase through Bus Transit	MODERATE	Group training from consultant	Consultant develops programs for transit agencies	Ongoing maintenance in contract
Buy from a Local Computer Store	MODERATE	Minimal training at time of purchase	Standard commercial programs	Pay for maintenance from the company
Lease	HIGH	Minimal training at time of lease	Standard commercial programs	Leasing company maintains
Buy-Mail Order	LOW	No training, manuals only	Choose programs from catalog	Hire services or mail computer to company

transfer to accounting files. If the transit staff is large enough to have a bookkeeper and a maintenance manager entering data full-time, a multiuser system is needed. But if you are starting on a small scale with payroll, maintenance records, operating statistics, and the Operating Assistance Report, a single user system is enough.

Choosing Equipment and Programs

A transit system can lease or buy a computer. The important considerations are: cost (computers and programs are an eligible operating expense), training, the availability of programs, and computer maintenance services (Exhibit II-7).

If you purchase a computer from a sales and consulting company, program design and training may be available. In a "turnkey" arrangement, the consultant helps the system manager to choose appropriate equipment and will adapt programs to the needs of the transit agency. When everything is in working order and selected staff members have been trained, the system is turned over to the transit agency. This purchase arrangement saves staff time and is likely to put the system in place more quickly.

Because of the importance of computerization, the Bus Transit Division is developing standards for the funding of computers and software designed for outstate small bus systems. Training, program updates, and maintenance will also be included in this program.

APPENDIX D

MICHIGAN LAWS GOVERNING PUBLIC TRANSPORTATION SYSTEMS

Act 279 of 1965, Home Rule Act

Each municipality, under its charter, may make provision to establish municipal departments deemed necessary for the welfare of the local community. This includes owning, constructing, and operating transportation facilities within its limits and ten miles outside its city limits.

Act 94, The Revenue Bond Act of 1933

Authorizes public corporations to purchase, acquire, construct, improve, enlarge, extend, or repair public improvements including transportation systems. Authorizes the condemnation of property for such public improvements; provides for the imposition and collection of rates for the services, facilities, and commodities furnished by the improvements; provides for the imposition of special assessments against properties benefited by such public improvements; provides for the issuance of bonds and the levy of taxes without limitation to the extent necessary for the payment of bonds. Public corporation means a county, city, village, township, school district, port district, or metropolitan district of the state or combination thereof.

Act 284, Business Corporation Act of 1972 (Private Nonprofit Corporations)

An act to provide for the organization and regulation of corporations, prescribes their duties, rights, powers, immunities, and liabilities.

Act 204, Metropolitan Transportation Authorities Act of 1967

This act applies to metropolitan areas of two or more counties generally recognized as an urban complex.

An authority formed under this act has all the powers of a corporation for the purpose of providing public transportation services within one or more contiguous counties within the state and for a distance of ten miles beyond limits of the authority if there is no operating public transportation within that distance.

A political subdivision contracting with the authority may levy up to 1 mill property taxes outside the 15 mill limitation to fulfill its contractual obligations to the authority.

Members of the authority board are selected by the Governor. This act is used in counties within metropolitan areas.

**Act 55, as amended, Mass
Transportation System Authorities Act of
1963**

The legislative body of any city having a population of not more than 300,000 may incorporate a public authority for the purpose of acquiring, owning, operating, or causing to be operated, a mass transportation system. The authority is authorized to operate within the boundaries of the county in which the city is located and within the boundaries of each county, a portion of which lies not more than ten miles outside the boundaries of the city which incorporates the public authority. Upon a majority vote of the registered voters residing in the service area, the authority may levy a property tax not to exceed five mills in the political subdivisions which comprise the authority.

**Public Act 7 of 1967, Urban Cooperation
Act**

Provides for a joint exercise of powers by two or more public agencies in the form of an interlocal agreement to form an authority whose members represent each entity.

Before the agreement is put into effect, it must be approved by the Governor. If it meets the conditions of this act, it is approved and filed with the county clerk of each county as well as the Secretary of State.

Act 7 is useful in forming a transportation authority between counties, between a county, city, and townships, between city and townships, school districts, or combinations thereof to provide transportation services. An Act 7 transportation authority has no taxing powers. Millage votes must be placed on the ballot by individual member governmental units.

**Act 35, Intergovernmental Contracts
Between Municipal Corporations Act of
1951**

An act which authorizes intergovernmental contracts between municipal corporations; and authorizes any municipal corporation to contract with any person or municipal corporation to furnish any lawful municipal service to property outside the corporate limits of the first municipal corporation for a consideration. Municipal corporation means any county, township, city or village, school district, metropolitan district, court district, public authority, or any other local governmental authority or local agency with power to enter into contractual undertakings.

**Act 312, The Metropolitan District Act of
1929**

Any two or more cities, villages, or townships may incorporate into a metropolitan district comprising territory within their respective limits for the purpose of acquiring, owning, operating, and maintaining and may sell or purchase transportation facilities within or without its limits. The power to acquire a rapid transit system is expressly conferred by this act which may consist of a tunnel, subway, surface, or elevated system and said rapid transit system shall be deemed to be transportation under this act.

CHAPTER III

OPERATIONS

	Page
Operating Alternatives49
Introduction49
Types of Service49
Operating Plans50
Operating Procedures and Forms54
Introduction54
Dispatcher Records54
Driver Records55
Daily and Monthly Summaries55
Accident Reporting55
Charter Service55

CHAPTER III

OPERATIONS

Operating Alternatives

Introduction

Each transit system must develop a plan of operations that meets community needs and, at the same time, makes the best use of drivers and buses. This section describes the kinds of transportation services that may be provided and a variety of possible operating plans to deliver these services to the people. Careful monitoring and evaluation of ridership and cost over a long period of time will help you to develop an efficient operation. To attract more riders from the general public and to improve service to seniors, handicappers, and low-income families, most transit agencies offer a mix of demand-response, fixed routes, and special services.

Types of Service

The following services may be offered in small community or rural transportation systems:

- **Demand-Response**

Riders call in on an advertised phone line and request service as soon as possible. During low demand times, the bus will arrive in 15 to 20 minutes. In rural counties, demand-response service may be offered only during off-peak hours, on certain days of the week, or only in high population areas of the county.

- **Subscription**

Individual riders or groups traveling regularly from the same address place a standing order for daily or frequent service. This is often used for work trip service.

- **Advance Reservation**

Passengers who are able to plan trips call ahead and reserve a ride for a particular date and time. Prebooking enables the dispatchers to plan for a prompt pickup and is helpful when a bus with a wheelchair lift is needed.

- **Human Service Agency Contracts**

By contracting with local human service agencies, clients are carried to and from social service appointments, senior programs, sheltered workshops, clinics, and other human service offices.

- **Fixed Schedule**

Passengers wait at designated bus stops for buses to pick them up on a timed schedule.

- **Group Service**

Buses are scheduled for a trip to a single destination. The trip may be arranged to attract a particular group such as senior citizens or high school students, but it is "open door" and available to the general public.

- **Charter Service**

A community group prebooks buses for a trip to a convention, sports event, or tourist area. Passenger counts, estimated costs, and time schedules are arranged in

advance. Charter service is "closed door," not open to the general public.

• **Special Events**

Buses are provided for special events in the community. Special bus runs may be arranged for trade shows, sports events, schools, tourist attractions, or shopping promotions. Longer-term service may be provided for seasonal needs at entertainment centers or fairs.

• **Package Delivery**

Prepaid packages are picked up at a central location or from local businesses and delivered during off-peak hours as the driver transports passengers.

Operating Plans

Each transit agency combines several operating alternatives to provide the best possible service. Population, ridership, peak hours, and the size of the service area are the basis for choosing a particular plan. In a new system, the plan often begins with pure demand-response operations. Fixed routes, zone, and route deviation corridors are developed later as the system manager discovers areas of high ridership and stable rider patterns.

• **Small Community Operations**

In a small city or township service area, the usual operating alternatives are:

– **Pure Demand-Response**

Drivers pick up and drop off passengers at any point in the service area, according to requests from the dispatcher. In pure demand-response systems, the dispatcher combines immediate requests, advance reservations, and subscription service for the most efficient use of each driver's time (Exhibit III-1).

– **Zonal Demand-Response**

The service area is divided into zones. Buses pick up and drop off passengers only within the assigned zone (Exhibit III-2). When the drop-off is in another zone, the dispatcher chooses a meeting point at the zone boundary for passenger transfer. This system guarantees that a bus will always be within each zone when rides are requested.

Exhibit III-1

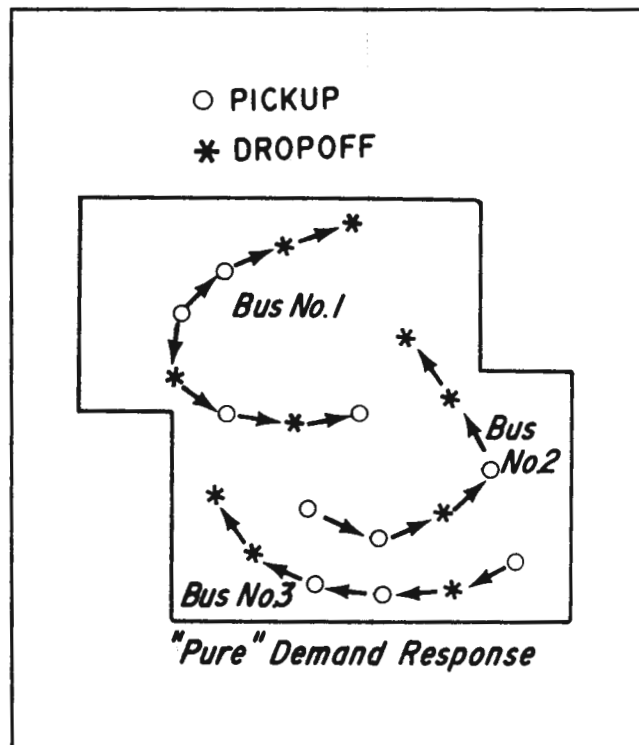
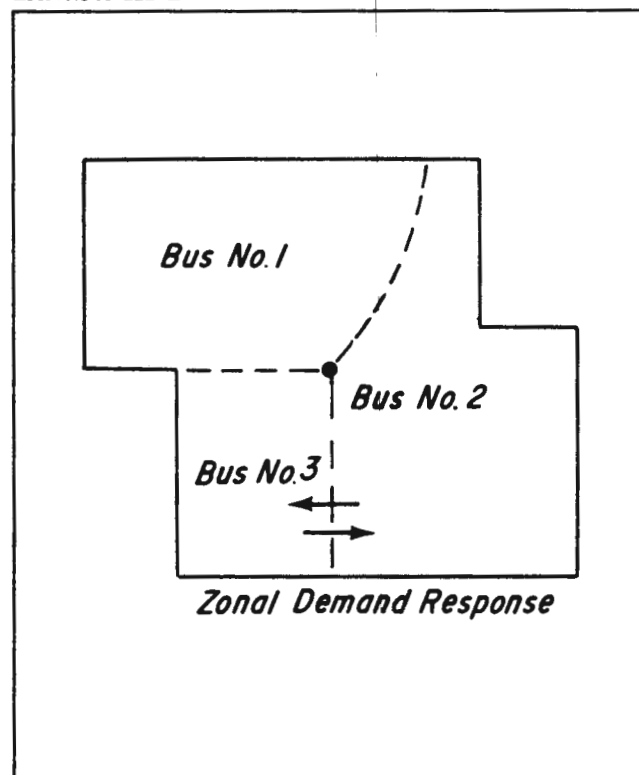


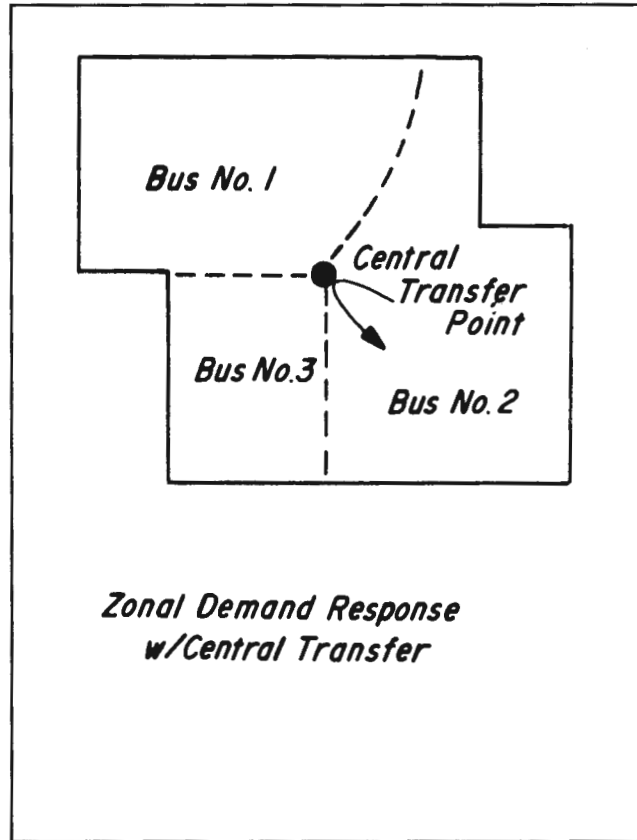
Exhibit III-2



- Zonal Demand-Response with Central Transfer

The buses assigned to pick up and drop off passengers in different zones maintain meeting times at a convenient central transfer area. All zone buses meet at the central transfer every half hour to transfer passengers (Exhibit III-3). The central transfer point simplifies zone to zone transfer when the zones cover a large area.

Exhibit III-3



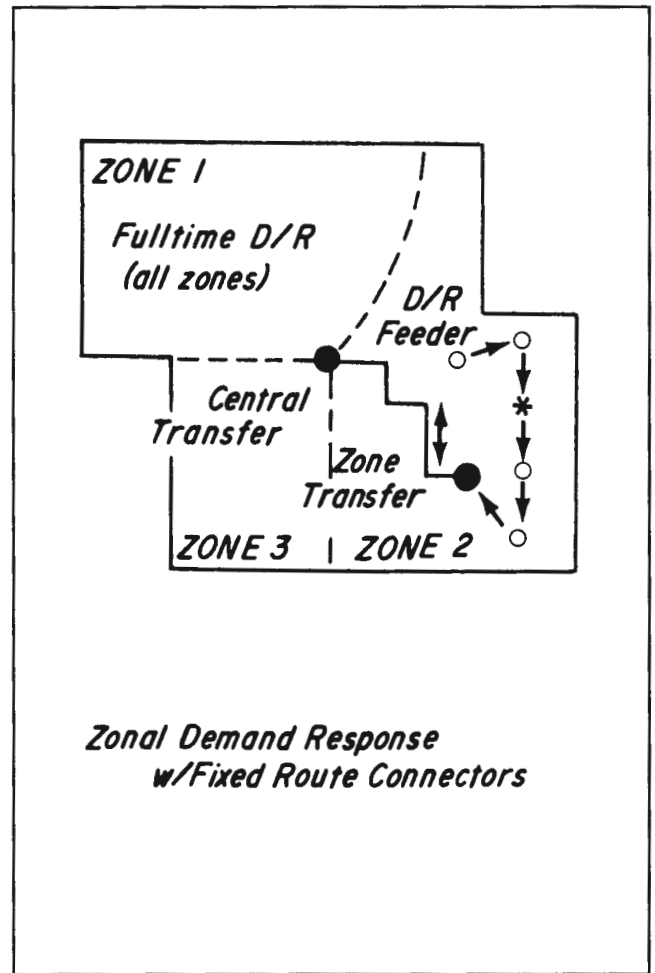
- Checkpoint Service

Buses make periodic or scheduled stops at a center of activity such as a shopping center or downtown shopping area. Riders are picked up and taken to their own destinations or to transfer points.

- Zonal Demand-Response with Fixed Route Connectors

Demand-response service is available in all zones and there are, in addition, fixed routes connecting activity centers (e.g., hospitals or shopping centers) with the central transfer point. Buses make regular scheduled stops along the route. This plan of operations sometimes means a longer waiting period for on-demand riders. The bus may make scheduled route runs on the hour or half-hour, and the dispatcher will arrange pickups at times when a bus is in the area (Exhibit III-4).

Exhibit III-4



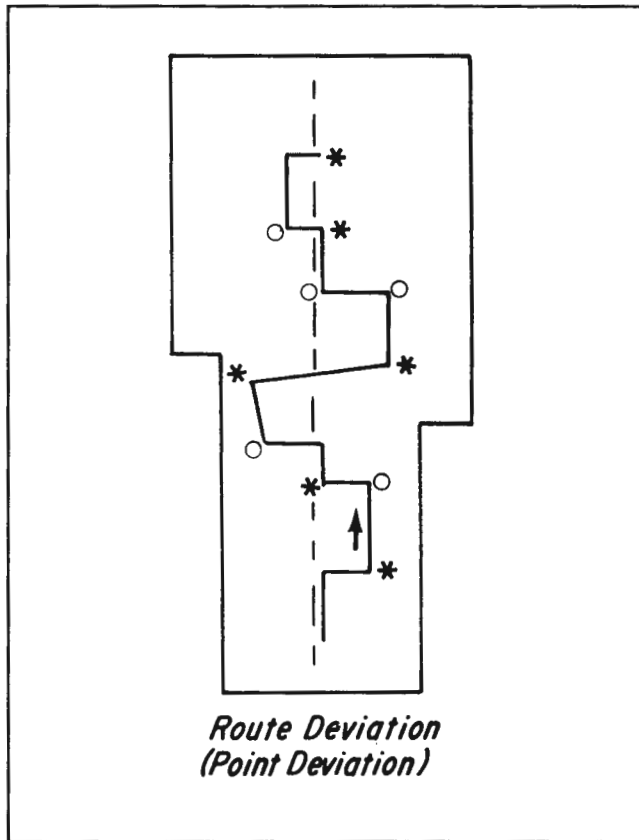
- Fixed Schedule

One or more buses have a prescribed path which never varies. Each bus has several bus stops where riders are picked up at fixed times. Routes are usually straight out and back over the same artery with the possibility of a loop at the end. Loops cover a larger geographic area but offer less service along a given route. A loop may be one-way or two-way. Although radio communication is not as critical as in a demand-response service, it is helpful for arranging transfers and getting help in case of accidents or breakdowns.

- Route Deviation

Buses travel along a prescribed route at scheduled times and maintain scheduled or unscheduled checkpoint stops. As they move along the route, the buses also take demand-response calls from the dispatcher to pick up and drop off passengers who live near the route (Exhibit III-5). Again, on-demand rides are scheduled when the bus is near the pickup address and the wait may be longer than 15 or 20 minutes.

Exhibit III-5



- Jitney

Buses travel along a fixed route with no time schedule and passengers are picked up anywhere along the route. Because there are no schedules, it is necessary to have 5 or 10 minute headways so that passengers have only brief waiting periods.

• Rural Operating Plans

In rural counties, greater distances and less concentrated population places some restriction on services. Again, system managers must study ridership patterns and develop an appropriate combination of operating plans. In addition to the plans described above, here are some variations used in rural areas:

- Limited Demand-Response

To use buses efficiently and maintain reasonable response times in large zones, demand-response may be limited to:

- Twenty-four hour advance reservation service (Exhibit III-6).
- Alternating days of service in two zones (e.g., Monday, Wednesday, and Friday in Zone 1 and Tuesday, Thursday in Zone 2) (Exhibit III-7).
- Part-time service in all areas during designated off-peak hours.

Exhibit III-6

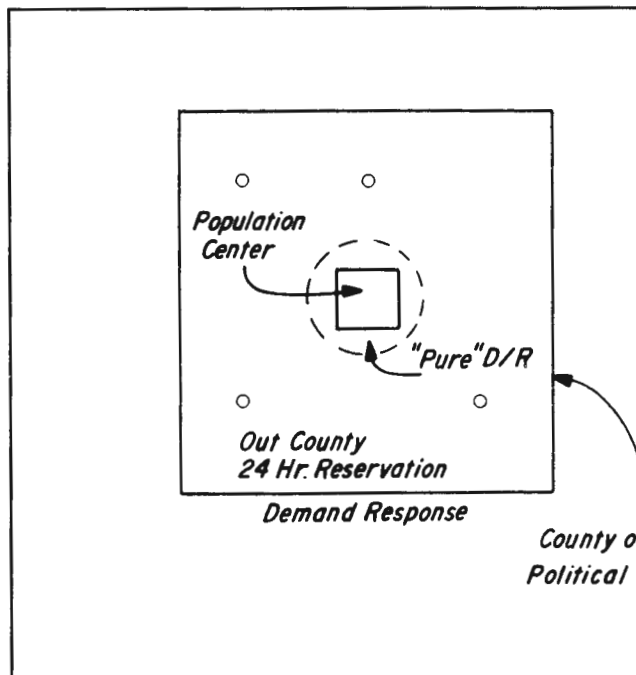
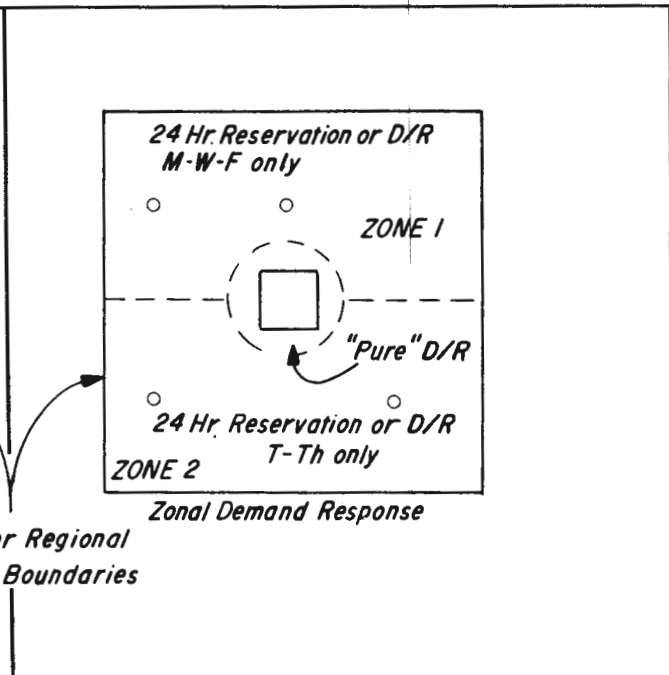
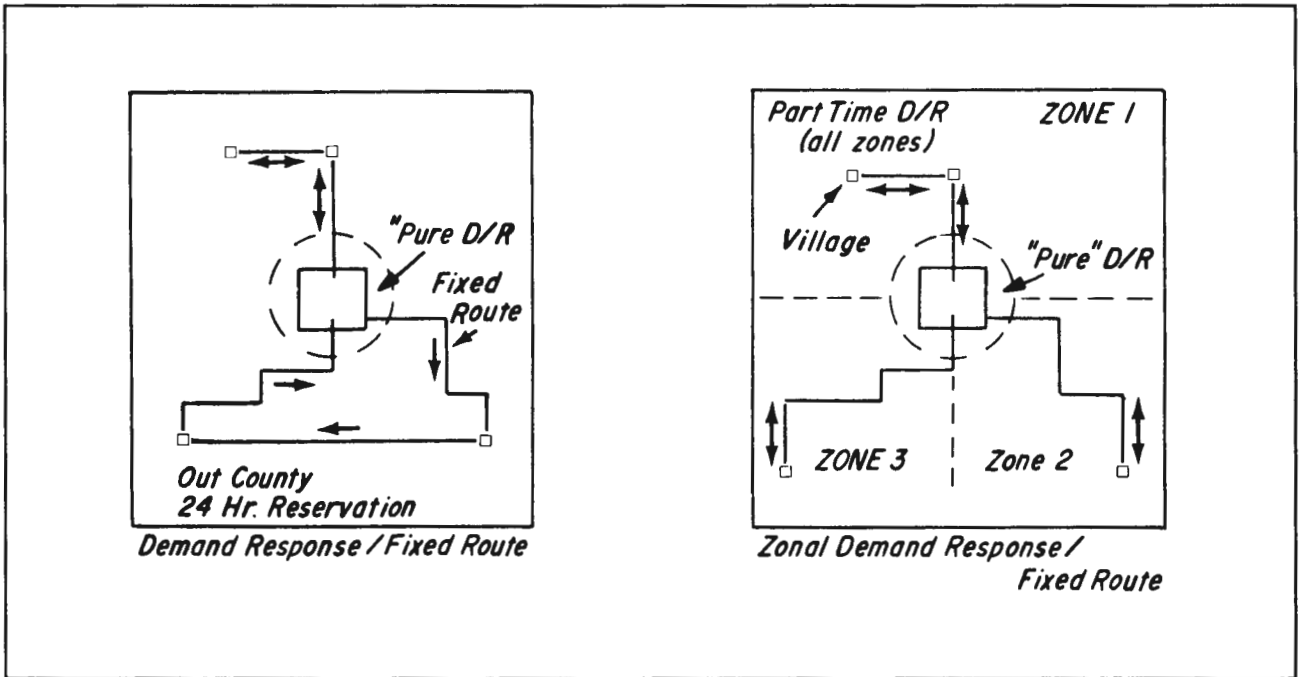


Exhibit III-7



*County or Regional
Political Boundaries*

Exhibit III-8



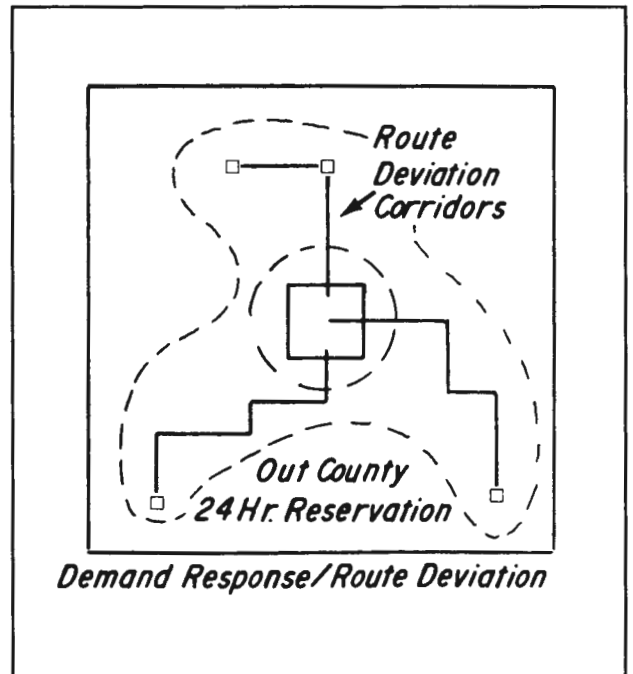
- Fixed Routes

In addition to the limited demand-response, fixed routes can be developed that connect small towns or villages with the main population center (Exhibit III-8).

- Route Deviation Corridors

Demand-response service is limited to an area near the fixed routes that connect small towns to the main population center. The buses maintain scheduled stops along the route and pick up demand-response riders near the main route (Exhibit III-9). Since the out-county routes are long, and on a fixed schedule, demand-response riders will need to call well in advance of the time they need service.

Exhibit III-9



Operating Procedures and Forms

Introduction

Dispatchers, drivers, and system managers need a detailed record keeping system for efficient operations. In a demand-response transit system, the dispatcher's records are used to coordinate all bus runs and passenger services. The driver's records are the basis for evaluations of the bus system, reports to the state and federal governments, and information for financial management. This section contains the minimum necessary recording forms for a demand-response bus operation. Other samples of driver and dispatcher forms are given in the *Michigan Small Bus Program: Operator's Manual*, which is available on request from your project manager.

Dispatcher Records

In a demand-response operation, the dispatcher must record enough information to coordinate all passenger trips. Use a system of cards, color-coded for subscription, advance reservation, and demand-response, to organize pickups. These are the three kinds of rides that the dispatcher plans:

• Subscription Service (Exhibit III-10)

Subscription riders have a standing order for daily or frequent trips. Most subscription riders are going to work in the morning and returning at the end of the day. The dispatcher must have a permanent file with the names, addresses, and telephone numbers of subscription riders and the days, hours, and destinations of scheduled rides.

Exhibit III-10

Date_____	Time_____	Bus No._____
Pick up_____		
Drop off_____		
DAY	Mon	Tue
	Wed	Thur
	Fri	Sat
	Sun	
Passenger name_____		
Phone number_____		
Helpful directions_____		

• Advance Reservation (Exhibit III-11)

These passengers have telephoned to reserve a ride later in the day or on another day. The dispatcher must file a card with name, address, telephone, destination, and the date and time of pickup.

Exhibit III-11

RIDE DATE_____	TIME_____	BUS NO._____
PICK UP POINT_____		
DESTINATION_____		
PASSENGER'S NAME_____		
LIFT BUS_____	RETURN TRIP_____	
TIME CALL RECEIVED_____		
HELPFUL DIRECTIONS:_____		

• Demand-Response Service (Exhibit III-12)

For demand-response riders, there must be a short-term record of name, address, phone, and destination. The information taken from the caller is written down and dispatched directly to the driver.

It is a good idea to ask callers for more than the address when the pickup is at a hospital, a large office building, or a department store. In these cases, make a note of the particular entrance or a nearby street intersection to prevent delays. The recording cards must also show when a wheelchair lift is needed and any other special requests.

Exhibit III-12

Time	Date	Zone	Bus. No.
Name		Phone	
Pick-up		Destination	

Driver Records

In a demand-response operation, the driver takes passenger information from the dispatcher and writes it in the driver log (Exhibit III-13). The driver log is a complete daily record of all passengers who use the bus. As the driver picks up and drops off riders, a running list is kept of time, pick-up address, destination, passenger category, and fare. On a fixed route, the driver will record numbers of passengers and fares. Information from the daily log is used for a number of administrative tasks. It is the basis for:

- Reconciling farebox totals with the number of rides
- Billing human service agencies for contract rides
- Documenting services to senior citizens and handicapped
- Collecting operating statistics for the monthly report
- Evaluating the productivity of various bus routes and hours of operation

Daily and Monthly Summaries

The system manager and office staff should summarize daily and monthly operational statistics in the “End of Day Summary” and the monthly “Operation Summary”. In the “End of Day Summary” (Exhibit III-14), enter the following daily totals for each bus:

- Farebox revenues
- Sales of tokens, tickets, and ticket books
- Numbers of passengers in each category (Additional categories may be needed if you have more than one human service contract.)
- Mileage, gasoline use, and hours of operation

In the monthly “Operation Summary” (Exhibit III-15), enter daily totals for the fleet. Use the column heading under “Passengers” to record all separate passenger categories. On the bottom line, enter monthly totals and averages. When you prepare the state “Operating Assistance Report” at the end of the month, much of the “Non-financial Operating Data” and “Revenue Schedule” information can be taken directly from this summary sheet.

Because many important details cannot be carried forward to the monthly summary, keep the driver logs and End of Day Summaries for further use. Information about ridership in particular zones, for example, is available only from the driver logs (Chapter XII – Monitoring and Evaluation). End of Day Summaries can be used by your bookkeeper to report revenues from tokens and tickets and to reconcile sales with tickets and tokens on hand (Chapter VI – Financial Management).

Accident Reporting

Bus drivers must provide detailed and accurate reports of all accidents. If you are involved in an accident causing personal injury, damage to another vehicle, to the bus, or to stationary property, the accident must be reported to the police. In addition to the procedures described in the *Michigan Small Bus Program: Operator’s Manual*, the local transit agency should use an accident report form (Exhibit III-16). So that questions from the police and insurance companies can be answered in detail, follow the instructions on the form carefully and complete all sections.

Charter Service

Because local transit agencies often provide charter service to community groups, it is important for the system manager to know about legal restrictions on charter. Inside the service area, there are usually no restrictions on charter trips. Trips outside the service area are subject to the licensing requirements for intercity carriers (Act 432, Public Acts of 1982) and the definition of charter found in Act 51, Section 10e(4)(a)(iii). Your project manager will be able to clarify state policy and regulations in effect at any given time.

Arrangements for a charter trip should be made between the system manager and a representative of the community group. The manager submits a written proposal to the group representative (Exhibit III-17, Charter Trip Request). The charter should not be run unless approved in writing by the group representative.

Develop a cost per hour for charter costs. (Some agencies also use a cost per mile.) Hourly cost figures should include labor, bus operating costs, and administrative overhead. Profit may also be included. If your system provides charter service at a yearly cost of more than one thousand dollars, a charter cost allocation plan must be approved by your project manager (Chapter VI – Financial Management, includes a sample charter allocation).

The driver should complete a “Charter Trip Billing” Form (Exhibit III-18) with invoice information. When the bus returns to the garage, the driver enters actual hours/mileage. The form is returned to the office staff who will complete the invoice and send it to the group for payment.

End of Day Summary		Date: _____
DART 305	PASSENGERS: _____ MILES	TOTAL PASSENGERS: .50 .25 SC .25 H .75 Free TOTAL PASSENGERS: TOTAL MILES: TOTAL GAS: TOTAL HOURS:
.50 _____		
Books sold: _____ .25 SC _____	_____ GAS	
Tokens sold: _____ .25 H _____		
Tickets sold: _____ .75 SH _____	_____ HOURS	
Free _____		
DART 306	PASSENGERS: _____ MILES	
.50 _____		
Books sold: _____ .25 SC _____	_____ GAS	
Tokens sold: _____ .25 H _____		
Tickets sold: _____ .75 SH _____	_____ HOURS	
Free _____		
DART 307	PASSENGERS: _____ MILES	
.50 _____		
Books sold: _____ .25 SC _____	_____ GAS	
Tokens sold: _____ .25 H _____		
Tickets sold: _____ .75 SH _____	_____ HOURS	
Free _____		
DART 308	PASSENGERS: _____ MILES	
.50 _____		
Books sold: _____ .25 SC _____	_____ GAS	
Tokens sold: _____ .25 H _____		
Tickets sold: _____ .75 SH _____	_____ HOURS	
Free _____		
DART 309	PASSENGERS: _____ MILES	
.50 _____		
Books sold: _____ .25 SC _____	_____ GAS	
Tokens sold: _____ .25 H _____		
Tickets sold: _____ .75 SH _____	_____ HOURS	
Free _____		
DART 310	PASSENGERS: _____ MILES	
.50 _____		
Books sold: _____ .25 SC _____	_____ GAS	
Tokens sold: _____ .25 H _____		
Tickets sold: _____ .75 SH _____	_____ HOURS	
Free _____		
DART	PASSENGERS: _____ MILES	
.50 _____		
Books sold: _____ .25 SC _____	_____ GAS	
Tokens sold: _____ .25 H _____		
Tickets sold: _____ .75 SH _____	_____ HOURS	
Free _____		

SC—Senior Citizen
 H—Handicapper
 SH—Senior Handicapper



3015 (6/84)

OPERATION SUMMARY

This information is requested on a voluntary basis by the Michigan Department of Transportation.

(Month & Year)

(System Name)

Date	Day	Passengers						Total	Fares	Miles	System Hrs.	Veh. Hours.	Pass./ Veh. Hour	Senoir Citizens	Hand- capper	Senior Hand- capper	Notes
1																	
2																	
3																	
4																	
5																	
6																	
7																	
8																	
9																	
10																	
11																	
12																	
13																	
14																	
15																	
16																	
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19																	
20																	
21																	
22																	
23																	
24																	
25																	
26																	
27																	
28																	
29																	
30																	
31																	
Month Totals																	

ACCIDENT REPORT

DATE	OF ACCIDENT (MO. DAY YR.)	DAY OF WEEK	TIME	M
PLACE		NEAREST CITY OR TOWN		
SCHED-ULE		ON (STREET OR HIGHWAY) <input type="checkbox"/> AT <input type="checkbox"/> NEAR		
		SCHEDULE No. OR CHARTER ENROUTE FROM BUS NUMBER		

Reported to Police at

Reported to Company at

VEHICLE No. 2

DRIVER'S NAME

DRIVER'S ADDRESS (STREET AND No., CITY, STATE)

OWNER'S NAME

OWNER'S ADDRESS (STREET AND No., CITY, STATE)

DESCRIBE DAMAGE

Year, Make, and Model

Oper. Lic No. Veh. Lic No.

Financial Responsibility Card Information

Insurance Company

Policy No.

Date Policy Expires

Policy Issued By (Name of Agent)


Address of Agent

Approximate Damage: To Bus \$ To Car \$

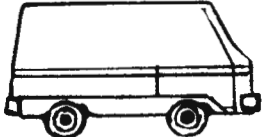
Persons Injured: In Bus In Car

PAGE 1

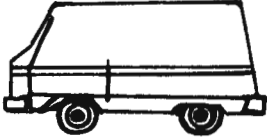
MARK X WHERE DAMAGE OR CONTACT OCCURRED




FRONT



RIGHT SIDE



LEFT SIDE




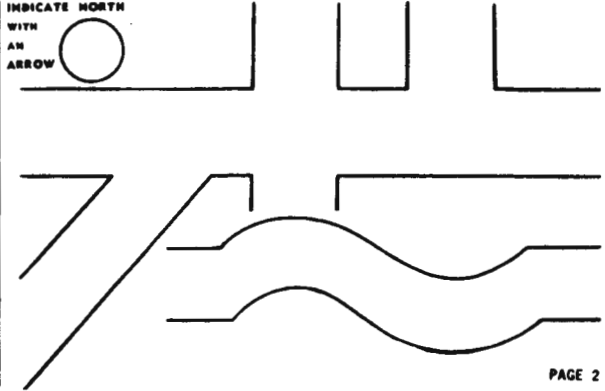
REAR

INSTRUCTIONS

1. Choose sections of diagram that will show outline of roadway at place of accident.
2. Use solid line to show path of vehicle BEFORE accident:
dotted line AFTER accident:
3. Number each vehicle and show direction of travel by arrow:
4. Show PEDESTRIAN by: ○
5. Show RAILROAD by: + + + + +
6. Show TRAFFIC LIGHT by: *
7. Show STOP SIGN by: ◇
8. Indicate distance and direction from point of impact to nearest bridge, culvert, or other landmarks.
9. Indicate names of streets or route numbers or roadways.

INDICATE NORTH WITH AN ARROW





PAGE 2

PAGE 3

<input type="checkbox"/> WALKING WITH TRAFFIC <input type="checkbox"/> WALKING AGAINST TRAFFIC <input type="checkbox"/> COMING FROM BEHIND PARKED VEH <input type="checkbox"/> CROSSING AT INTERSECTION <input type="checkbox"/> CROSSING NOT AT INTERSECTION <input type="checkbox"/> ALIGHTING FROM A VEHICLE <input type="checkbox"/> WORKING IN ROADWAY <input type="checkbox"/> PLAYING IN ROADWAY (OTHER)	<input type="checkbox"/> WALKING WITH TRAFFIC <input type="checkbox"/> WALKING AGAINST TRAFFIC <input type="checkbox"/> COMING FROM BEHIND PARKED VEH <input type="checkbox"/> CROSSING AT INTERSECTION <input type="checkbox"/> CROSSING NOT AT INTERSECTION <input type="checkbox"/> ALIGHTING FROM A VEHICLE <input type="checkbox"/> WORKING IN ROADWAY <input type="checkbox"/> PLAYING IN ROADWAY (OTHER)	<input type="checkbox"/> BOARDING VEHICLE <input type="checkbox"/> ALIGHTING FROM VEHICLE <input type="checkbox"/> CAUGHT IN DOORS <input type="checkbox"/> SEATED <input type="checkbox"/> IN MOTION IN VEHICLE (OTHER)
---	---	---

TRAFFIC LANES		ROADWAY		SIGNALS		PAVING		WEATHER		LIGHT	
No. of LANES	<input type="checkbox"/> LANES MARKED. <input type="checkbox"/> LANES UNMARKED	<input type="checkbox"/> STRAIGHT <input type="checkbox"/> CURVE	<input type="checkbox"/> DRY <input type="checkbox"/> WET	<input type="checkbox"/> STOP SIGN <input type="checkbox"/> TRAFFIC LIGHT	<input type="checkbox"/> CEMENT. <input type="checkbox"/> TARVIA	<input type="checkbox"/> CLEAR <input type="checkbox"/> RAIN	<input type="checkbox"/> DAYLIGHT <input type="checkbox"/> DARK				
WIDTH OF EACH FT.	<input type="checkbox"/> NO ROAD DEFECTS <input type="checkbox"/> HOLES, RUTS, ETC	<input type="checkbox"/> DOWN GRADE <input type="checkbox"/> UP GRADE	<input type="checkbox"/> MUDDY <input type="checkbox"/> SNOWY	<input type="checkbox"/> POLICEMAN. <input type="checkbox"/> WARNING SIGNAL.	<input type="checkbox"/> BRICK <input type="checkbox"/> ASPHALT.	<input type="checkbox"/> SNOW. <input type="checkbox"/> SLEET	<input type="checkbox"/> DUSK <input type="checkbox"/> DAWN.				
<input type="checkbox"/> DIVIDED	<input type="checkbox"/> LOOSE MATERIAL <input type="checkbox"/> HILLCREST. <input type="checkbox"/> OTHER	<input type="checkbox"/> LEVEL <input type="checkbox"/> OILY	<input type="checkbox"/> ICY <input type="checkbox"/> FLAGS, FLARES, FUSEES, ETC DISPLAYED	<input type="checkbox"/> R R GATES <input type="checkbox"/> WORKING <input type="checkbox"/> NOT WORKING.	<input type="checkbox"/> GRAVEL <input type="checkbox"/> NONE	<input type="checkbox"/> FOG <input type="checkbox"/> OTHER	IF DARK WAS HIGHWAY LIGHTED? <input type="checkbox"/> YES <input type="checkbox"/> NO				
<input type="checkbox"/> OTHER					LOCATION <input type="checkbox"/> CITY & SUBURBAN <input type="checkbox"/> RURAL	<input type="checkbox"/> INTERSECTION. <input type="checkbox"/> NON-INTERSEC	<input type="checkbox"/> OTHER				

	LOCATION ON ROADWAY WHEN DANGER NOTICED	DIRECTION TRAVELLING	DISTANCE TO IMPACT	LOCATION ON ROADWAY AT IMPACT	DISTANCE TRAV. AFTER IMPACT	LENGTH OF SKID MARKS
BUS						FT.
OTHER VEH.						FT.

DESCRIBE ACCIDENT FULLY (CONTINUE ON ADDITIONAL SHEET IF REQUIRED.)

CHARTER REQUEST

Approved by _____
Disapproved by _____

Representative Name: _____

Address: _____

Telephone Number: _____ Date of Charter: _____

Times and Locations

Trip Start Time & Location: _____

Destination Time & Location: _____

Return Time & Location: _____

Trip End Time & Location: _____

Number of Passengers (estimated) Total: _____ Adults: _____

Children: _____

Driver Assigned:

Vehicle Assigned: _____

1. _____ 1. _____

2. _____ 2. _____

3. _____ 3. _____

If possible:

Estimate the mileage _____

Estimate vehicle hours _____

Estimate the cost \$ _____

Prepared by: _____

Date: _____

CHARTER BILLING INFORMATION

Drivers: Please complete Driver's Section and return form to Dispatch Office.

Name of person or firm chartering bus: _____

Driver's name _____ Bus# _____

Ending mileage _____

Starting mileage _____

Total miles traveled _____

Time arrived at garage _____

Time returned to garage _____

Total time of charter _____

Number of passengers _____

Comments _____

Billing Information

_____ hours at \$ _____ per hour = \$ _____

_____ hours at \$ _____ per hour = \$ _____

_____ miles × 30¢ per mile = \$ _____

TOTAL BILLING = \$ _____

Additional charges or comments _____

Driver's Signature _____

CHAPTER IV

GRANTS AND CONTRACTS

	Page
Grant Applications	65
Introduction	65
Grant Programs	65
Application Budgets	66
Contracts	67
Small Bus System Contracts	67
Local Contract Procedures	67
State Contract Procedures	67
Third-Party Bids and Contracts	68
Procurement Procedures	68
Sources for Products and Services	69
Formal Advertising	69
Negotiation	69
Architectural and Engineering Services	69
Pre-Award Surveys	69
Insurance	69
Introduction	69
Insurance Requirements	69
Insurance Specifications	70
Reducing Insurance Costs	70

Title VI Equal Opportunity Employment Program	70
Program Description	70
Title VI Compliance Forms	70
Determination of Status.....	70
Disadvantaged/Minority/Women Business Enterprises	71
Introduction	71
Federal Requirements	71
Transit Agency Responsibilities	71
Appendix E – Comprehensive Transportation Fund – Draft Administrative Rules	79
Appendix F – Specialized Services Policy	97
Appendix G – Third Party Contract for Transportation Services.....	99
Appendix H – DBE/MBE/WBE Policy Statement.....	103

CHAPTER IV

GRANTS AND CONTRACTS

Exhibit IV-1

Grant Applications

Introduction

Each local transit agency participates in the yearly cycle of grant application and contract approval. Many of the planning and evaluation tasks described in Chapters II (System Management), III (Operations), VI (Financial Management), VII (Purchasing Equipment), and XII (Monitoring and Evaluation), will help you prepare grant applications.

Grant Programs

State and federal funds for nonurban transit systems are administered by the Bus Transit Division. State funds are administered in accordance with Act 51 and the draft Administrative Rules (see Appendix E). Act 51 provides the legal basis for every aspect of the state program. Two primary programs provide general operating and capital funds to the transit systems. These are:

- **New Services Program**

This program is used to create new transit systems and to enable existing agencies to move into areas that have not been served before. In an area without public transportation, a local government or transportation authority may apply for funds to begin service. The New Services program provides 100 percent of capital funds for buses, accessory equipment, a communications system, and

NEW SERVICES APPLICATION

Proposed Administrative Structure

Documented Service Needs

Proposed Operating Plan

Ridership Projections

Budget: Estimated Operating Costs
Estimated Revenues

Capital Needs: Buses
Accessory Equipment
Building Renovation

Description of Existing Public Transportation

Plan for Coordination and Consolidation of Existing Services

Assurances of Local Support

building renovation. For the first two years of operation, 100 percent of the net operating expense is provided, plus expenses for start-up activities. In the third year, 75 percent of the gross operating expense is provided. A New Services application is written once, to initiate funding. After the initial application, funding amounts are adjusted to actual expenses and revenues reported by the local system during the three demonstration years. (For a detailed description of the New Services Program, refer to Appendix C in Chapter 1.)

An assigned Bus Transit Division project manager will provide a copy of the application and work closely with local representatives to prepare the application. (See Chapter II – System Management.) Needed information is developed from research done in the service area and from records on comparable systems. (Exhibit IV-1 lists the elements of a New Services application.)

Exhibit IV-2

ONGOING SYSTEM ANNUAL APPLICATION

Resolution of Intent

Progress Report on Coordination and Consolidation of Local Public Transportation

Budget: Projected Operating Expenses
 Costs for Proposed Expansion
 Revenue Projections
 Revenues from Proposed Expansion

Capital Needs: Bus Replacement
 Additional Buses

Future Years Plan: Projected Expansion Two Years Beyond the Application Year

Renewal of Section 18 Agreements

• Ongoing Local Transportation Program

After the three demonstration years have been completed, a combination of state and federal funds is provided to local transit systems. The funds are distributed on the basis of a Local Transportation Program annual

application, which is filed with the Bus Transit Division every year on February first. Funding sources for the Local Transportation Program are:

- State Statutory Operating Assistance
- State Capital Program
- Federal (UMTA) Section 18 – Nonurbanized Area Assistance (The first time that Section 18 funds are requested, in preparation for fourth year operations, the local agency must complete a separate federal application. Once this application has been approved, Section 18 is renewed every year as part of the annual application to the state. The annual application form includes a review of legal requirements for the program.)

Appendix C describes these programs in detail and provides a sample funding formula.

As the system manager, you will coordinate the annual application process with help from the transportation advisory committee, transit system staff, and your state project manager. The information can be obtained from ongoing financial and operating data and from evaluations of service needs as well as financial resources. (See Chapter II – System Management.) Exhibit IV-2 lists the elements of an annual application.

In addition to these primary funding programs, there are other sources of funds that require separate applications. The other funding programs are:

- **UMTA, Section 3: Capital Grant Program:** Provides funds to buy or build transit facilities. (For facilities planning information, see Chapter IX – Facilities.)
- **UMTA, Section 16(b)(2):** Provides funds for buses and accessory equipment to private nonprofit organizations that transport seniors and handicappers.
- **State Specialized Transportation Services:** Provides operating funds for services used primarily by seniors and handicappers. (For a statement of Specialized Services funding policies, see Appendix F.)

The Bus Transit Division staff can provide forms and assistance for systems that qualify. (For funding amounts and details of eligibility, see Appendix C.)

Application Budgets

Both the New Services application and the annual application require detailed budget information. To develop line item figures, use the Revenue Schedule and the Expense Schedule from the Operating Assistance Report (Exhibit IV-11.) Complete the schedules with projected revenue and expense totals for the next fiscal year, and include them in the application.

• New Services Budget

Develop individual budget items from research in the community and the proposed plan of operations. Labor, fringe benefits, telephone, insurance, and rent can be determined in advance. More difficult budget items—such as fuel, maintenance costs, and passenger revenues—can

be worked out with the assistance of your project manager.

• Annual Application Budget

The annual application budget is based on past revenues and expenses, funds expected in the next fiscal year, and any proposed changes in your plan of operations. As you work with revenue and expense totals, use the “local share” figure to help you stay within budget limits. Local share can be determined using expected state and federal funding percentages provided by your project manager and the funding formula in Appendix C.

– Continuation Budget

The continuation budget is a statement of funds needed to provide the same level of service in the next fiscal year. To work out the details of projected operating expenses, review actual expenses from previous years. Useful documents for this purpose are:

- Completed budget worksheets from past Annual Applications
- Actual year-end expense and revenue totals from the same years (This information is in the year-end audit.)
- Expense and revenue totals for the current fiscal year. Analyze the line items for increases and decreases. Look for rates of increase and decrease and the reasons for these changes. You may find:
 - Expense items – such as telephone, utilities, and insurance – that have increased at a steady rate
 - Items that have been underestimated or overestimated in the past
 - Increases or decreases that are attributable to specific causes (e.g., a new contract will result in additional operating costs as well as additional revenues)

Use this kind of analysis to project each item of revenue and expense for the coming year.

– Expansion Budget

The expansion budget is a statement of funds required to begin new services. Since state and federal operating funds have not allowed for expansion in recent years, most service improvements must be carried out as part of the continuation budget. If expansion services are proposed, develop increases in the operating budget item by item. Use proposed hours of service to project labor costs, fringe benefits, and administrative overhead. Project costs for fuel, supplies, and maintenance from estimated mileage. Base ridership projections on human service agency figures, survey results, and conservative estimates of general public ridership. From the ridership projections, estimate farebox revenues for the expanded service. Enter the expansion revenues and expenses as a separate budget item.

– Capital Requests

Request a replacement for any bus that will reach the age or mileage requirement by or before the end of

the next fiscal year. For small buses, use an average figure for mileage per month or mileage per year and project mileage for the end of the next fiscal year. Request replacement if the bus will exceed 125,000 miles by that time. Check large buses to see if any will be more than 12 years old. Be sure that you have not missed any buses eligible for replacement. Other capital needs, such as maintenance equipment, should also be requested if they will be a major expense.

Contracts

Small Bus System Contracts

The primary operating and capital contracts for small bus systems are the New Services Program Contract and the UMTA Section 18 Agreement. Read and review these documents thoroughly with particular attention to eligible and ineligible operating costs, monthly reporting requirements, annual audit requirements, and the details of contracting for third-party products and services. Other contracts which periodically may be required are:

- A state contract for the UMTA 16(b)(2) program
- Contracts for state capital grants
- A state contract to provide matching funds for a federal Section 3 grant

Local Contract Procedures

Develop a contract approval procedure for your transit agency and the local government or transportation authority. Because the local government will be legally responsible for fulfilling the conditions of the contract, a complete review is important. After reading the contract thoroughly, the system manager should work to move it through the local approval process without delay. Include the following steps:

- City, county, or township attorney reviews the contract.
- Local government council or transportation authority board reviews the contract and the attorney’s accompanying recommendations.
- Council modifies and/or approves the contract, and authorizes by resolution the designated contract signers.
- The designated representatives sign the contract and return it to the Bus Transit Division.

State Contract Procedures

MDOT processes two kinds of contracts for the local transit agency:

• Prime Contracts

These are contracts, between MDOT and the local transit agency, as described above, to provide direct funds for local operations and projects. The prime contract is devel-

oped within the Bus Transit Division. Contract development and execution takes approximately three months. The procedure is as follows:

- Bus Transit Division receives and reviews a request for project funds from a public body.
- When the project is determined to be justifiable and can be funded, Bus Transit Division recommends approval.
- The Deputy Director, who heads the Bureau of Urban and Public Transportation, approves the project.
- The Bus Transit Division requests the Contracts Division to prepare a standard contract agreement. For a special project, Bus Transit submits a draft agreement and any pertinent project descriptions, exhibits, or details of special requirements, to the Contracts Division for review and possible revision.
- The Contracts Division prepares the contract.
- The contract is referred to the following MDOT offices for approval:
 - Finance, for funding approval
 - The Attorney General's office, for legal review
 - Commission Audit, for financial uniformity
- The Contracts Division mails the contract to the local unit of government or transit authority.
- The local unit or authority reviews, signs, and returns the contract as described above in local contract procedures.
- The contract is scheduled for action by the State Transportation Commission.
- The MDOT Department Director executes the contract.
- The Contracts Division sends a copy of the executed contract to the Bus Transit Division and mails the executed contract to the local unit or authority.

• **Third-Party Contracts**

These are contracts between a local government or transportation authority and a private contractor for transportation services, construction projects, equipment, or supplies (Appendix G is a sample third-party operating contract.) Usually, the third-party contract is tied to a prime contract. It is important in this case to make a careful review of provisions in the prime contract that affect third-party contracts. (For a discussion of third-party contracts with private transportation companies, see Chapter II – System Management.) The local unit or authority develops a draft contract and submits it to the Bus Transit Division. Contract approval and processing take three to five weeks. The procedure for a third-party contract that comes under a Grant-in-Aid prime contract is:

- The Bus Transit Division project manager reviews an unsigned draft contract and requests revisions, if needed, so that it will conform to the prime contract.
- The Deputy Director for UPTRAN sends a letter of approval and the approved contract to the local government for signature.
- The local government or transportation authority executes

the contract and returns a copy to Bus Transit Division.

For a third-party contract that comes under a prime contract other than Grant-in-Aid, the procedure is:

- The Bus Transit Division reviews the draft contract and sends it to the Contracts Division for review and revision.
- The Contracts Division submits the contract for approval to:
 - Finance, for funding approval
 - The Attorney General's office, for legal review
 - Commission Audit, for financial uniformity
- The Contracts Division revises the contract as recommended by the above offices.
- The contract is reviewed and approved by the Department Director.
- The Contracts Division sends a letter of approval and the revised contract to the local government or transportation authority.
- The local government executes the contract and returns a copy to Bus Transit Division.

Third-Party Bids and Contracts

Procurement Procedures

Under the terms of state contracts, transit agencies must follow specific guidelines for awarding third-party contracts. If the transit agency contracts for construction, alteration, or renovation projects of ten thousand dollars or more, there must be a formal advertisement for bids. When the bid process is complete, the final contract must be approved by MDOT. (This requirement does not apply to professional and consulting services. In this case, to permit reasonable competition, the transit agency need only solicit proposals from an adequate number of companies.) For service, equipment, and supply contracts of less than ten thousand dollars, the transit agency may use the negotiation method. In this case, documentation of competitive quotations must be available for inspection by the Bus Transit Division. (For more information about procurement, see UMTA Circular A-102, available from the Bus Transit Division.)

A city or county government, or a transportation authority may enter into a third-party contract for the day-to-day operation of a transportation system. (For a discussion of third-party contracts for transportation services, see Chapter II – System Management.) If there is only one transportation provider in the area, the contractor can be chosen directly, but should there be several possible contractors, formal advertisement for bids is necessary. (Exhibits IV-3, IV-4, and IV-5 are the sample documents for a transportation services proposal. Appendix G is an example of a third-party contract for transportation services.)

Sources for Products and Services

Each local agency should identify as many contractors for supplies and services as possible. Maintain bidders mailing lists that specify products, supplies, and services available from local vendors and contractors. Lists of local suppliers and contractors can be developed from contacts in the community and from trade journals and directories. The Bus Transit Division provides a list of Disadvantaged/Minority/Women Businesses to include in your bidders mailing lists.

Formal Advertising

To advertise for projects or services of ten thousand dollars or more, the transit agency must issue an invitation to bid which includes:

- Where and when to submit proposals
- Detailed specifications for the project or service, or where they can be obtained
- Performance time requirements
- Contract compliance information

Send bid invitations to companies on the appropriate bidders mailing list, and place notices in local newspapers and public buildings. All bids must be submitted in sealed envelopes and stored in a locked box until the date and time specified. They are then publicly opened, read, and made available for public inspection. A contract award is made to the lowest bidder meeting all conditions and specifications in the bid invitation.

Negotiation

When it is impractical to formally advertise for bids, negotiation can be used. This may be done when the contract is less than ten thousand dollars, when there is only one firm able to furnish a particular item, when the specifications are not available, or when the products or services are needed immediately. Most small purchases, for example, are made by negotiation. Arrange to meet with appropriate companies to solicit proposals and, whenever possible, work with contractors or vendors in your service area.

In negotiated procurement, the invitation usually is called a "Request for Proposal" (RFP). A "Request for Quotation" (RFQ) is used for standardized items. The request for proposal includes:

- Where and when to submit proposals
- Technical descriptions and/or quantities of the products or services
- Delivery or performance time requirements
- Contract compliance information

When there is only one supplier, or the contract details are not fully specified, the contract may be negotiated between the system manager and the bidder. When several proposals are submitted, the contract is awarded to the lowest

bidder able to provide the product or service and comply with contractor requirements.

Architectural and Engineering Services

When a construction or alteration project is developed by a local transit system, there may be a separate initial bid and contract award for architectural or engineering services. The request for a proposal can include:

- Master planning
- Engineering studies
- Development of the design
- Preparation of plans and specifications
- Inspection and supervision of construction work

Pre-Award Surveys

When awarding a contract to a person or firm you have not worked with before, make a pre-award survey to confirm that the bidders have the capacity to fulfill the conditions of the contract. The system manager should perform an on-site survey to determine:

- The nature and scope of the firm's total operations
- Production capability for the items involved
- The number and job categories of present employees
- Plant and transportation facilities available
- Previous experience in performing such contracts
- Financial status and general stability of the company
- Ability to comply with Equal Employment Opportunity requirements

Insurance

Introduction

System managers should be thoroughly informed about the insurance needs of the transit agency. A manager's direct involvement in all aspects of insurance; maintaining policies and records, preparing bid specifications, and participating in decisions about coverage and service, will help to control costs and ensure adequate protection.

Insurance Requirements

It is important to check local regulations regarding minimum insurance. In addition, all agencies operating transit vehicles in Michigan must have:

- Michigan Personal Injury Protection Coverage as required by law
- Michigan Property Protection Coverage as required by law
- Residual Bodily Injury Liability Coverage, subject to a limit of liability of not less than One Million Dollars (\$1,000,000.00)
- Collision or Upset Coverage for the actual cash value of the equipment, subject to a deductible payable by the local government or transportation authority
- Comprehensive Coverage for the actual cash value of the equipment, subject to a deductible payable by the local government or transportation authority

In addition, it is recommended that outstate transit agencies carry excess liability insurance with coverage ranging from 2.5 to 5 million dollars. Worker's Compensation is also required for the protection of employees in case of on-the-job injuries.

Insurance Specifications

Detailed specifications of the insurance needs of the transit system and the characteristics of vehicles, staff, and operations will help you to attract lower bids and more specialized services. Some important areas for specification are:

- Complete information about vehicles, equipment, drivers, passengers, and typical operations
- A description of driver training programs, safety procedures, and the safety record of the transit system
- Special insurance services desired, such as insurance agency safety inspections, loss reports, efficient claims handling, reports on driver safety records, assistance with a driver awards program and safety planning
- Details of the transit agency's insurance needs, including type of insurance deductible levels, and minimum coverage

Reducing Insurance Costs

In addition to detailed specification, these other approaches have been found to reduce costs:

- Advertise for bidders throughout your region, rather than just within the service area.
- Offer a contract of more than one year to attract more bidders.
- Emphasize your transit agency's safety programs and low incidence of claims so that bidders will be able to define their risks more clearly.
- Propose somewhat higher deductible levels than you have had in the past.

Title VI Equal Opportunity Employment Program

Program Description

The federal government and the State of Michigan support Equal Opportunity Employment for minorities and women. Title VI, the Equal Opportunity Employment Program, requires transit agencies and their third-party contractors to be "in compliance" by hiring minorities and women in the percentages established for counties in which they operate. If percentages are not met, the transit agency must document efforts to comply and present a plan for future hiring of minority and female employees.

Title VI Compliance Forms

Four Title VI forms, (101A, 101B, 121, and 123), available from your project manager, are required annually from all organizations receiving federal or state funds through prime contracts or third-party contracts. They are as follows:

- **101A** – The Minority and Female Status Report, (Exhibit IV-6), is a detailed statement of employee job categories and the numbers of minority and female employees within each category and within the entire agency.
- **101B** – The Affirmation of a Policy of Equal Employment is a signed agreement to support the policy of equal opportunity employment.
- **121** – The Affirmation of Equal Opportunity in the Provision of Services, Activities, and Programs is a more general signed agreement to support equal opportunity services, in this case transportation services.
- **123** – The Minority and Female Utilization Analysis is a list of individual employees by name with minority group information and details of employment history.

If Form 101A shows percentages of minorities and women to be below the requirements for your county, (see Michigan Employment Security Commission's Affirmative Action Information Report, enclosed with the Title VI package), attach a report describing your organization's plan of recruitment and hiring to correct the deficiency.

Determination of Status

Submit the four forms and attachments to the Urban Programs Section, Office of Small Business Liaison, MDOT. When the information has been evaluated, the transit agency or contractor, the Contracts Division, and the project manager will receive a notification of status. Determinations are as follows:

- **In Compliance** – The organization has met the required percentages of minority and female employees for that county or has submitted an acceptable plan for correction.

- **Non-Compliance** – The organization has not met the required percentages for that county and has not presented an acceptable plan to correct the problem. A status of “non-compliance” may also be returned if no forms have been submitted that year.

If your organization is “in non-compliance,” submit a plan of corrective action. This plan may include:

- Documentation of previous efforts to locate or hire minority or female employees
- Recruiting sources
- Advertising methods and locations
- Details of a hiring plan

When your plan of correction is received, there will be a re-evaluation based on the new information and previous Title VI reports. If the organization is still found to be “in non-compliance” there may be further recommendations for correction. An organization that continues “in non-compliance” cannot receive funds from the Department of Transportation.

Disadvantaged/Minority/Women Business Enterprises*

Introduction

It is the policy of the Michigan State Transportation Commission and UMTA to provide maximum contracting opportunities to disadvantaged, minority, and women business enterprises. For this purpose, UPTRAN submits annual minimum DBE/WBE contracting goals to UMTA for approval. In 1985, these goals have been approved at 10 percent DBE and 5 percent WBE contract participation. DBE/WBE goals, once approved, become a required part of the Section 18 funding program. UPTRAN, and all transit agencies receiving funds through UPTRAN from this source, have an obligation to support the DBE/WBE goals by regularly reporting contracting opportunities, efforts to find DBE/WBE contractors, and contracts awarded to DBE/WBE businesses.

Federal Requirements

Since *all recipients of Section 18 funds are required to participate in the DBE/WBE program*, each transit agency must meet federal reporting requirements in order to continue receiving these funds.

UMTA has established two levels of DBE/WBE requirements—one for systems that receive over \$250,000 in Section 18 funds and a second level for systems that receive \$250,000 or less. The second level is referred to as “under-the-threshold.” Since most outstate transit systems are under-the-threshold, these requirements will be explained

in detail. (Over-the-threshold transit systems should ask their project managers for further information.)

*Policies initiated by UMTA use the DBE/WBE designation in which DBE includes minorities. DBE/MBE/WBE is used when both state and federal programs are discussed.

Transit Agency Responsibilities

All systems receiving Section 18 funds are required to submit quarterly reports to UPTRAN on their contracting opportunities and DBE/WBE contracting accomplishments (Exhibit IV-7). These reports are due 20 days after the end of each quarter (January 20, April 20, July 20, and October 20). For the purpose of this report, *contracting opportunity* is defined as any procurement action to obtain a product or service commercially (as opposed to intergovernment action). The minimum requirements of systems who receive Section 18 funds (less than \$250,000 annually) are:

1. Agree to abide by the policy that DBEs and WBEs shall have maximum opportunity to participate in the expenditure of Section 18 funds.
2. Agree to take “all necessary and reasonable steps” to ensure that DBEs and WBEs have maximum opportunity to compete for and perform contracts. Additionally, agencies shall not discriminate on the basis of race, color, national origin, or sex in the award and performance of DOT-assisted contracts.

As a minimum, “necessary and reasonable steps” include:

- Identification of all contracting opportunities
- Analysis of DBE and WBE availability
- Establishment of contract goals based upon your availability analysis
- Use of good faith efforts to achieve these established goals
- Use of DBE/WBE *certified* firms. (If you find a DBE/WBE company, which has not been certified, your project manager can provide forms to obtain the necessary certification from the Department of Civil Rights.)
- Record keeping and reporting sufficient for verification of the steps taken and the accomplishments achieved

To help you identify contracting opportunities, UPTRAN has prepared a “Contracting Opportunities Worksheet” which is available from your project manager. Possible contracting opportunities are listed here by “expense object class” so that you can clearly identify all planned expenses that will involve contracts. Of course, each system’s opportunities will vary, so the worksheet is only offered as a planning tool. If you use this form from the beginning of the fiscal year, the information can be transferred directly to the quarterly reports.

The DBE/WBE Quarterly Report form applies only to funds received from Section 18. Determine what percentage of the total operating budget is Section 18 funds (see example below). Then apply that percentage to total contracting opportunities.

For example:

Total Operating Budget	\$100,000
Total Section 18 Funds	20,000 or 20%
Total Contracting Opportunities	40,000
Section 18 Contracting Opportunities (20% x \$40,000)	8,000
DBE/WBE Goals	
(10% x \$8,000 – DBE)	800
(5% x \$8,000 – WBE)	400

In addition to financial information, each system is required to conduct a comprehensive analysis of the availability of DBE/WBEs who could provide the products or services they have identified as contracting opportunities. Be sure to

keep detailed records of these efforts to locate and identify DBEs and WBEs. Meetings, advertising, and telephone calls should be included in your quarterly report (Exhibit IV-7). Some other steps might be:

- Obtaining directories and lists of DBEs and WBEs (A comprehensive list is published by the Michigan Department of Civil Rights and is available from your project manager.)
- Gathering demographic data on the size and other characteristics of the minority population of your service area
- Contacting various resource organizations (UPTRAN maintains a list of resource organizations that may help you locate qualified firms.)

ADVERTISEMENT FOR BIDS

PUBLIC TRANSPORTATION SYSTEM OPERATION

Sealed proposals will be received by the _____

and immediately thereafter the bids will be publicly opened and read at

_____.

Copies of the proposals, specifications, contract, and bidding documents
may be obtained at no cost at _____

_____.

No bid may be withdrawn for at least ninety (90) days after the scheduled
closing time for receipt of bids. All bids must be submitted on proposal
forms provided by the _____ for that purpose.

The _____ reserves the right to reject any or all
proposals, to waive any defects or irregularities in proposals, and to
accept any proposal which is deemed most advantageous to the _____
interest.

PROPOSAL FOR

OPERATION OF _____

The undersigned being familiar with local conditions affecting the cost of the proposed operations and with the contract documents, hereby proposes to perform all services and work therein required to be performed and to provide and furnish labor, maintenance, and supervision to perform the transit system operation for the _____ for the prices hereinafter set forth:

1. Driver Wages

\$ _____ per hour of actual operation plus \$ _____ per hour for fringe benefits.

2. Dispatcher Wages

\$ _____ per hour of actual dispatching of the system plus \$ _____ per hour for fringe benefits.

3. Maintenance Wages

\$ _____ per hour for maintenance of the vehicles plus \$ _____ per hour for fringe benefits.

4. System Management

\$ _____ per month for day-to-day management of the system, plus \$ _____ per month for company overhead, contingency, and profit.

The undersigned bidder understands that in the proposed system operation is subject to modification by the _____ and offers to carry out the operation at the prices stated in the above schedules.

In submitting this proposal, it is understood that the right is reserved by the _____ to reject any or all bids and to award the contract as may best serve the interests of _____

DATE: _____

Bidder's Name, assumed name, or corporate identity

Street Address

Social Security or Employer Number

Phone Number

SIGNED BY: _____

TITLE: _____

STATEMENT OF BIDDER'S QUALIFICATION

- 1. OFFICIAL NAME OF BIDDER
- 2. BUSINESS ADDRESS:
- 3. TELEPHONE NUMBER:
- 4. TYPE OF ORGANIZATION (check one)

Proprietorship	Partnership	Corporation
----------------	-------------	-------------
- 5. YEAR ORGANIZED OR INCORPORATED:
- 6. NAMES OF OFFICERS:
- 7. GENERAL TYPE OF WORK PERFORMED BY YOUR COMPANY:
- 8. BACKGROUND AND EXPERIENCE OR PRINCIPAL MEMBERS OF YOUR ORGANIZATION:
- 9. STATEMENT OF TRANSPORTATION EXPERIENCE:
- 10. MAJOR EQUIPMENT AND/OR FACILITIES AVAILABLE FOR THIS CONTRACT:
- 11. HAVE YOU EVER FAILED TO COMPLETE OR DEFAULTED ON ANY CONTRACT AWARDED TO YOUR COMPANY?
 - NO
 - YES (if yes, attach detailed statement as to where and why)
- 12. WILL YOU, UPON REQUEST, FILL OUT A DETAILED FINANCIAL STATEMENT AND FURNISH ANY OTHER INFORMATION THAT MAY BE REQUIRED BY THE _____
 - YES
 - NO
- 13. THE UNDERSIGNED HEREBY AUTHORIZED AND REQUESTS ANY PERSON, FIRM, OR CORPORATION TO FURNISH ANY INFORMATION REQUESTED BY THE _____

IN VERIFICATION OF THE RECITALS COMPRISING THIS STATEMENT OF BIDDER'S QUALIFICATIONS.

SIGNED BY: _____

TITLE: _____ DATE: _____

Subscribed and sworn to before this ____ day of _____, 19____, a Notary Public in and for said County.

My Commission expires:

(Notary Public)



GOVERNMENT/GRANT RECIPIENT
MINORITY AND FEMALE

STATUS REPORT

Title VI/Governor's Executive Directive 1979-4

CONTRACT NO.

NAME	PHONE	DEPARTMENT
ADDRESS	COUNTY	CURRENT EMPLOYEES FOR PAYROLL PERIOD ENDING

Job Categories	Total Employees		Black		Hispanic		American Indian or Alaskan Native		Asian or Pacific Islander		Other		Total Females	% Females	Total Minorities	% Minorities
	M	F	M	F	M	F	M	F	M	F	M	F				
Officials & Managers																
Professionals																
Technicians																
Office & Clerical																
Protective Service																
Skilled Crafts																
Operatives																
Service Maintenance																
Others																
TOTAL																

NEW HIRES WITHIN THE PAST TWELVE MONTHS

TOTAL																
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

EMPLOYEE TERMINATIONS WITHIN THE PAST TWELVE MONTHS

TOTAL																
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

MINORITY POPULATION

_____ %
(City/County Census)

PREPARED BY _____

(Print Name & Title)

SIGNATURE _____

DATE OF REPORT _____

MICHIGAN DEPARTMENT OF TRANSPORTATION

D/WBE Quarterly/Annual Report for UMTA Section 18 Recipients

The U.S. Department of Transportation (49CF Part 23) requires recipients of federal funds to ensure participation in contracting opportunities by firms owned and controlled by disadvantaged individuals and women (DBEs and WBEs). As the prime recipient of Section 18 funds from U.S. DOT, the Michigan Department of Transportation is required to monitor and report on D/WBE participation in contracts on the part of local transit systems that are subrecipients of these federal funds. Failure to fulfill these requirements could result in loss of federal assistance.

I. REPORTING AGENCY INFORMATION

Agency Name _____
 Address _____
 Signature _____ Title _____
 Reporting Period _____ Date Signed _____
 (such as 10/1/85 to 12/31/85)

II. FINANCIAL PARTICIPATION - This Reporting Period

	<u>Contracting Opportunity Amount</u>	<u>DBE Amt.</u>	<u>Participation WBE Amt.</u>
502. Fringe Benefits			
503. Services.			
504. Materials and Supplies Consumed			
506. Casualty and Liability Costs.			
508. Purchased Transportation Service.			
509. Miscellaneous Expenses.			
511. Interest Expense.			
512. Leases and Rentals.			
Total for Quarter			
Total for Annual.			

Exhibit IV-7 (cont'd)

III. DESCRIPTION OF EFFORTS - Attach additional pages as needed.

- A. Comprehensive analysis of availability of D/WBEs to provide products or service identified as contracting opportunities.
- B. Number and type of contacts with D/WBEs.
- C. Efforts to locate disadvantaged and women-owned businesses, including expansion of search to a wider geographic area than the area in which your agency generally seeks vendors.
- D. Holding pre-solicitation or pre-bid meetings.
- E. Advertising in minority-focused media.
- F. Following up leads or solicitations of interest.
- G. Selecting portions of work or procurements to be performed by D/WBEs.
- H. Providing technical assistance to D/WBEs.
- I. Effectively using the services of available resource groups that provide assistance in the recruitment of DBEs and WBEs.
- J. Other efforts to achieve D/WBE participation in contracting opportunities.

Return both parts of the report to:

Bus Transit Division
Bureau of Urban and Public Transportation
Michigan Department of Transportation
P.O. Box 30050
Lansing, MI 48909

**APPENDIX E
COMPREHENSIVE TRANSPORTATION FUND
ADMINISTRATIVE RULES**

DRAFT

Filed with the Secretary of State on
These rules take effect 15 days after filing with the Secretary of State

(By authority conferred on the department of transportation by sections 10b and 10g of Act No. 51 of the Public Acts of 1951, as amended, being §§247.660b and 247.660g of the Michigan Compiled Laws)

R 247.801 to R 247.814 rescinded.

PART 1. GENERAL PROVISIONS

R 247.821 Definitions.

Rule 1. (1) As used in these rules:

(a) "Act" means sections 10(1), 10b to 10e, 10g, 10h, 10j, 14(5), and 18b(4) of Act No. 51 of the Public Acts of 1951, as amended, being §§247.660, 247.660b to 247.660e, 247.660g, 247.660h, 247.660j, 247.664(5), and 247.668b(4) of the Michigan Compiled Laws.

(b) "Annual application instructions" means the document issued by the department which describes the information an applicant must submit by February 1 annually to the department in order to participate in the following state fiscal year state transportation program.

(c) "Applicant" means any 1 of the following:

(i) An eligible authority or eligible governmental agency as defined by the act.

(ii) An intercity carrier as defined as an organization or individual with the authority under federal law or Act No. 432 of the Public Acts of 1982, being §474.101 et seq. of the Michigan Compiled Laws, to provide public transportation services for the movement of people or freight to or from one location in Michigan to or from other locations within or without Michigan.

(iii) A port authority as defined by Act No. 639 of the Public Acts of 1978, being §120.1 et seq. of the Michigan Compiled Laws.

(iv) Economic development corporation and rail users association or corporation, incorporated under the laws of the state of Michigan and authorized to provide public freight transportation services or facilities.

(v) Other eligible entities pursuant to section 10b(3)(j) of the act.

(d) "Bureau" means the bureau of urban and public transportation or its successor, a unit of the department.

(e) "Commission" means the state transportation commission.

(f) "Department" means the department of transportation.

(g) "Deputy director" means the person appointed as the head of the bureau according to section 6a of Act No. 286 of the Public Acts of 1964, as amended, being §247.806a of the Michigan Compiled Laws, or a person designated to act as the deputy director.

(h) "Director" means the director of the department or a person designated to act as the director.

(i) "FRA" means federal railroad administration.

(j) "Local public transit" means services funded from section 10e(4)(a) and (b) and (5) of the act, including fixed schedule or route bus service, demand-actuated bus service, commuter rail, light rail, and other local passenger rail services and operated by an eligible authority or an eligible governmental agency as established in R 247.823 within a locally defined service area.

(k) "Port authority operating budget" means those expenses as identified in §24 of Act No. 639 of 1978, being §125.581 et seq. of the Michigan Compiled Laws.

(l) "Project" means an activity which is funded or to be funded from the comprehensive transportation fund or from the proceeds of bonds and which is budgeted and managed as a separate entity.

(m) "Public" means all persons, regardless of age, sex, color, race, creed, national origin, or characteristics labeled handicaps.

(n) "Public notice" means an advertisement placed in at least 1 newspaper of general circulation that serves the area affected by the program and contains the amount of funds, the program of projects that the recipient proposes to undertake with such funds, and the location where the application may be reviewed.

(o) "Rail facility construction" means relocating existing lines and constructing rail or rail-related facilities, including the following:

(i) New connections between 2 or more existing lines.

(ii) Freight, passenger, or intermodal terminals.

(iii) Spurs, freight yards, sidings, and other support facilities.

(p) "Rail rationalization" means a plan or action, defined as such,

and approved by the commission which adds to, removes from, or modifies in any way the configuration of rail facilities in a contractual agreement.

(q) "Rail rehabilitation" means the activities defined in the provisions of 49 C.F.R. part 1201, subpart A, (September 15, 1983), as way and structures, ". . . and as permits reclassification of a line up to FRA track class 3 for freight and FRA track class 6 for passenger services," adopted by reference in R 247.825 of these rules.

(r) "Recipient" means an applicant pursuant to subdivision (c) of this subrule.

(s) "Rehabilitation" means the labor, equipment, and materials necessary to repair or improve or extend the useful life of public transportation vehicles, equipment, or facilities for specified rehabilitation projects.

(t) "10e(19) plan" means the vehicle accessibility plan required by section 10e(19) of the act.

(2) The terms defined in the act have the same meanings when used in these rules.

R 247.822 Financial assistance programs; submittal and approval process.

Rule 2. (1) The department shall issue application instructions annually by December 1 to all prospective applicants and other interested parties. The applicant instructions shall contain at a minimum those items required by the act.

(2) In developing annual application instructions, the department shall incorporate, insofar as practical, forms and procedures for federal financial assistance in preparation of annual application instructions. The department shall update, as needed, the annual application instructions each year taking into consideration the views and comments of applicants and other interested parties on the previous year's application instructions. The department may issue amended application instructions based upon programmatic or funding changes.

(3) An applicant shall file its annual application with the department by February 1. An applicant may submit an amended application with the approval of the department. Intercity passenger operating assistance projects awarded by competitive bid, specialized services operating projects, expedited economic development and emergency projects are not subject to the requirements of this subrule and (4) and (5) of this rule. An application shall contain all of the information required in the annual application instructions. An applicant shall give public notice of its intent to apply for comprehensive transportation funds according to section 10e(6) of the act. All comments received by the an applicant shall be transmitted annually by March 1 to the department.

(4) On or before March 1 of each year, the department shall review the annual applications, obtain comments as needed, and transmit consolidated comments to each applicant.

(5) On or before March 15 of each year, each applicant shall provide any additional information requested and responses related to subrule (4) of this rule.

(6) The department shall approve, modify, or reject all or any portion of an application by written notification to the applicant setting forth its reasons. The department may modify or reject, after consulting with the applicant or after an appeal has been decided by the commission, all or any portion of a local transportation program if any 1 of the following occurs:

(a) An applicant fails to submit an application as outlined by the annual application instructions provided pursuant to subrule (1) of this rule and section 10e(7) of the act.

(b) The total estimated revenues available for comprehensive transportation fund programs are exceeded by the sum of all revenue requested in the applications received for the state fiscal year.

(c) The department's technical information indicates that a proposed project might require further justification.

(d) The applicant has not complied with the requirements prescribed by section 10e(6) of the act.

(e) The eligible authority or eligible governmental agency has failed to adequately develop and implement plans, programs, services, and equipment to provide public transportation for senior persons and handicappers as set forth in R 247.831 to R 247.835.

(7) On or before April 1 of each year, the department shall prepare and file with the commission for approval the proposed state transportation program for the next succeeding state fiscal year. In preparing the proposed state transportation program, the department shall take into consideration local funding efforts and review comments from applicants, interested parties, and department staff.

(8) An applicant shall provide the department with a copy of any federal application for capital or operating assistance at the time such an initial or amendatory application is filed with the federal government.

R 247.823 Eligibility; documentation required.

Rule 3. (1) To establish eligibility, an eligible authority or eligible governmental agency shall submit documentation to the department which shows both of the following:

(a) That the applicant is legally furnishing, or has the legal capacity to furnish, public transportation services in the area.

(b) That the applicant has been established according to state law.

(2) An eligible authority or eligible governmental agency shall submit all of the following eligibility documentation, as applicable:

(a) A resolution by the county, city, village, or township establishing the agency or authority.

(b) The adopted bylaws and articles of incorporation, if any, which indicate the specific duties, functions, and powers of the eligible authority or eligible governmental agency that is requesting eligibility.

(c) A certified copy of the county, city, village, or township charter that permits an eligible governmental agency to provide public transportation services.

(3) An intercity carrier shall provide documentation that the appli-

cant is legally furnishing or has the legal capacity to furnish, public transportation services and a resolution by the corporate board requesting eligibility determination.

(4) An applicant which has previously submitted the materials outlined in subrule (2) or (3) of this rule shall certify annually, in the resolution of intent required by R 247.824 that no changes in eligibility documentation have occurred during the past state fiscal year. Any change shall be submitted to the department as part of the submittal required under R 247.822.

R 247.824 Resolution of intent.

Rule 4. A resolution of intent to participate in the comprehensive transportation fund shall be enacted annually by the applicant. This resolution shall do all of the following:

(a) Make known the intent of the applicant to provide public transportation services in accordance with the act.

(b) Indicate that the budget for the local transportation program is balanced and specify the sources and amount of estimated revenues which support the proposed expenditures.

(c) Name an official representative of the applicant for all public transportation matters who is authorized to provide such information as deemed necessary by the commission or department for its administration of the act.

(d) Transmit to the department the applicant's annual local transportation program prepared in accordance with the annual application instructions distributed by the department.

(e) Certify that no changes in eligibility documentation have occurred during the past state fiscal year.

R 247.825 Adoption by reference.

Rule 5. (1) The following standards and regulations are adopted by reference in these rules:

(a) "Cost Principles for State and Local Governments," OMB circular no. A-87, January 28, 1981. Single copies of this document may be obtained free of charge by contacting the Document Distribution Center, Office of Administration, G236 New Executive Office Building, Washington, DC 20503. These provisions are hereby adopted by reference except for the following items:

(i) Interest expense for short-term borrowing for working capital purposes shall be eligible.

(ii) Any excess of operating cost under a contract is an eligible expense for operating assistance under section 10e(4)(a).

(iii) Expenses associated with freight haulage are an eligible expense.

(iv) Management consulting and professional services shall be eligible, consistent with the procedures set forth by state transportation commission policy.

(b) "Railroad Company Uniform System of Accounts," 49 C.F.R. part 1201, subpart A (September 15, 1983). The adopted matter may be reviewed

or single copies may be obtained free of charge from the Office of Public Affairs, Office of the Secretary, United States Department of Transportation, 400 7th Street, S.W., Washington, DC 20590.

(c) Section 403(b) of the rail passenger service act of 1970, 45 U.S.C. §§ 563 (a) to (b). The adopted matter may be reviewed or single copies may be obtained free of charge from the Office of Public Affairs, Office of the Secretary, United States Department of Transportation, 400 7th Street, S.W., Washington, DC 20590.

(d) "Uniform Requirements for Grants to State and Local Governments," OMB Circular no. A-102, executive office of the president, OMB (September 15, 1983). The adopted matter may be reviewed or single copies may be obtained free of charge from the Office of Information and Regulatory Affairs, OMB, Executive Office Building, Washington, DC 20503.

(e) "Contracts with Commercial Organizations," 41 C.F.R. §§ 1-15.2. This adopted matter may be reviewed or single copies may be obtained free of charge from the Office of Information and Regulatory Affairs, OMB, Executive Office Building, Washington, DC 20503.

(f) "Urban Mass Transportation Industry--Uniform System of Accounts and Records and Reporting System," 49 C.F.R. part 630 (September 15, 1983). This adopted matter may be reviewed or single copies may be obtained free of charge by contacting the Urban Mass Transportation Administration, United States Department of Transportation, 400 7th Street S.W., Washington, DC 20590.

(g) "Common and Contract Motor Carrier of Passengers," 49 C.F.R. part 1206 (September 15, 1983). This adopted matter may be reviewed or single copies may be obtained free of charge from the Office of Public Affairs, Office of the Secretary, United States Department of Transportation, 400 7th Street, S.W., Washington, DC 20590.

(h) "Third Party Contracting Guidelines," Urban Mass Transportation circular no. 4220.1A (June 8, 1982). This adopted matter may be reviewed or single copies may be obtained free of charge from the Office of Public Affairs, Office of the Secretary, United States Department of Transportation, 400 7th Street, S.W., Washington, DC 20590.

(i) 49 C.F.R. part 604. This adopted matter may be reviewed or single copies may be obtained free of charge from the Office of Public Affairs, Office of the Secretary, United States Department of Transportation, 400 7th Street, S.W., Washington, DC 20590.

(j) "Track Safety Standards," 49 C.F.R. 213 (1971). The adopted matter may be reviewed or single copies may be obtained free of charge from the Office of Public Affairs, Office of the Secretary, United States Department of Transportation, 400 7th Street, S.W., Washington, DC 20590.

(2) All of the materials adopted by reference in this rule may also be reviewed or single copies obtained from the department at 425 West Ottawa Street, Lansing, MI 48909.

R 247.826 Eligible and ineligible expenses for local public transit.

Rule 6. (1) Eligible and ineligible expenses for local public transit operating assistance projects funded under section 10e(4)(a), (b), (e), and (f) of the act shall be those as defined in Office of Management

and Budget (OMB) Circular No. A-87, "Cost Principles for State and Local Governments."

(2) Eligible and ineligible expenses not specifically identified in OMB Circular A-87 are defined as to eligibility by duly adopted policy of the state transportation commission which policy may also provide clarification of the expense items contained in Circular A-87.

(3) Eligible capital costs pursuant to the provisions of section 10e(4)(b), (e), and (f) and (5) of the act for local public transit projects include all of the following:

- (a) Acquisition.
- (b) Purchase.
- (c) Lease-purchase.
- (d) Construction.
- (e) Rehabilitation of the following:
 - (i) Vehicles.
 - (ii) Communication equipment.
 - (iii) Maintenance equipment.
 - (iv) Facilities.
 - (v) Accessory and support equipment.
 - (vi) Land.

(4) Rehabilitation costs shall be treated as a capital expense for specified rehabilitation projects as contrasted with maintenance or routine maintenance which is an eligible operating expense.

(5) Any object classification of operating or capital cost not described in subrules (1) to (4) of this rule may be submitted to the department, in writing, for a determination as to eligibility. The department shall notify all recipients, in writing, upon the issuance of such a determination. The determination shall take effect upon notification of the recipients, unless appealed to the commission.

R 247.827 Eligible and ineligible expenses for intercity bus and rail, freight and ports.

Rule 7. (1) In determining the distribution of comprehensive transportation funds to be made to intercity bus carriers pursuant to the act, operating assistance projects shall be awarded by competitive bid and capital projects by application in conformance with commission policy.

(2) Eligible capital costs for intercity bus projects funded under section 10e(4)(c), and (e) of the act include all of the following:

- (a) Acquisition.
- (b) Purchase.
- (c) Lease-purchase.
- (d) Construction.
- (e) Rehabilitation of the following:
 - (i) Vehicles.
 - (ii) Communication equipment.
 - (iii) Maintenance equipment.
 - (iv) Facilities.

- (v) Accessory and support equipment.
- (vi) Land.

(3) Eligible capital costs for rail assistance projects funded pursuant to section 10e(4)(c), (d), and (e) of the act are as follows:

(a) Rail rehabilitation.

(b) Acquisition of a railroad line or other properties and facilities or an interest therein for existing or future rail freight service, by means of a purchase, lease, or other manner as the department considers appropriate.

(c) Rail facility construction.

(d) Acquisition, purchase, lease-purchase, construction, or rehabilitation of rolling stock, equipment, and vessels. Construction does not include rehabilitation as defined by R 247.821(q) or maintenance of way which is the activities necessary to keep a line at its existing condition or to comply with class 1 track safety standards of the federal railroad administration.

(e) Program management expenses incurred to carry out responsibilities associated with state ownership of rail rights-of-way facilities, vessels, and equipment, and other costs associated with administration of the freight program.

(4) Eligible costs for port authority operating budgets are defined in R 247.821(k).

(5) Miscellaneous freight project administration costs are eligible expenses funded pursuant to 10e(4)(d). These costs include but are not limited to audit reconciliation expenses; storage and security of state-owned vessels, facilities, and equipment; and equipment disposition.

(6) Eligible operating costs for rail passenger assistance projects, for the provision of the rail passenger service are defined pursuant to duly adopted policy of the state transportation commission, which policy may also provide clarification of the eligible costs set forth in section 403(b) of the rail passenger service act, being 45 U.S.C. §§501 to 641 (September 15, 1983).

(7) Project costs as defined in subrules (1) to (5) of this rule shall be subject to the provisions of circular A-102, executive office of the president, OMB (September 15, 1983), or the provisions of 41 C.F.R. §§1-15.2, or both, except as otherwise specified in these rules or in the contractual agreement.

(8) Any object classification of operating or capital cost not described in subrules (1) to (5) of this rule may be submitted to the department, in writing, for a determination as to eligibility. The department shall notify all recipients, in writing, upon the issuance of such a determination. The determination shall take effect upon notification of the recipients, unless appealed to the Commission.

R 247.828 Local public transit cost allocation plan.

Rule 8. (1) The recipient shall submit to the department a cost allocation plan for general and administrative overhead costs if both of the following conditions prevail:

(a) The recipient receives funds under section 10e(4)(a), (b), or (e) of the act.

(b) One of the following conditions applies:

(i) A recipient has joint costs with a unit or units of government.

(ii) A recipient has multiple funding sources that require separate accounting.

(iii) A recipient provides services to outside agencies.

(iv) A recipient has employees who simultaneously work for other agencies.

(2) Specialized services, as defined pursuant to section 10e(4)(b) of the act, are exempt from this rule.

(3) Guidelines for developing cost allocation plans are contained in the OMB circular no. A-87, "Cost Principles for State and Local Governments."

(4) A recipient shall submit the cost allocation plan in narrative form. The cost allocation plan shall describe the methodology used. The cost allocation plan and amendments shall be accompanied by a statement by the recipient's independent public accountant that the cost allocation plan has been reviewed and is in conformance with the requirements of OMB circular no. A-87. New services shall have this function performed by the department pursuant to contractual requirements.

(5) A recipient shall submit its initial cost allocation plan pursuant to these rules 120 days after the end of its local fiscal year that immediately follows the promulgation of these rules.

(6) A recipient shall submit an amended plan to the department within 60 days after any change in conditions that requires an amendment to the plan.

(7) A recipient's independent public accountant shall comment in the recipient's annual financial and compliance audit on whether or not the actual cost allocation is in compliance with the cost allocation plan that was reviewed by the recipient's independent public accountant and submitted to the department. New services shall have this function performed by the department pursuant to contractual requirements.

R 247.829 Service operations; charter services.

Rule 9. (1) Eligible authorities and eligible governmental agencies shall not engage in charter services using vehicles, equipment, or facilities funded under the act except on an incidental basis as defined by the provisions 49 C.F.R. part 604.

(2) Charter service is presumed not to be incidental if any of the following conditions applies to the service:

(a) It occurs during weekday peak morning or afternoon rush hours.

(b) It requires the use of a specific vehicle for more than 6 hours out of any 24-hour period on a weekday.

(c) It requires a vehicle to travel over 50 miles from the nearest legal boundary of the communities incorporating the eligible authority or eligible governmental agency on a weekday.

R 247.830 Recission.

Rule 10. R 247.801 to R 247.814 of the Michigan Administrative Code, appearing on pages 721 to 727 of the 1979 Michigan Administrative Code, are rescinded.

PART 2. 10e(19) PLAN

R 247.831 10e(19) plan.

Rule 11. (1) Each applicant shall prepare and submit a 10e(19) plan to the department when comprehensive transportation funds are approved to purchase, rent, lease, or otherwise acquire demand-actuated vehicles.

(2) A 10e(19) plan includes all of the following:

(a) The general information pursuant to R 247.833(1).

(b) The service area information pursuant to R 247.833(2).

(c) The service availability information pursuant to R 247.833(3).

(d) The service time period information pursuant to R 247.833(4).

(e) A narrative summarization for the number of demand-actuated vehicles requested as pursuant to R 247.834.

(f) Comments of the local advisory council pursuant to R 247.832.

(g) The applicant's response to local advisory council comments.

(h) The official transmittal letter from the applicant to the department.

(3) Each applicant shall prepare and submit a 10e(19) plan amendment when changes are proposed in the local advisory council pursuant to R 247.832, or in service plan contents pursuant to R 247.833(1) excluding (f) and departmental loaned vehicles, and R 247.833(2) to R 247.833(4).

(4) All plan amendments shall include the documents required pursuant to subrule(1) (f), (g), and (h) of this rule as well as a written description of the changes from a previously approved 10e(19) plan.

R 247.832 10e(19) Local advisory council; purpose and duties; establishment; composition and operation.

Rule 12. (1) A local advisory council shall be composed and structured in such a manner so as to facilitate an independent objective assessment of the 10e(19) plan by persons in the service area.

(2) Applicants shall have a local advisory council established and appointed consisting of not less than 3 members.

(3) Local advisory council members shall not be employees of the applicant, nor shall they be members of the applicant's executive committee or governing board.

(4) Each applicant shall include with the 10e(19) plan a list of

council members and their affiliations and shall identify the members who are handicappers, seniors, and representatives of handicappers or seniors.

R 247.833 10e(19) Service plan contents; general information; service area coverage, availability, and time period information.

Rule 13. (1) The 10e(19) plan shall contain all of the following general information:

(a) The number of demand-actuated vehicles that are presently in service, loaner vehicles, and vehicles purchased with comprehensive transportation funds monies.

(b) The total number of lift-equipped vehicles.

(c) Total number of demand-actuated vehicles being requested by the applicant and how many of these are to be accessible.

(d) Current definition of seniors and handicappers used by the applicant.

(e) Current fare structure in use for seniors, handicappers, and the rest of the general public for both fixed schedule and fixed route service, if applicable, and demand-actuated public transportation service.

(f) Narrative description of the process whereby the applicant developed the 10e(19) plan. The narrative shall include a description of the local advisory council involvement in the development and review of the 10e(19) plan.

(2) The 10e(19) plan shall contain a map and narrative description of the service area, as of the plan submission date, for fixed schedule and fixed route service, if applicable, and demand-actuated public transportation service.

(3) The 10e(19) plan shall contain the following information on service availability:

(a) Current service schedule, including hours per day and days of the week. This information shall be provided for both fixed schedule and fixed route public transportation service, if applicable, and demand-actuated public transportation service.

(b) Whether transit vehicles are available for use during hours or days other than regular service hours or days and confirmation that accessible transit vehicles are available for use by seniors and handicappers to the same extent as the general public. If they are not, a narrative explanation shall be provided.

(4) The 10e(19) plan information on service time shall state whether seniors, handicappers, and the general public must make an advance request to obtain demand-actuated public transportation service and the advance request time period.

R 247.834 Summarization of accessible vehicle request.

Rule 14. The applicant shall indicate, in writing, to the department, its reasons for requesting the number of accessible vehicles specified in its service plan pursuant to R 247.833(1)(b). This narrative shall take

into consideration at least all of the following:

- (a) Unmet travel needs of seniors and handicappers.
- (b) Population figures for seniors and handicappers.
- (c) Advance travel request requirements.
- (d) Requirements of section 10e(19) of the act.
- (e) Input and concerns raised by the local advisory council.

R 247.835 10e(19) plan review and approval process.

Rule 15. Each 10e(19) plan shall be processed in accordance with the following procedures:

- (a) The department shall, within 60 days after submission of the 10e(19) plan, do one of the following:
 - (i) Approve the 10e(19) plan as submitted or amended.
 - (ii) Reject the 10e(19) plan as submitted and make recommendations for modifications to the applicant.
- (b) A plan which is not approved or rejected by the department within 60 days after submission shall be considered approved as submitted.

PART 3. REPORTING AND COMPLIANCE REQUIREMENTS

R 247.836 Financial and compliance audits.

Rule 16. (1) Recipients shall provide to the department an annual financial and compliance audit report certified by an independent public accountant within 120 calendar days from the end of the local fiscal year. A 60-day extension may be granted by the department upon receipt of a written request.

(2) If a payment is intended to be withheld due to late audits, the applicant shall be notified by certified mail, of the intent to withhold funds. Issuance of this notice shall mark the beginning of a 30-day period during which the applicant shall undertake to correct the reason for the withholding.

(3) Withholding will occur automatically after 30 days following the date of mailing of the notice of intent to withhold, unless the applicant corrects the reason for the withholding to the department's satisfaction within that time, or the department extends the time to a certain date.

(4) A recipient may appeal an action taken under this rule to the commission.

(5) New service projects which have operators not funded under section 10e(4)(a) of the act, intercity carrier projects awarded by lump sum competitive bid, specialized service projects, and intercity rail passenger projects shall be audited by the office of commission audit and are, therefore, excluded from subrule (1) of this rule.

R 247.837 Annual progress report.

Rule 17. (1) Not later than October 31 each year, local public applicants shall file an annual progress report to enable a preliminary close-out of the statutory distribution funded from Section 10e(4)a. A 30-day extension may be granted by the department upon receipt of a written request.

(2) If a payment is intended to be withheld due to late progress reports, the applicant shall be notified by certified mail, of the intent to withhold funds. Issuance of this notice shall mark the beginning of a 30-day period during which the applicant shall undertake to correct the reason for the withholding.

(3) Withholding will occur automatically after 30 days following the date of mailing of the notice of intent to withhold, unless the applicant corrects the reason for the withholding to the department's satisfaction within that time, or the department extends the time to a certain date.

(4) An applicant may appeal an action taken under this rule to the commission.

R 247.838 Senior and handicapper service report.

Rule 18. (1) Each applicant shall provide an annual report, pursuant to section 10e(23) of the act, in the format prescribed by the department.

(2) The report shall contain all of the following information:

(a) Ridership figures for handicapper citizens on the system's demand-actuated vehicles.

(b) Ridership figures for handicapper citizens on the system's fixed route and fixed schedule vehicles.

(c) Ridership figures for senior citizens on the system's demand-actuated vehicles.

(d) Ridership figures for senior citizens on the system's fixed route and fixed schedule vehicles.

(e) Total system ridership.

(f) Total number of transit vehicles in the system's fleet.

(g) Total number of transit vehicles in the system's fleet divided into the following:

(i) The number of fixed schedule or fixed route transit vehicles with and without lifts.

(ii) The number of demand-actuated vehicles with and without lifts.

R 247.839 Project implementation.

Rule 19. (1) The department may refuse to implement an authorized project or projects or refuse to process a payment for an authorized project if an applicant for comprehensive transportation funds fails to comply with the act or these rules.

(2) If a payment is intended to be withheld due to project deficiencies, the applicant shall be notified by certified mail, of the

intent to withhold funds. Issuance of this notice shall mark the beginning of a 30-day period during which the applicant shall undertake to correct the reason for the withholding.

(3) Withholding will occur automatically after 30 days following the date of mailing of the notice of intent to withhold, unless the applicant corrects the reason for the withholding to the department's satisfaction within that time, or the department extends the time to a certain date.

(4) A recipient may appeal an action taken under this rule to the commission.

R 247.840 Project administration.

Rule 20. (1) The department may adjust or withhold project funds awarded to recipients under section 10e of the act or may adjust project quantities or alter the project scope under any of the following circumstances:

(a) Federal funds necessary for the completion of the project are not awarded to the applicant by the end of the following fiscal year in which the project was approved by the commission.

(b) The actual comprehensive transportation fund revenues are below the estimated comprehensive transportation fund revenues on which a project award was made.

(c) The actual cost of the project varies from the estimated costs on which a project award was made.

(d) Revisions to the local transportation programs are requested by an applicant.

(e) Scope of project is reduced and approved by the commission.

(2) A payment pursuant to section 10e(4)(a) of the act may be withheld by the department for failure of the recipient to meet the requirements of the act or these rules.

(3) If a payment is intended to be withheld for reasons set forth in subrule (1) or for failure to meet the requirements of the act or these rules, the applicant shall be notified by certified mail, of the intent to withhold funds. Issuance of this notice shall mark the beginning of a 30-day period during which the applicant shall undertake to correct the reason for the withholding.

(4) Withholding will occur automatically after 30 days following the date of mailing of the notice of intent to withhold, unless the applicant corrects the reason for the withholding to the department's satisfaction within that time, or the department extends the time to a certain date.

(5) A recipient may appeal an action taken under this rule to the commission.

R 247.841 Project contractual payments.

Rule 21. (1) The department shall authorize the payment of project

contractual funds to the recipient upon receipt of the following documentation:

- (a) That which is required by a participating federal agency.
- (b) That which is required by the project contractual agreement.
- (c) That which is required upon request by the department as needed to support a payment.

(2) A project contractual payment may be withheld by the department for failure of the recipient to meet the requirements of the act, these rules, or the terms and conditions of a contractual agreement.

(3) If a payment is intended to be withheld for failure to meet the requirements of the act, these rules, or the terms and conditions of a contractual agreement, the applicant shall be notified by certified mail, of the intent to withhold funds. Issuance of this notice shall mark the beginning of a 30-day period during which the applicant shall undertake to correct the reason for the withholding.

(4) Withholding will occur automatically after 30 days following the date of mailing of the notice of intent to withhold, unless the applicant corrects the reason for the withholding to the department's satisfaction within that time, or the department extends the time to a certain date.

(5) A recipient may appeal an action taken under this rule to the commission.

R 247.842 Contractual agreements generally.

Rule 22. (1) A contractual agreement shall be required for authorized projects under section 10e of the act.

(2) A contractual agreement shall not be required for authorized state operating assistance projects under section 10e(4)(a) of the act.

R 247.843 Third-party procurement; general provisions; applicability.

Rule 23. (1) Recipients receiving comprehensive transportation funds for the following services and projects shall comply with the provisions of this rule:

- (a) New small bus services.
- (b) Intercity passenger services.
- (c) Inercity freight services.
- (d) Projects funded from the transportation development account or supplemental appropriations that have not been certified pursuant to R 247.844.
- (e) Projects of recipients which are unable or elect not to comply with R 247.844 of these rules.

(2) the following recipients are not required to comply with the provisions of this rule:

(a) Recipients whose grants are either partially or 100% state funded and who are certified pursuant to R 247.844.

(b) Specialized services recipients.

(3) Third-party procurement over \$10,000.00 shall be reviewed and approved by the department before execution if the funding is provided by a departmental contractual agreement. Recipients are not required to comply with this subrule for funding provided pursuant to section 10e(4)(a) of the act for statutory distribution.

(4) Departmental contractual agreements shall require that any documentation related to third-party procurement shall be submitted to the department for information purposes at the request of the department.

(5) Third-party procurement issues are clarified by duly adopted policy of the state transportation commission.

R 247.844 Third-party contracts; federal involvement.

Rule 24. (1) Eligible authorities and eligible governmental agencies, excluding new small bus and specialized services contractual agreements, shall follow the requirements in the United States department of transportation, urban mass transportation administration (UMTA) circular 4220.1A (June 8, 1982).

(2) Recipients shall provide the department with a copy of the letter of assurance of compliance and the letter of approval when received from the urban mass transportation administration of the actions required under subrule (1) of this rule.

(3) The department shall be responsible for certifications under subrule (1) of this rule for nonurbanized recipients utilizing UMTA procedures.

(4) Third-party contract documents prepared under subrules (1) and (2) or (3) of this rule may be requested by the department for informational purposes.

(5) Recipients who are unable to or elect not to comply with subrules (1) and (2) or (3) of this rule shall comply with R 247.843.

R 287.845 Declaratory rulings.

Rule 25. (1) The department, upon the written request of an interested person, may issue a declaratory ruling as to the applicability of the act or a rule to an actual statement of facts if the person submits the following to the department:

(a) A clear and concise statement of the actual statement of facts.

(b) If the interested person desires, a brief or other reference to legal authorities upon which the person relies for determination of the applicability of the act or a rule to the statement of facts.

(2) If the department determines it will issue a declaratory ruling, it shall furnish the person with a written statement to that effect and shall set forth the time in which it will issue the ruling.

(3) A ruling shall repeat the actual statement of facts and the legal authority on which the department relies for the ruling it makes. A ruling, once issued, is binding on the department, and the department may not change the ruling retroactively, but it may change a ruling prospectively.

APPENDIX F

SPECIALIZED SERVICES POLICY

Operating Assistance

- a. All existing providers of Specialized Services, utilizing vehicles funded under the original state E&H program and the UMTA 16(b)(2) program, are eligible to receive operating assistance from Section 10e(4)(b). Public transit systems funded under local transit operating assistance (Sec. 10e(4)(a)) and new small bus services (Sec. 10e(4)(b)) are not eligible.
- b. The amount of operating assistance will be subject to funding availability and legislative appropriation for specialized services.
- c. Actual reimbursement shall be based on a rate per mile for direct operating costs (driver wages and fringes, gas, oil, maintenance, and insurance) up to a maximum amount per contract as determined by the department. The maximum amount per vehicle and rate per mile will be redetermined on an annual basis by the department to adjust for inflation and other factors.
- d. Specialized Services provided only within an existing public transportation system's service area as defined in Section 10e(4)(a) and Section 10e(4)(b) are not eligible for operating assistance under this policy. Conversely, specialized services provided outside the operational service area are eligible for operating assistance under this policy. Operational service area will be determined by the local public transit operator and will include all local service areas, regardless of the level of service, since providing service within the service area, especially to priority groups, is the responsibility of the local public transit operator.

Specialized Services to be provided both inside and outside an existing public transportation system's operational service area are eligible for specialized services operating assistance if a majority of trip origins or destinations are provided outside the service area; in these cases, all of the vehicle miles will be eligible. Coordination with other existing transportation services is also a requirement.

- e. When new small bus services (Sec. 10e(4)(b)) are established, department-funded Specialized Services must be consolidated into the new system. Specialized Services operating assistance will no longer be provided in these cases, but such services will be eligible for reimbursement under the department's new small bus service program.

Capital Assistance

For applications to be considered for the UMTA 16(b)(2) program, coordination/consolidation of existing transportation services must be thoroughly addressed. Department priority shall be placed on the funding of replacement vehicles prior to expansion vehicles. Vehicles shall be included in the UMTA 16(b)(2) program in the following order of priority:

- a. Private, nonprofit agencies operating public transportation systems funded under local transit operating assistance (Sec. 10e(4)(a)) and new small bus services (Sec. 10e(4)(b)) requesting replacement vehicles.

- b. Private, nonprofit agencies replacing vehicles previously funded under the UMTA 16(b)(2) or former state essential transportation services program.
- c. Private, nonprofit agencies funded under the existing Specialized Services Operating Program replacing vehicles financed from other funding sources.
- d. Private, nonprofit agencies not currently participating in this program requesting replacement vehicles. Operational service area requirements specified in item d. under operating assistance shall determine eligibility.
- e. Private, nonprofit agencies operating public transportation systems, funded under local transit operating assistance (Sec. 10e(4)(a)) or new small bus services (Sec. 10e(4)(b)) requesting expansion vehicles.
- f. Private, nonprofit agencies operating specialized services and currently participating in the program requesting expansion vehicles. Operational service area requirements specified in item d. under operating assistance shall determine eligibility.
- g. Private, nonprofit agencies not currently participating in this program requesting expansion vehicles. Operational service area requirements specified in item d. under operating assistance shall determine eligibility.

APPENDIX G

SAMPLE THIRD PARTY CONTRACT COUNTY OF GOGEBIC

THIRD PARTY OPERATIONS CONTRACT BETWEEN COUNTY OF GOGEBIC and GOGEBIC-ONTONAGON COMMUNITY ACTION AGENCY

THIS OPERATIONS CONTRACT, effective November 2, 1983, by and between the County of Gogebic, Michigan, a public body corporate, hereinafter called the "COUNTY," and the Gogebic-Ontonagon Community Action Agency, a Michigan private, nonprofit Corporation, hereinafter called the "CAA."

WITNESSETH:

WHEREAS, the COUNTY desires to have the CAA operate a countywide transportation system with financial assistance provided by Act No. 51 of the Public Acts of 1951, under Contract No. 83-1379, attached here and made a part hereof as Exhibit "A," between the COUNTY and the Michigan Department of Transportation, hereinafter called the "DEPARTMENT:"

WHEREAS, the COUNTY desires to contract with the CAA for the operation of the transportation system;

NOW, THEREFORE, in consideration of the mutual promises contained herein, the CAA and the COUNTY agree as follows:

THE CAA SHALL:

1. Carry out any provisions of Contract No. 83-1379 between the COUNTY and the DEPARTMENT which are related to the undertaking of a public transportation development County Incentive Program.
2. Employ sufficient drivers to operate approximately five (5) vehicles to be used in the transportation system. The CAA will further employ sufficient personnel to operate the system. All personnel will be employees of the CAA and

not of the COUNTY. The CAA shall, at all times, carry Workmen's Compensation Insurance on said employees and shall do all things legally required of it as the employer of said employees, and will, upon request by the COUNTY, furnish to the COUNTY forthwith proof that the CAA obligations under the Section are being met.

3. Provide supervision of employees, including work schedules.
4. Require transit employees to undergo initial training and continuing training according to a program outlined to be provided by the DEPARTMENT. It is understood that the duration of the initial training will be approximately one (1) week. Such employees shall be and will remain employees of the CAA at all times during such training.
5. Endeavor to operate the COUNTY transportation system in a manner which provides the optimum service possible to all residents of Gogebic County within the bounds of sound fiscal policy. This shall include the right to determine the fare structure, routes, times of service, and use of vehicles.
6. Provide all general supervision and clerical and administrative work necessary as required by the COUNTY for the performance of this contract and the operation of the transportation system, including the bookkeeping, recording of data, preparation of reports, handling of system revenues, and other such work related to the transportation system and submittal of such information as required by the DEPARTMENT.
7. Furnish garage facilities for the transportation system vehicles and a dispatch center that has been approved by

the COUNTY.

8. Provide all cleaning of and all operating supplies and maintenance for transportation system vehicles, including a daily checking of vehicle condition and cleaning each day. Operating supplies shall include, but shall not be limited to: oil, antifreeze, transmission oil, grease, spark plugs, coil condensers, and all other miscellaneous supplies and fluids required in vehicle operation. Maintenance shall include all vehicle maintenance and repair, and shall be carried out pursuant to specifications from the manufacturer, the DEPARTMENT, or the American Transit Association with the exception of items covered by insurance or vehicle warrant.

9. Provide heat, light, electrical power, and restroom facilities for the dispatch center.

10. Handle transportation system revenues in a manner acceptable to the COUNTY and the DEPARTMENT.

11. Furnish to the COUNTY daily, weekly, and monthly summaries of service, including origin and destination sheets and amounts of fares received, in a format to be approved by the COUNTY, and will furnish other reports of maintenance and operations as required by the COUNTY.

12. At all times, permit the COUNTY and the DEPARTMENT or representatives thereof, access to all parts of the transportation system, including vehicles, storage areas, and dispatching areas, providing; however, that said access will not interfere unreasonably with the legitimate business activities of the CAA employees. The CAA shall permit the authorized representatives of the COUNTY and the DEPARTMENT to inspect all work, materials, and other relevant data and records, and to audit the books, records, and accounts of the CAA pertinent to the Contract and the development and operation of the transportation system, and keep the same available for inspection for three (3) years from the date of final payment for operation of the transportation system.

13. In connection with the performance of work under this Contract, the CAA agrees to comply with the State of Michigan provisions for "Prohibition of Discrimination in State Contracts," as set forth in Appendix H, attached hereto and made a part hereof. The CAA further covenants that it will comply with the Civil Rights Act of 1964, being P.L. 88-352, 78 Stat. 241, as amended, being Title 42 USC, Sections 1971, 1975a-1975d, and 2000a-2000ch-6, and will require a similar covenant on the part of any contractor or subcontractor employed in the performance of this Contract.

14. Indemnify and save harmless, the COUNTY, the DEPARTMENT, and the Michigan State Transportation Commission, and all officers, agents, and employees thereof, from any and all claims, losses, or liability resulting from negligence or intentional wrong-doing of any officer, agent, servant, or employee of the CAA. The CAA also agrees to reimburse the COUNTY for costs incurred for repair or replacement of dispatching and other equipment and facilities furnished by the COUNTY resulting from use by the CAA or its employees for purposes unrelated to the transportation system. The CAA

further agrees that any such use is to be made only with prior express written permission of the COUNTY.

15. Keep itself fully informed of, and at all times, comply with all local, state, and federal laws, rules, and regulations applicable to this Contract and the work to be done hereunder.

16. Not assign any of its rights or duties under this Contract without the express written consent of the COUNTY.

17. Provide maintenance for the transportation system radio equipment.

18. Provide necessary advertising and promotion for transportation service per yearly budget.

19. Provide insurance per requirements of DEPARTMENT contract No. 83-1379. In the event of an insurance claim, the deductible of said claim shall be an eligible expense.

THE COUNTY SHALL:

20. Supply licensed and registered vehicles and radio dispatching equipment to be used in the transportation system as defined in the DEPARTMENT Contract No. 83-1379 and retain title to vehicles and other related equipment after said title is received.

21. Provide competent, periodic inspection of the general condition of the vehicles.

22. Retain the right to establish standards for preventative maintenance of vehicles and lists of parts and items to be retained in inventory.

23. Pay the CAA for actual costs incurred for all expenses and capital outlay. Said reimbursement shall be limited to the maximum figures and eligible costs as set forth in Contract No. 83-1379 between the DEPARTMENT and the COUNTY. Additionally, the COUNTY shall deposit in the County Transportation System's account Fifteen Thousand Dollars (\$15,000.00) in quarterly increments of Three Thousand Seven Hundred Fifty Dollars (\$3,750.00), on or before November 1, 1983, February 1, 1984, May 1, 1984, and August 1, 1984. (A) Final quarterly payment will be adjusted on actual budget deficit. (B) Final quarterly payment will be made at the end of the program year as necessary and if required.

IT IS FURTHER AGREED:

24. No member of/or delegate to the Congress of the United States or the Legislature of the State of Michigan shall be admitted to any share or part of this Contract, or to any benefits arising therefrom.

25. No member, officer, or employee of the COUNTY, or of a local public body, during his/her tenure or for one (1) year after, shall have any personal financial interest, direct or indirect, in this Contract or the proceeds thereof.

26. Upon execution, the Contract will cover the period from November 2, 1983, through November 1, 1984, and will supersede and replace the Contract made by the parties hereto on September 16, 1981. However, if funding

received by the CAA should become insufficient, the operation of the transportation system shall be terminated. This Contract may be terminated by either party for any reason upon thirty (30) days written notice to the other party. The parties may extend this Contract by execution of an amendment approved by the DEPARTMENT.

27. The CAA recognizes that the COUNTY has certain obligations with the DEPARTMENT providing for transportation system services in the COUNTY regarding reports, forms, audits, etc. The CAA further recognizes that the COUNTY has contracted with the DEPARTMENT to perform various functions and meet certain responsibilities concerning the transportation system which are under the Contract with the DEPARTMENT. The CAA agrees that this Contract between itself and the COUNTY shall be construed in light of the Contract between the COUNTY and the DEPARTMENT in order to accomplish the objectives as there set forth.

28. The CAA agrees to establish an Unemployment Trust Fund in conjunction with the Michigan Employment Security Commission to cover all costs associated with lay-offs or terminations of the County Incentive Bus Program employees. The State of Michigan agrees to allow the costs of establishing this reimbursable Unemployment Trust Fund as a regular operating cost.

29. The provisions of this Contract shall bind and inure to the benefit of the successors and assigns of the parties hereto, and with approval of the COMMISSION.

COUNTY OF GOGEBIC,
MICHIGAN

BY: GOGEBIC COUNTY
BOARD OF
COMMISSIONERS

GOGEBIC-ONTONAGON
COMMUNITY ACTION
AGENCY

Title: Chairman

Title: Executive Director

Title: Gogebic County
Clerk

Title: Board Chairman

Appendix H

DBE/WBE POLICY STATEMENT FOR SECTION 18 SUB-RECIPIENTS*

The State of Michigan is committed to providing maximum opportunity to DBEs and WBEs in contracts involving state or federal funds. This policy statement outlines the steps transit agencies can take to assure that Michigan meets its responsibilities with regard to DBE/WBE contracting opportunities that occur in the Section 18 operating assistance program.

1. Program Authority and Definitions

Citations – Section 105(f) of the Surface Transportation Assistance Act of 1982 and 49 CFR, Part 23, set forth requirements for DBE/WBE participation in contracting opportunities involving Section 18 funds. Section 105(f) mandates that 10 percent of contracting opportunities with Section 18 funds be expended with disadvantaged businesses. 49 CFR Part 23 requires that a separate goal be set for WBEs and contain extensive guidance on applicability, definition, program requirements, and procedures. MDOT's DBE/MBE/WBE Program Procedures detail how these federal requirements will be carried out in state contracts and grants. These documents are summarized in this memorandum. Copies of 49 CFR, Part 23, and the MDOT Program Procedures are available upon request.

DBE – Means a small business concern which is at least 51 percent owned by one or more socially and economically disadvantaged individuals, or, in the case of any publicly-owned business, at least 51 percent of the stock of which is owned by one or more socially and economically disadvantaged individuals; and whose management and daily business operations are controlled by one or more of the socially and economically

disadvantaged individuals who own it.

WBE – Means a small business concern which is owned and controlled by one or more women. For the purpose of this program, owned and controlled means a business which is at least 51 percent owned by one or more women, or, in the case of any publicly-owned business, at least 51 percent of the stock of which is owned by one or more women; and whose management and daily business operations are controlled by one or more such individuals.

Contracting Opportunity – Means the procurement of a product or service commercially (as opposed to intergovernmental actions or nonprocurement actions such as payment of salaries and wages).

2. Subrecipient Requirements

Following are the minimum requirements of systems who receive Section 18 funds (less than \$250,000 annually):

1. Agree to abide by the policy that DBEs and WBEs shall have maximum opportunity to participate in the expenditure of Section 18 funds.
2. Agree to take "all necessary and reasonable steps" to ensure that DBEs and WBEs have maximum opportunity to compete for and perform contracts. Additionally, agencies shall not discriminate on the basis of race, color, national origin, or sex in the award and performance of DOT-assisted contracts.
 - a) As a minimum, "necessary and reasonable

*Pending review by State Transportation Commission.

steps" include:

- 1) Identification of all contracting opportunities
- 2) Analysis of DBE and WBE availability
- 3) Establishment of contract goals based upon availability analysis
- 4) Use of good faith efforts to achieve these established goals
- 5) Use of DBE/WBE *certified* firms
- 6) Recordkeeping and reporting sufficient for verification of the steps taken and the accomplishments achieved.

3. Assistance

The Contracting Opportunities Worksheet has been developed to serve as a planning tool for transit agencies. Several directories of certified firms are available to assist in locating DBEs and WBEs, including those issued by MDOT, the Michigan Department of Civil Rights, and the Michigan Department of Management and Budget. In addition, UPTRAN has copies of directories issued by some metropolitan transit systems. UPTRAN also maintains a listing of resource organizations that may serve as a source of further assistance in locating qualified firms.

Your project manager is available to provide not only information such as the above but also help in completing certification forms, in explaining the program requirements in more detail, in developing a local plan, and in compiling your quarterly and annual report.

4. Reporting

U.S. DOT requires an annual report from MDOT on the participation by DBEs/WBEs in contracting opportunities involving Section 18 funds. To prepare this report, MDOT must obtain quarterly reports from each Section 18 recipient. The MDOT report has two parts. Part I, which follows the MDOT expense object class format, calls for financial information on contracting opportunities and DBE/WBE participation during the fiscal year. The information for Part I can be obtained from your Contracting Opportunities Worksheet. Part II calls for a description of the reasonable efforts made to locate and provide contracting opportunities to DBEs/WBEs. Upon review of your reports, MDOT may require further information or may make recommendations for further efforts. Quarterly reports are due 20 days after the end of each fiscal year quarter, i.e., January 20, April 20, July 20, October 20. Annual report is due in MDOT 20 days after the end of each federal fiscal year (i.e., October 20).

CHAPTER V

FARE MANAGEMENT AND LOCAL FUNDING

	Page
Local Support for Transit Systems	107
Fare Management.	107
Introduction	107
Defining Structure and Policy	107
Fare Policy Development.....	108
Fare Structure Development	108
Local Funding.....	108
Introduction	108
Advertising.....	109
Human Services Agency Contracts.....	109
Local Public Funds.....	109
Transportation Millage.....	112
Appendix I – Human Services Agency Transportation Agreement.....	121

CHAPTER V

FARE MANAGEMENT AND LOCAL FUNDING

Local Support for Transit Systems

During the next few years, most transit agencies will need to make decisions about future funding sources, with an emphasis on building the local contribution to operating expenses. Some transit systems receive annual funds by appropriation from the city or county budget. Others rely on a voter approved property tax millage. Millages and budget appropriations provide a relatively stable funding base, but it is also important to build revenues from passenger fares, advertising, and human service agency contracts. Revenues generated directly from services emphasize the ability of a transit system to support its operations, and local taxpayers want to know that riders pay a reasonable share of system costs.

Fare Management

Introduction

Farebox revenues are an important part of local funding. As state, federal, and local budgets change, most transit systems have to make planning decisions about the contribution of fares to the support of transit service. For some systems, public funding sources may be enough to continue with existing services and personnel using the old fare

structure. Just to continue operations, other systems may have to reduce services and make fare adjustments. Fare planning should produce a policy that will regulate fares consistently and provide a clear explanation of fare increases.

Defining Structure and Policy

In the past, fares have been kept as low as possible to attract new riders. Because system managers recognized that passenger revenues could not fully support public transportation, fares typically were not chosen with any goal but to provide service to as many riders as possible. As a result, most systems have a fare structure but no articulated fare policy.

• Fare Structure

The fare structure is a price scale (Exhibit V-1). Building on a basic adult fare for fixed-route adult passengers, the other fare categories are determined. Half-fare for seniors and handicappers, for instance, is established by state law. (Section 10e(4)(a)(iii) of Act 51 requires half fares for seniors and handicappers during off-peak hours, but most systems extend this to all service hours. See Appendix C.)

Fares may increase from year to year. The structure of fares may be changed, too, particularly if it can help the transit system attract new groups of riders.

Exhibit V-1

FARE STRUCTURE

Demand/Response	\$1.00
Fixed Route Adult	.50
Senior Citizen	.50
Handicapper	.50
Student	.50
Transfer	.25

• Fare Policy

Fare policy relates the fares to the goals and future plans of the transit system. As an example of a fare policy, the charge to a regular adult passenger may be \$.60 because the transit system planners have decided that farebox revenues should pay for 20 percent of the total operating costs. With an established fare policy, the system manager will know when and how much to change fares. Also, the fare policy can be used to explain these changes to local governments and the public.

Fare Policy Development

When planning fare policy, the system manager should work with community advisors and with local government. Because these decisions affect the community, the process should address community needs. The first step is to develop broad policy goals such as:

- Affordable, cost-effective public transportation
- Reasonable fares for seniors and handicappers
- Energy conservation
- Reduction of downtown parking problems and traffic congestion
- Downtown economic development.

Use these broad goals to generate specific objectives. Study projections of ridership, revenues, and operating costs. Develop statistics on impacts of public transportation use on the central business district. (Appendix M describes survey and survey evaluation techniques.) If you combine information about the benefits of public transportation to the service area with requirements for local public support, it will be possible to set specific fare policies that support the goals of the transit system. Some specific policies could be:

- Fares will provide a specific percentage of the system operating costs. (This sometimes is called a "revenue recovery ratio." All transit systems should be striving to reach a 30 percent revenue recovery ratio.)
- Fares will be at the median for systems of this size in this region.
- Fares will reflect economic trends.

Fare policies should be reviewed periodically to see what effects they have had on ridership and revenues. If the fares have been increased to generate a specific revenue recovery, but the higher fares have actually reduced revenues to a lower percentage, then an adjustment is needed. The committee may choose to increase fares again in support of the policy, or it may decide to change the policy by reducing the revenue recovery ratio. Whichever choice is made, it is important to act consistently with policy decisions.

Fare Structure Development

Once initial policies have been set, further research is necessary to develop the fare structure. If you have chosen a revenue recovery percentage, for example, you will need to study:

- Projected operating costs for the next fiscal year
- Projected revenues from local services such as human service agency contracts, advertising, charter service, and package deliveries
- Ridership projections, with percentages of special fare riders

If you are working from a policy of median fares for the region, it is necessary to make a complete survey of the fare structures in nearby transit agencies.

When developing policies and resulting fare structures, remember that it is best to increase fares gradually, say 5 to 10 percent per year. The rule of thumb is that for every 10 percent increase in fares, there will be a 3 percent drop in ridership. Increases greater than this can lead to significant reductions in ridership.

Local Funding

Introduction

Different kinds of public funding opportunities exist in every community. The system manager should discuss public funding possibilities with local government officials and also make contacts in the business community. Every year there should be an effort to identify new sources of local funds.

Advertising

Bus advertising can earn money for the transit system and build a stronger relationship with local business people. As local businesses and service organizations get involved in bus advertising, the community will be more aware of public transportation as an aid to economic development.

To promote advertising contracts, the system manager or staff members should call on local businesses to present photographs of bus advertising, samples of artwork, diagrams of advertisement sizes and placement on the bus, a price list, and copies of the advertising agreement (Exhibit V-2). The primary advantage of advertisements on public buses is name recognition. Exterior signs, in particular, are on continual display to riders, drivers, and pedestrians all over the service area. When a business owner or organization representative has made a decision, the transit agency representative prepares advertising specifications and an agreement. Rates usually are determined on the basis of sign size and the location of the sign on the bus. Agreements may be written for three, six, or twelve months, with a monthly payment plan. Discounts may be offered to clients who prepay for the contract period or for continued advertising during parts of the year when there is usually a drop in advertising revenues.

Exterior sign space is on the sides and on the back of the vehicle. Depending on the interior design of the bus, there also may be inside space above the windows. The local transit staff may do most of the work of selling and installing signs. Many kinds of brackets are available commercially. A local designer or advertiser can be hired to do the artwork. It is also possible to find an advertising agency that will take charge of everything from sales to installation. Whichever method you choose, find durable sign materials and learn how to maintain the signs so that they can be used for a long time. Detailed information about equipment and mounting is available from your project manager.

Human Services Agency Contracts

Transit agencies often provide transportation to human services agencies on a contract basis. These service arrangements are encouraged by state and federal funding agencies as a way of consolidating different kinds of public transportation for the most efficient use of public funds. At the same time, human service contracts are a good source of revenue for the transit system.

The system manager should visit every local agency, school, or program center that provides client transportation. A presentation could be made to the director or the governing board, outlining the advantages of public bus transportation. The agencies and the community will benefit in the following ways:

- It will no longer be necessary for workers at the agencies, schools, or centers, to spend hours planning and coordinating rides.
- The cost of client transportation may be lower.

- The transit staff will get clients to appointments, jobs, and programs on time.

The human services agencies you should look for in your service area are:

- **Department of Social Services**

This department, with state and county offices, customarily offers several different programs requiring transportation.

- **Department of Mental Health**

This agency, which has state and community offices, also may have several programs.

- **Commission, Council, or Area Office on Aging**

There are senior citizen meal sites in most counties and the seniors depend on others for transportation.

- **Intermediate School District**

With the development of regional high schools and training centers, schools often are away from the cities and towns that they serve and, therefore, require increased transportation service. This is a good opportunity for public transportation systems.

- **Preschool Programs**

Head Start, etc.

The contract with a human services agency usually is negotiated for a cost per ride, with an annual ceiling for total costs. The fare for human services agency clients may be higher than regular adult fares, even though clients and the general public ride the same buses. This is because the service is guaranteed at a scheduled time and because the transit agency is responsible for coordination. (Exhibit V-3 explains MDOT policy for rates in "Open-Door" transportation services.) A contract also will include provisions for insurance, liability, descriptions of service, and client rights (For a sample Human Services Agreement, see Appendix I). When contract service begins, the drivers record numbers of rides in the driver log, and the total rides are billed to the Human Services Agencies every month. (Chapter III – Operations, gives examples of the recording forms.)

Local Public Funds

Some transit agencies receive yearly budget appropriations from city, county, or township governments. Federal revenue sharing funds divided among local governments are a possible source of funds, as are general funds. For these kinds of funding, the system manager must be involved in the local budget planning and approval process throughout the year. Appropriations are voted during the year before the funds are needed. For example, if your system hopes to receive operating funds for the next fiscal year, you must begin to work with local government one full year earlier. An earlier start may be necessary if the fiscal years of MDOT and local government differ. A plan of action may include these steps:

SAMPLE ADVERTISING AGREEMENT

This contract is between _____ Transit, hereinafter referred to as "_____" and _____, hereinafter referred to as the "Advertiser."

The _____ and the Advertiser agree to the following:

1. _____ will allow advertising on public transit vehicles according to the accompanying "SPECIFICATION."
2. _____ will secure, maintain, clean, and preserve the appearance of Advertiser's bus sign in its usual maintenance operations.
3. The Advertiser assumes no liability for damage, theft, loss, personal injury, or vandalism involving _____ bus signs, vehicles, employees, transit customers, or the general public.
4. The Advertiser's advertising materials will be removed from _____ vehicles for failure to make payments within ten days of billing.
5. _____ reserves the right to remove ads from a bus when used for a purpose other than normal operations, such as, but not limited to, parades, charters, etc.
6. The Advertiser shall pay _____ the starting cost which includes the first month's advertising cost plus the original art cost for all lines of advertising in excess of three or any logos for each sign to be paid upon execution of the contract. Successive payments will be made on a monthly basis unless otherwise specified.
7. No cigarette, alcoholic beverage, or political advertising will be permitted. _____ retains the right to approve or reject all advertising content. Should any advertising be deemed offensive by _____, such advertising shall be promptly removed.
8. A charge of up to 10 percent of the total contract will be added for early termination of any contract on the part of the Advertiser.
9. _____ reserves the right to cancel a contract at any time with the prepaid balance to be refunded to the Advertiser.
10. All contracts will be written for a _____ month period with an option to renew by Advertiser for additional periods of _____ months.
11. _____ will allow a discount of 15 percent for prepayment of contracts by Advertiser.
12. Advertiser has read, understands, and is agreeable with the accompanying "SPECIFICATIONS."

AGREEMENT SPECIFICATIONS

Please enroll my business in the Bus Sign Advertising Program according to the following:

	Number of Vehicles	Number of Signs	Number of Months	Cost
1. Total Contract	_____	_____	_____	_____
2. Position on bus:				
a. Outside (21" x 44")				
1) Left side		_____		_____
2) Right side		_____		_____
3) Back ()		_____		_____
3. Cost exclusive of art cost				_____
4. Art cost (\$10 per line over 3)				_____
5. Contract cost				_____
6. Beginning date		_____		
7. Ending date		_____		
8. Monthly payment amount		_____		
9. Advance payment amount		_____		
10. Received by _____				

Business Name

Transit

Signature/Date

Signature/Date

Title

Title

OPEN-DOOR POLICY STATEMENT

There has been some confusion concerning rate determination for "open-door" special transportation services. Commission policy states that this function is "*a proper matter for determination by the local political unit, board, or authority governing the system.*" However, the department has been requested to provide guidance concerning this issue.

"Open-door" transportation service is defined as service to the general public with no exclusions.

Initially, the transit agency should ensure that the requesting agency (Mental Health, Social Services, etc.) is aware that this type of service is to be provided in a manner consistent with the "open-door" definition of public transportation as defined above. The service will not be for restricted service of a charter nature.

When a local group/agency requires "open-door" special transportation services, it is the department's policy that such service be provided by the public transportation provider at the locally established rate to the public for that "open-door" special service. When extraordinary efforts are required to provide the requested "open-door" special service, it is recommended that *the fee for the service be determined by mutual agreement between the local group/agency and the public transportation provider* at a rate which *may exceed the locally established public fares based upon calculation of actual, documentable costs for provision of the requested service.*

Again, the department stresses that *rate determination is a function of the local political entity governing the transit agency.* Again, this type of transportation service must be "open-door."

- Establish contact with the chairman of the finance committee.
- Find out the timetable of the budget process, with particular attention to deadlines for the initial request, public hearings, budget work sessions, and final approval.
- Inform the board or council in advance of your intention to request funds and the probable amount of the request.
- Talk to individual council or board members to learn what their budget priorities are, what they expect from the upcoming budget process, and if they are prepared to support your request.
- Attend all budget hearings. There will be at least one where detailed presentations are made. Present statistics relating to:
 - Services provided to the community
 - Economic benefits to business and social agencies
 - Financial data and projections on operating costs, fare-box and other revenues, proposed fares, and state and federal funding
- Bring community members to budget hearings, to support the transit system.
- Request a private work session with the finance committee members to answer questions about your budget request.
- Attend board meetings, hearings, and special sessions whenever possible and maintain contact with individual members until the final budget is approved.

Transportation Millage

An approved transportation millage provides a stable source of public funds from local property taxes. To be successful, millage proposals and campaigns require detailed planning and extensive volunteer efforts. While the methods below do not include every possibility, they should be used to guide you in planning an appropriate campaign for your area. The initial millage and millage renewals must be approved by the voters before the fiscal year in which funds will be used. For example, if you intend to propose a millage vote, the process leading to an election must begin more than a year earlier. To plan and organize the millage proposal, the system manager and an advisory group should form a millage committee.

• Organizing the Millage Committee

The transit system's governing body (e.g., the city council, township supervisors, county board of commissioners, authority board, or corporation board) should be involved in developing criteria for the millage committee's membership. The committee should include representatives from:

- Local governments (council members, county commissioners, township representatives)
- Senior citizen groups

- Other agencies, groups, or organizations whose services depend on public transportation

So that the transit agency will be represented at every meeting, the system manager and one alternate from the transit staff should be included.

When the committee has begun to meet, it should communicate information about the millage proposal in these ways:

- Inform the local newspapers, radio stations, and other media about millage proposal developments.
- Report regularly to the local government with details of millage committee activities.

• Planning a Course of Action

The millage committee should develop a general course of action to address the following issues:

- What will the amount of the millage request be and how long will it run (one, two, three or unlimited years)? (The system manager should assist the committee in projecting the amount needed.)
- Who should be involved in planning the millage proposal?
- What kinds of promotion will be used: e.g., newspaper ads, posters, brochures, volunteer callers?
- When should the campaign begin?
- Which particular areas or population groups should be targeted for campaigning?
- What will be the major activities of the proposal campaign and how can they be organized?

• Arranging the Election

The committee must decide whether to place the millage proposal in a general election or to request a special election. A special election allows the millage committee to choose the date and to draw public attention to a single issue. If a general election is scheduled at a convenient time, it will save the cost of the special election, but the transportation issue may be obscured by other political issues. If you choose the general election, work to get the transportation millage placed as the first proposal on the ballot.

In accordance with state and local statutes, approval for a public election must be granted 60-120 days before the election date. The committee should consult with local governments and with state election officials to learn about all local and state statutes governing millage proposals.

• Ballot Language

Develop the ballot language with care. Always word the proposal so that approval of the funding is indicated by a "Yes" vote. Language for the proposal usually is developed through the city or county attorney's office, in cooperation with the governing body and the system manager. Exhibit V-4 shows a sample ballot proposal.

INSTRUCTION BALLOT

SPECIAL ELECTION

CITY OF IONIA, MICHIGAN

MAY 10, 1983

INSTRUCTIONS—To vote in favor of the charter amendment, place a cross (X) in the square to the right of the word "Yes"; to vote against the charter amendment, place a cross (X) in the square to the right of the word "No". Before leaving the booth, fold the ballot so that the face of the ballot is not exposed and so that the number corner is visible.

PURPOSE CLAUSE

The proposed amendment of Chapter XVI of the Charter of the City of Ionia would increase the limitation on the property taxation by up to $\frac{3}{4}$ of one mill of the equalized valuation of the City for the exclusive purpose of public transportation by the City of Ionia.

QUESTION

Shall Chapter XVI of the Charter of the City of Ionia be amended?

YES

NO

• Calendar of Events

As soon as the local government has approved the millage proposal, the millage committee should develop a thorough day-by-day schedule for all appropriate activities. The schedule should go from the date of approval through the voting date, plus follow-up activities.

• Fund Raising for the Millage Campaign

The millage committee will need to raise funds for some of the election activities. While election costs and the cost of activities that educate community members about election issues are eligible state and federal operating expenses, any expenses connected with promoting a "yes" vote must be paid with private donations. Funds may be raised in this way:

- Establish a goal for the fund drive.
- Draft a fund raising letter for the millage proposal.
- Make a list of potential donors. Businesses, independent professional people, and service organizations are good potential donors.
- The transit system manager should hand deliver as many letters as possible. (Indirect effects of the system manager personally contacting potential donors will contribute to successful promotion of the millage.)
- Handle donations through the millage committee. Compile a list of donors and amounts, and establish a checking account.

• Attitude and Awareness Survey

A survey of the voters early in the campaign can be useful in two ways. It is a good promotional tool because all those who are surveyed will be aware of the millage proposal. Survey results also can help in planning campaign strategy. When the survey is complete, you will be able to see which voting groups and which parts of the service area are most in need of information and campaign efforts.

Design the survey to include questions specifically about the millage. For example, "Are you aware that there will be a transportation millage election on June 10?", and "Are you planning to vote in this election?" Other questions may be about the voter's use of public transit, awareness of transit services, and attitudes toward public transportation. Questions should be designed for the specific information that the millage committee needs. (Appendix M discusses survey techniques and gives examples of public transportation surveys.)

The steps in designing and carrying out a survey are:

- Determine the number of voters that would make up a representative sample of the service area. In a county-wide election, for example, you might call every fifth or tenth registered voter, depending on the population. Lists of registered voters are available from the city or county clerk's office.
- Organize a group of volunteer callers large enough to complete the survey in one evening.

- To find the most voters at home, call the voters between 5:30 and 7:30 p.m. Each call should be 3 to 4 minutes long, so one volunteer caller can make approximately 30 calls in the two-hour period.

- Ask a local organization or business to donate the use of a multiple-line phone system on the night of the survey.

Advise local newspapers to include an advance article informing the public of the date and general purpose of the survey. Also, publish the survey results, with a summary of the data and an emphasis on public support shown for the transit system.

• Brochures

The millage committee should develop brochures that will anticipate the most frequently asked questions in your community and will provide clear and direct answers. Factual brochures with information about the transit system, the millage election, and transit funding can be paid from the operating budget, but brochures that advocate a "yes" vote must be paid for by private donations. Some successful ideas that have been used in the past are:

- A Question and Answer Brochure

This brochure is designed specifically to answer questions about the need for local funding. It should address questions such as:

- Why is the transit system asking for millage money?
- Why isn't the transit system self-supporting?
- Who uses the transit system?
- Why can't fares be higher?
- I do not ride the bus. Why should I pay taxes to support it?
- How much will the millage proposal increase the yearly cost to homeowners?
- What will happen if the millage proposal fails?

- A General Millage Brochure

Another brochure may be designed to publicize the millage election and create interest in the public transit system (Exhibit V-5). It should include such information as:

- The date of the millage election
- A brief history of the transit system, with statistical information about services provided to the community, fares, and how to use the buses
- Details of the millage proposal, such as why the system is requesting public support, the amount of the millage, and the length of time the millage will be levied
- A detailed chart explaining the impact of millage approval on property taxes, with specific yearly tax increases for homeowners

The brochure design also can include graphics or photographs such as:

HOW MANY PEOPLE USE DART? IS THAT FIGURE INCREASING?

	<u>County</u>	<u>City</u>	<u>Total</u>
1977	5,744	56,687	62,431
1978	11,336	67,309	78,645

These figures show a 97% increase in our county ridership; an 18% increase in city ridership and an overall increase of 25%.

In 1977, we transported 2,777 handicapped passengers. In 1978 we transported 7,003 handicapped passengers - 152% increase.

In 1977 we served 29,268 senior citizens; in 1978 we had 32,028 senior citizens ride - an increase of 9%.

WHAT DOES IT COST TO RIDE DART?

AGES	2 - 12	25¢
	13 - 64	50¢
	65 or over	25¢
	Handicapped	25¢

HOW MUCH DOES IT COST ME ANNUALLY AS A TAXPAYER TO HAVE DART?

Market value of your home(approx)	State Equalized Value(approx)	DART Tax
\$10,000	\$ 5,000	\$ 1.75
20,000	10,000	3.50
30,000	15,000	5.25
40,000	20,000	7.00
50,000	25,000	8.25
60,000	30,000	10.50

BULK RATE
CAR—RT. PRESORT
U.S. POSTAGE
Paid
Permit No. 12
Baldwin, Mi. 49304

**POSTAL PATRON
LOCAL**

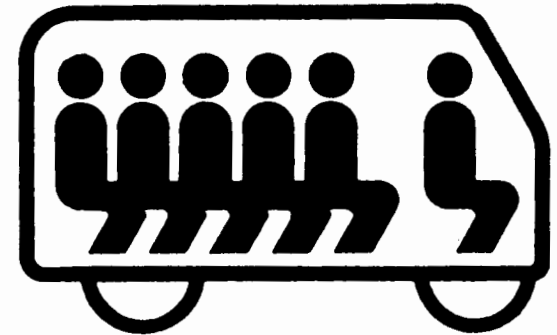


For further information on the July 23, 1979 DART ballot proposal contact:

Dial-A-Ride
Manistee County Transportation, Inc
451 River Street West
Manistee, Michigan 49660
Phone 723-6525
Donna Hargreaves, Manager

**VOTE YES!
JULY 23, 1979**

dial-a-ride



**QUESTIONS & ANSWERS
DIAL-A-RIDE-TRANSPORTATION**

JULY 23, 1979 , BALLOT



HOW DOES DIAL-A-RIDE (DART) TRANSPORTATION OPERATE IN MANISTEE COUNTY?

Manistee County DART operates 9 radio equipped buses, including a special lift bus for the handicapped.

All DART transportation is door-to-door. This means we pick you up at your door and take you to your destination, picking up other passengers and dropping off along the way. You should always allow one-half hour to reach your destination, depending upon distance.

OUR CURRENT SERVICE HOURS ARE:

Monday thru Friday 6:15 a.m. – 7:30 p.m.
 Saturday 8:00 a.m. – 7:30 p.m.

Out-County Service

Monday thru Friday, we leave Manistee at 10:00 a.m., 1:00 p.m. and 3:30 p.m.
 Saturday, we leave Manistee at 10:00 a.m. and 3:30 p.m.

Calls for out-county bus service must be in our office prior to bus departure time.

HOW DO I CALL FOR A RIDE ON DART?

If you live in Manistee, East Lake, Filer City or Stronach, you can call anytime between 6:15 a.m. and 5:30 p.m.

The operator-dispatcher will ask you for pick-up address (where you are), destination (where you want to go), and your phone number. She will also ask you when you want to go, and if you have an appointment. This information will be recorded on your trip ticket and will be helpful in getting you to your destination on time.

DO I HAVE TO CALL FOR A RIDE OR CAN I JUST GET ON THE FIRST BUS I SEE?

Always call for a ride. Buses are dispatched in directions. If you want to go to the K-Mart area and get on a bus that has calls for the West Shore Hospital area, you will have a long ride.

It is best to call and a bus will be sent for you that is going in your direction. Our driver always knows if you should be a passenger. When the driver tells you to wait for another bus going in your direction, it is for your benefit. If you do not mind the long ride, we are happy to have you aboard, but the bus cannot change directions to deliver you to your destination.

CAN I MAKE A RESERVATION?

Yes! If you go every day or have a schedule, you can make a standing reservation for your transportation needs. Or you can call us early in the day and schedule your day's transportation.

Reservation calls always come first! When our schedules are full, we have to limit calls for that time period. So, if you reserve your time early, you will be assured we can take you when you want to go.

If you schedule your rides between 9:00 a.m. and 2:00 p.m., the waiting time is less and we can give you better service.



HOW DO I CALL FOR A RIDE ON DART IF I LIVE IN THE OUT-COUNTY AREAS?

If you live in our out-county areas or want to go to Onekama, Bear Lake, Arcadia, Copemish, Marilla, Kaleva, Brethren, Wellston or anywhere in between, you must call our office prior to bus departure time.

We have buses leaving Manistee at 10:00 a.m.; 1:00 p.m.; and 3:30 p.m. For example – if you want to go on the 10:00 bus to Onekama, call us anytime before 10:00 a.m. and we will pick you up at your door and bring you to your destination in Onekama.

If you live in Onekama and want to come to Manistee on the 1:00 p.m. bus call our office prior to 1:00 p.m. We will pick you up at your door in Onekama and bring you to your destination in Manistee.

Vote Yes May 10th



**DART Helps Meet
Your Public
Transportation Needs
Up to $\frac{3}{4}$ of a Mill**

—The bus system logo, alone or with a photograph of a bus, to be used on the first page as an identification of the transit system

—A photograph commemorating the first day of operations

—A picture of the entire transit staff, with names printed below

—A picture of one of the special groups using a bus – e.g., school children, handicappers (with the driver operating a lift), senior citizens – or riders from the general public

– Brochure Distribution

Deliver brochures to local businesses, service groups and organizations, hospitals, and places where there are large groups of people. System personnel, during off hours, and volunteers can distribute them. Before the brochures are distributed, the system manager should meet with volunteers to discuss millage issues and the information in the brochures. If funds are available, brochures can be mailed to selected groups of registered voters in the service area.

• Millage Poster

Design and print a millage poster to be hand delivered to businesses, service organizations, and government offices or other public places (Exhibit V-6). Poster design should include:

– System logo or name, for easy identification of the transit system

– Date of the millage election

– A service slogan created for your community

– Amount of the millage

• Newspaper Publicity

Every millage election activity can be developed into a newspaper article. Develop one or more personal contacts on local newspapers and call frequently to notify the newspaper of election plans, surveys, and promotional efforts for the millage. (Chapter X – Marketing, suggests ways to work with the local press.) Some possible articles are:

– Information about Election Plans

As soon as the decisions have been made, be sure to arrange for the publication of information about the millage proposal, including its official approval and the election date.

– Results of Public Meetings

During the campaign, encourage local newspapers to publish the minutes of, or reports on, public meetings and service organization meetings where support of the millage proposal was discussed. (Some local newspapers routinely publish the minutes of public meetings. Others provide regular or on-call coverage by reporters.)

– Supportive Articles and Letters to the Editor

Encourage your supporters in business and human services to write informational articles about the use of public transportation in their organizations. They can also give direct support of the millage through letters to the editor. Some of the people you may contact are:

—Representatives in local business and industry

—Members of service groups and local committees

—Church leaders and hospital administrators (An announcement of the millage election may be placed in church bulletins just before the voting date.)

—The boards of human service agencies such as senior centers, handicapper programs, social service agencies, and schools

– Brochures Printed as Advertisements

Just before the date of the election, part, or all of the millage brochures can be printed as large advertisements in the local newspapers.

– Millage Activity Articles

Provide information to the newspapers about all millage activities as they are scheduled to begin. This can include surveys and survey results, efforts to register absentee voters, the telephone campaign, brochure distribution, and volunteers organized to drive voters to the polls.

– Editorials in Support of the Millage Proposal

On the critical day before the millage vote, an editorial in support of the proposal could reach and influence a large number of voters.

– Want Ads

On the day before the election, place “want ads” in local newspapers and shoppers’ guides. These ads will reach the large numbers of people who read the classified section every day (Exhibit V-7).

Exhibit V-7

HELP WANTED Citizens to
vote yes for Dial-A-Ride.
Tuesday, May 10th

HELP WANTED Citizens to
vote yes for Dial-A-Ride.
Tuesday, May 10th.

HELP WANTED Citizens to
vote yes for Dial-A-Ride.
Tuesday, May 10th.

– Follow-up Articles

On the day after the election, the system manager should submit a press release or a letter to the editor, to outline the voting statistics, acknowledge the help and support of committee members and volunteers, and thank the voters for their support. Also, a newspaper editorial about the value of the transit system to the community would be a good follow-up.

• Volunteer Efforts to Increase Voter Participation

The millage committee should organize groups of volunteers for a variety of activities that can increase voter participation. Try for a newspaper article on the day of the election that publicizes volunteer activities and includes hours when the polls will be open and voting places for each ward, precinct, or district. Volunteer efforts should include:

– Absentee Ballot Applications

Make absentee ballot applications available on the buses. The driver can ask passengers if they are registered voters and offer them absentee ballot applications. Use the local newspapers, as well as newsletters and bulletins, to inform the public of government offices that distribute applications.

– Volunteer Drivers

Organize a group of volunteers to give voters rides to the polls on election day. (Transit system buses must not be used for free rides to the polls when a transportation millage is on the ballot.) Place the names and telephone numbers of the volunteers in local newspapers and in radio spots on the day before and the day of the election.

– Telephone Campaign

Organize a strong group of volunteers to call as many registered voters as possible on the day before and the day of the millage vote. To prepare for the telephone campaign:

–Develop language for the callers to use. The calls should be brief and consistent in the information given and received.

–Create a list of calls for each volunteer from lists of registered voters that are available at the offices of municipal or county clerks.

–If it is not possible to call all registered voters, emphasize the population centers with the heaviest concentration of voters. (It may be necessary to limit calls to every third, fifth, or tenth voter.)

• Campaigning by the System Manager

The system manager should be involved, as much as possible, in all of the planning, publicity, and volunteer efforts for the millage proposal. It also is particularly important for the system manager to be seen and met frequently in public in the three-to-four week period preceding the election. Attendance and participation in meetings of local government, business groups, service groups, and other organizations will help to promote the millage.

APPENDIX I

HUMAN SERVICES AGENCY TRANSPORTATION AGREEMENT (Sample)

between

Contractor
and

Agency

This agreement effective the ____ day of _____, _____, and ending the ____ day of _____, _____, is by and between Transit System, having a mailing address _____ of (hereinafter referred to as the "Contractor"), and _____, _____ having a mailing address of _____ (hereinafter referred to as the "Agency").

WITNESSETH

WHEREAS, the _____ (agency name) is desirous of purchasing services from the _____ (contractor name).

WHEREAS, _____ (agency name) has lawful authority to bind the Contractor to the terms set forth in this Agreement; and

WHEREAS, _____ Transportation Manager of _____ Transit, has lawful authority to bind the Agency to the terms set forth in this Agreement.

NOW, THEREFORE, in consideration of the above, and in consideration of the promises and mutual covenants hereinafter contained, the parties hereto agree as follows:

A. Insurance Coverages

The Contractor shall provide and maintain public liability insurance in such amounts as may be necessary to cover all claims which may arise out of the Contractor's operations under the terms of the Agreement, and shall provide proof of such insurance coverage to the Agency prior to the effective date of this

Agreement. Unemployment compensation coverage, and worker's compensation insurance shall be maintained in accordance with applicable federal and state law and regulations.

B. Liability

The Contractor shall indemnify, save, and hold harmless the Agency against any and all expense and liability of any kind which the Agency may sustain, incur, or be required to pay arising out of this Agreement; provided, however, that the provisions of this paragraph shall not apply to liabilities or expenses caused by or resulting from willful or negligent acts or omissions of the Agency or any of its officers or employees. Further, in the event that the Contractor becomes involved in or is threatened with litigation, the Contractor shall immediately notify the Agency. The Agency may enter into such litigation to protect the interests of the Agency as they may appear.

C. Compliance with Civil Rights and Other Laws

The Contractor shall not discriminate against any employee or applicant for employment with respect to hire, tenure, terms, conditions, or privileges related to employment because of race, color, religion, national origin, age, sex, height, weight, or marital status pursuant to 1976 P.A. 453, Section 209. The Contractor shall also comply with the provisions of the Michigan Handicappers Civil Rights Act, 1976 P.A. 220 and Section 504 of the Federal Rehabilitation Act of 1973, P.L. 93-112, 87 Stat. 394, which states

that no employee or client, or otherwise qualified handicapped individual, shall solely by reason of his handicap be excluded from participation, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance. Further, the Contractor shall comply with all other federal, state, or local laws, regulations and standards, and any amendments thereto, as they may apply to the performance of this Agreement.

D. Client Grievance System

The Contractor shall inform all service applicants or recipients of their right to a fair hearing in the event of denial, reduction, or termination of a service or the Contractor's failure to act upon a request for service with reasonable promptness, in accordance with 45 CFR, Section 1396.14, where the Contractor is determining that client's eligibility.

E. Confidentiality

The use or disclosure of information concerning service applicants or recipients, obtained in connection with the performance of this Agreement, shall be restricted to purposes directly connected with the administration of the programs implemented by this Agreement, as required by 45 CFR 205.50 and any amendments thereto.

F. Property Title

Title to all property, real or personal, furnished by the Contractor for use by the Contractor in the performance of this Agreement shall remain with the Contractor.

G. Agreement Inclusiveness/Amendment

This Agreement contains all the terms and conditions agreed upon by the parties. No other understanding, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind any of the parties hereto.

1. The Contractor shall provide transportation service to eligible clients of the Agency.
2. The Agency shall determine which clients are eligible to receive the transportation services described herein. The Agency shall notify the Contractor in writing of each clients initial eligibility for services. The Agency shall notify the Contractor in writing of any termination of or change in client eligibility for transportation services as may occur during the period of this Agreement.

D. Services to be Delivered

Service #1 of 1: (e.g., TRANSPORTATION TO SHELTERED WORKSHOPS AND WORK ACTIVITIES CENTERS)

1. Activities the Contractor shall perform:
 - a. The Contractor shall transport in a licensed and insured vehicle, driven by a licensed operator, eligible clients, according to a prearranged and agreed upon plan between the client, the Agency, and the Contractor. Transportation services shall be from the client's residence to the _____, and upon completion of the work or activity return from the facility to the client's residence. If the Contractor is transporting more than six clients per one-way trip, a licensed and insured van, station wagon or bus shall be used and driven by a licensed operator.
 - b. The Contractor shall not subcontract services to be provided under this Agreement.
 - c. The Agency shall be accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) unless exempted by one of the following:
 - 1) A rehabilitation facility established after July 1, 1978, must be CARF accredited within three years of its original charter and has three years to achieve accreditation status.
 - 2) A waiver may be granted by the _____ (agency name) to purchase service from a nonaccredited facility if the need is justified and the reason for nonaccreditation is acceptable (quality services must be evident). Waivers must be applied for on an annual basis.

E. Unit of Service Definition

Unit Definition(s): One unit equals the one-way transport of one person from point of origin to point of destination.

F. Client Records

For eligible clients served under this Agreement, the Contractor shall maintain records which include the following information and documentation: client's name, case number, and social security number.

G. Fiscal Requirements

The Contractor shall maintain a record system that documents the total number of units of service as

CONTRACTOR RESPONSIBILITIES

A. Geographic Area

The Contractor shall provide services described herein in the following geographic area:

B. Location of Facilities

The Agency shall provide services described herein in the facilities located at:

_____, MI _____

_____, MI _____

_____, MI _____

C. Eligible Clients/Determination of Eligibility

defined in this Agreement and delivered during the term of this Agreement. These records shall also document the specific units billed to the Agency under this Agreement.

H. Billing Method

The Unit Rate Billing Method shall be used in claiming reimbursement under this Agreement.

I. Billing Procedure

The Contractor shall submit a monthly billing to the Agency. This billing shall indicate the units of service delivered, the reimbursement rate by type of service, the total amount being claimed, and number of clients served.

2. The Agency shall make payments monthly to the Contractor approximately four weeks after receipt by the Agency of the Contractor's monthly billing. The Agency hereby agrees to pay the Contractor an amount for the actual units of service provided not to exceed the following rates:

_____ Transit \$ _____
 Transportation Provider Rate

IN WITNESS WHEREOF, the Agency and the Contractor have caused this Agreement to be executed by their respective officers duly authorized to do so.

Dated at _____
 this ____ day of __, 19__

Witness: _____ By: _____
 Contractor

Dated at _____
 this ____ day of __, 19__

Witness: _____ By: _____
 (Agency)

AGENCY RESPONSIBILITIES

A. Payment

1. The Agency hereby agrees to pay the Contractor an amount not to exceed _____ dollars (\$_____) per unit of service.

CHAPTER VI

FINANCIAL MANAGEMENT

	Page
Benefits to the Transit System	127
Documenting System Costs	127
Financial Planning	127
Checkbook	127
Filing Paid Bills	128
The Accrual Accounting System	128
Introduction	128
General Journal	128
Cash Receipts Journal	128
Cash Disbursements Journal	128
Payroll Journal	128
General Ledger	131
Subsidiary Ledgers to the General Ledger	131
Allocations	131
Allocation Requirements	131
Types of Allocations	134
Cost Principle	134

Internal Control	135
Gasoline	135
Tokens/Tickets	135
Farebox Revenue	135
Petty Cash	135
Employee Work Hours	135
Inventories	135
Perpetual Inventory	135
Periodic Inventory	135
Monthly Operating Assistance Report	135
Cash Flow Analysis	136
Closing the Books	136
Yearly Audit Requirements	136
The Audit Process	136
Availability of Records	136
Appendix J – General Ledger Accounts	143
Appendix K – MDOT Chart of Accounts and Account Conversion Table	147

CHAPTER VI

FINANCIAL MANAGEMENT

Benefits to the Transit System

Documenting System Costs

Whether the system manager, the county government, or an office worker is in charge of bookkeeping, it is important to have complete and up-to-date financial records. Paid bills, farebox records, a balanced checkbook, and daily journal entries will keep you informed about the financial condition of the system. Most important, only documented expenses will be approved by the state for reimbursement through state and federal programs. So, if you create a clear and easy filing system for paid bills, keep payroll records up-to-date, comply with requests for allocation plans, and accurately record transactions, the system will be allowed all eligible expenses. The point cannot be emphasized too strongly. Badly kept books cost transit agencies money.

Financial Planning

Financial information will help with system planning. If a factory in your service area adds workers to the afternoon shift and there are more requests for rides than can be handled by your buses and staff at that time of day, you will be able to look at the month's and the year's financial information and answer the questions, "How much will an added bus cost?" and, "Can we afford it?"

Good accounting will also warn managers of changes in the levels of spending and income that affect the yearly budget. During an unusually hard winter, for example, the bus

maintenance costs for January might exceed the budgeted amount. When the manager knows the exact costs, it will be easier to prepare for reduced funds during the spring or to work with the project manager to transfer monies from another expense category.

In this chapter, we will outline the specific records, methods of recording, and accounting concepts that are recommended to Michigan's small urban and rural transportation systems. With these ideas and the assistance of your project manager and the Bus Transit Division's accounting specialist, it will be possible to set up new books or to work with the records of a previous manager.

Checkbook

All disbursements of funds, except petty cash, should be made by check. When a check is written, record the name of the person or company paid, the date, and the amount of the check, in the checkbook register. At the same time, record the amount and category of expense in the Cash Disbursements Journal.

Choose a checkbook with consecutive numbering and stubs, carbons, or a register with enough space to clearly record name, date, and amount. Check the account information by balancing the checkbook every time you receive a bank statement. Frequent reconciliation of the account is the best way to review and check the accuracy of your disbursement records and prevent errors in the account books.

Filing Paid Bills

Every disbursement for goods and services must be supported by a paid bill. To make bills available for office use and for the yearly audit, plan and follow through on a filing system. When a bill is paid, mark it with the date paid, the check number, and the expense category. There are two alternatives for filing bills, the first for a system that pays bills to more than 30 vendors, and the second for a small system with just a few.

- Establish a file for each of the vendors (Consumers Power, Standard Oil, Tires, Inc.) and file the most recently paid bill in the front. This way, recent payments are the easiest to find and any paid bill can be traced by company name and date of payment from the checkbook register or the journals.
- For a smaller number of bills, create monthly files and arrange bills by the month paid. Again, the most recently paid will be filed in front.

The Accrual Accounting System

Introduction

To maintain the transit system books on a double-entry accrual system, you will need these accounting books:

1. General Journal
2. Cash Receipts Journal
3. Cash Disbursements Journal
4. Payroll Journal
5. General Ledger

For additional details, you will also need a Subsidiary Payroll Ledger, an Asset Register, and subsidiaries to the General Ledger.

General Journal

The General Journal is the original book of entry when you begin operations. Use this journal to post noncash transactions such as depreciation expense. When the books are closed at year-end, post adjusting, closing, and reversing entries in the General Journal. Exhibit VI-1 is an example of General Journal entries for the first month of a new transit system.

Cash Receipts Journal* (Exhibit VI-2)

All cash received by the system is entered in this journal with the date received, description, amount, and the receipt or warrant number, check number, or other identification. Amounts are then carried across under the appropriate

headings (Farebox, Advertising Revenue) and totaled at the end of the month. In Exhibit VI-6 and VI-7 of the General Ledger, you will see that the Cash Account is debited and the corresponding Revenue Accounts are credited with the monthly totals of the Cash Receipts.

*The Cash Receipts Journal, Cash Disbursements Journal, and the General Ledger in the exhibits below use standardized account names and numbers (e.g., Farebox, 401) from the MDOT Chart of Accounts and account numbers from the Uniform Chart of Accounts for Cities and Counties in Michigan. The state account number is in parentheses (Farebox, 401 (630)). If you use these as headings in the account books, it will be much easier to transfer the totals to the Operating Assistance report at the end of the month (see Appendix K).

Cash Disbursements Journal* (Exhibit VI-3)

All checks written from the checking account are entered in the Cash Disbursements Journal with the name of the person or company paid and the check number. The amount of the check is carried over to the appropriate account column (Labor, Advertising) and entered again in the last column, Cash. The columns are totaled monthly and the total amounts entered in the General Ledger. In Exhibit VI-6, you will see that the Cash Account is credited for the total amount of disbursements and the corresponding expense accounts are debited.

Use the checkbook and Cash Disbursements Journal together. The checks written for the month will equal the cash disbursements total, and you will be able to find the details of disbursements by going back to the checkbook.

*The operating budget worksheet filed with your Annual Application form is a good reference for categories of expense. It will help you to categorize expenses as Operations, Maintenance, Administration, or any combination of the three, in agreement with the approved yearly plan.

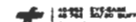
Payroll Journal (Exhibit VI-4)

In the Payroll Journal, all payments to an employee are recorded as they are made, with the employee's name, date, check number, gross pay, and itemized deductions. It is possible to set up your own payroll journal using the exhibit below, but ready-made forms available at office supply stores are easy to use. Commercial forms include percentages for FICA deductions and breakdown headings for federal, state, and local taxes. With either method, be sure that you are using current percentages for FICA and the most recent tax charts.

In the *Subsidiary Ledger* (Exhibit VI-5), each employee has a separate card with a record of payment from the date of hire. There are cumulative totals of gross pay, FICA deductions, taxes, and net pay. Use the Subsidiary Ledger to record changes in the rate of pay and to get individual totals for wage and tax statements at the end of the year.

GENERAL JOURNAL				
1984	EXPLANATION	P.R.	DEBIT	CREDIT
5/1	VEHICLES*	148	20000	
	CONTRIBUTED CAPITAL-STATE	353		20000
	to record the receipt of a vehicle at purchase price titled over from the state of Michigan			
5/3	OFFICE EQUIPMENT*	148	500	
	CONTRIBUTED CAPITAL-COUNTY	347		500
	to record receipt of office furniture at current value from the county			
5/31	DEPRECIATION AND AMORTIZATION OPERATIONS	513.0121	400	
	ACCUMULATED DEPRECIATION-VEHICLES	149		400
	to record depreciation expense on vehicle			

Exhibit VI-2



CASH RECEIPTS JOURNAL

DATE	DR. CASH	CR. STATE	CR. FED.	CR. LOCAL	CR. FAREBOX	CR. INT. INCOME	CR. ADVERT. REVENUE	CR. CHARTER REVENUE
5/1 STATE OPERATING ASSISTANCE WARR.#51011563	60000	60000						
5/1 SECTION 18 WARR.# 6374441	60000		60000					
5/1 LOCAL SHARE - MILLAGE VA #64116	10000			10000				
5/1 NEW SERVICES WARR.# 6177631	78000	78000						
5/1 FAREBOX	2000				2000			
5/3 FAREBOX	3000				3000			
5/5 ADV. REVENUE CHK.# 265	400						400	
5/30 INTEREST INCOME	100					100		
5/30 CHARTER REVENUE	200							200
5/30 DONATION - CASH	100							
5/31 TOTAL	213800	138000	60000	10000	5000	100	400	200
001		(941)	(513)	(100)	(90)	(10)	(400)	(200)
		(281)	(387)	(588)	(80)		(440)	(394)
60% OPERATING ASSISTANCE					3000	60	240	120
40% NEW SMALL BUS*					2000	40	160	80

*based on vehicle hour determination system non-interchangeability

CASH DISBURSEMENTS JOURNAL

DATE	OPERATIONS				MAINTENANCE				GENERAL ADMINISTRATION					
	1 DR.	2 CR.	3 DR.	4 CR.	5 DR.	6 CR.	7 DR.	8 CR.	9 DR.	10 CR.	11 DR.	12 CR.	13 DR.	14 CR.
5/31	C. & J. OIL CO.													
5/31	MICHIGAN BELL													
5/31	CONSUMERS POWER													
5/31	FIRESTONE TIRES													
5/31	A. B. LAMBOLEY (RINGS)													
5/31	COUNTY GAZETTE													
5/31	STONE FRYM. INS.													
5/31	SEAR'S REEBUCK *													
5/1	THEBOLL EXPENSE *													
	FICA													
	FEDERAL TAXES													
	STATE TAXES													
	INSURANCE													
	U.S. BONDS													
	TOTAL													
	60% OPERATING ASSISTANCE													
	40% NEW SERVICES													

* The breakdown of payroll expenses reported from Mr. Jones working in the office as driver and handling of Travel Manager (General Administration)

PAYROLL JOURNAL

DATE	EMP	GROSS PAY	FICA	FED. TAX	STATE TAX	LOCAL TAX	INSURANCE	CREDIT UNION	U.S. BONDS	MISC.	NET PAY
5/1	JONES, ROBERT	20000	1918	3420	1126		300		1000		15564
5/1	WILSON, JULIE	20000	1918	3420	1126		300		500		15564
	TOTAL	40000	3836	6840	2252		600		1500		31128

PAYROLL SUBSIDIARY JOURNAL

JONES, ROBERT
 610 WILLOW ST.
 555-4474

EMP. SEC. NO.:
 DATE OF BIRTH:
 NO. OF EXEMPTIONS:

PAY PERIOD	S	M	T	W	T	F	S	TOT.	REG	OT	TOT	FED. FICA	STATE TAX	LOCAL TAX	INS.	CREDIT UNION	U.S. BONDS	MISC.	NET PAY
4/26/82		8	8	8	8	8		40000	3836		40000	3836	6840	2252	600		1500		31128

The General Ledger

The General Ledger is a summary book of the whole group of accounts. The first two groups represent the assets and the liabilities of the transit system (Exhibit VI-6). In addition, there are separate accounts for all the categories of revenue and expense used in your journals and in the Operating Assistance Report (Exhibits VI-7, VI-8). General Ledger entries should be made at the end of every month. (Appendix J describes the General Ledger accounts and how to make entries.)

Record the:

- Date of purchase or acquisition
- Years of useful life
- Cost or fair market value
- Description
- Depreciation Amounts to date

To calculate depreciation amounts, divide the cost or fair market value by the months of expected useful life (Exhibit VI-9). Monthly depreciation amounts are then entered in the General Journal, the General Ledger, and the Operating Assistance Report.

Subsidiary Ledgers to the General Ledger

When the accounts in the General Ledger are not detailed enough to describe transit system activities, create subsidiary ledgers. For example, a system purchasing goods from several vendors might need separate accounts for each vendor.

• Asset Register

This subsidiary book is a list of permanent equipment owned by the transit system. While vehicles will be the major assets, office equipment, tools, and radio equipment are also included. Because depreciation will be recorded here, establish separate pages for items that have the same value and useful life. Also, create separate sheets for assets funded from different sources.

Allocations

Allocation Requirements

When a transit system has revenue from mixed sources, expenses for more than one program, or purchases goods and services that are shared with a government, the costs involved must be "allocated" for accounting purposes. This means that you must find a way to separate the expenses to be paid by different funds.

You must create an "allocation plan" for approval by the project manager if your system:

- Has joint costs with a local government

Exhibit VI-6

ACCOUNT NO. 001

CASH

DATE 19.84	ITEMS	P.R.	DEBITS		CREDITS		BALANCE	
				Y		Y	DEBIT	CREDIT
	AMOUNTS BROUGHT FORWARD						2079500	
5/31		CR1	21380000				23459500	
5/31		CD1			358500		23101000	

Exhibit VI-7

ACCOUNT NO. 411 (561)

ACCOUNT: STATE CASH GRANTS AND REIMBURSEMENTS

DATE 19.84	ITEMS	P.R.	DEBITS		CREDITS		BALANCE	
				Y		Y	DEBIT	CREDIT
	AMOUNTS BROUGHT FORWARD						302500	
5/31		CR1			13800000		14102500	

Exhibit VI-8

ACCOUNT NO. 501.01.01
(703)

OPERATORS SALARIES AND WAGES

DATE 19.84	ITEMS	P.R.	DEBITS		CREDITS		BALANCE	
				Y		Y	DEBIT	CREDIT
	AMOUNTS BROUGHT FORWARD							
5/31		CD1	21568				21568	

DEPRECIATION SCHEDULE FOR TRANSIT AGENCIES CAPITAL ITEMS

	Depreciable Life
Buildings – new	20 years
Office furniture, fixtures, and equipment (<i>not</i> structural components of the building) such as desks, files, safes, communication equipment (radios and telephones)	10 years
Information systems – computers and their components. Data handling equipment, typewriters, calculators, copiers	6 years
Cars, taxis	3 years
Buses – small to medium (up to 24-passengers)	5 years
Buses – large (over 24-passengers)	9 years
Trucks – light duty (under 13,000 lb. g.v.w.)	4 years
Trucks – heavy duty (over 13,000 lb. g.v.w.)	6 years
Bus radios, base stations, remotes	10 years
Maintenance Garage Items:	
Roller cabinets, portable tool stands, portable compressors, portable hoists, diagnostic equipment	10 years
Lift trucks, engine and transmission stands, brake lathes	8 years
Power hand tools, portable bus washers, power (hydraulic) jacks, cherry pickers, parts cleaners, grease guns and pumps, power floor cleaners, lawn mowers, snow blowers, precision hand tools	5 years
Hand tools, oil pumps, fuel pumps, portable lighting equipment, grinders	3 years
Creepers, wheeled stools	2 years

- Purchases services from a local government
- Has multiple funding sources
- Provides services to outside agencies
- Shares employees with other agencies
- Sells maintenance services with revenues of more than \$1,000 per year
- Provides charter service with revenues of more than \$1,000 per year

Types of Allocations

Some of the most common allocations are:

• Allocations for Grants

If a transit system combines an ongoing small urban system and a countywide system that is just beginning, the manager must find out what percentage of the bus service is within the city (funded by Local Bus Operating Assistance from the state and federal government) and what percentage is outside the city (funded by New Small Bus Services). The allocation percentages are developed from a study of Vehicle Hours or Vehicle Miles (Vehicle Hours/Vehicle Miles calculations are explained in Monitoring and Evaluation – Chapter XII.) The allocation percentages are used in the cash receipt and cash disbursements journals (Exhibit VI-2, 3) to separate the revenues and expenses connected with two funding programs.

• Rent Allocations

If you share a publicly-owned building with other agencies, determine a rental charge based on the percent of the building used. This allocation plan must be approved by the project manager for the rental cost to be reimbursed.

$$\frac{\text{Transit Office Square Footage}}{\text{Total Square Footage}} = \text{Rent Allocation Percent}$$

• Wage Allocations

If a full-time employee works both for the transit agency and the local government, there must be a wage allocation formula. A township mechanic, for example, may be responsible for maintenance on township vehicles, school buses, and transit system buses, so a percentage of transit work hours must be calculated and approved by the project manager. This may be done by a continual recording of hours on the job or by keeping a log for a limited test period and separating transit system tasks and time from other activities. This kind of allocation plan must be supported by actual work records.

$$\frac{\text{Hours of Work on Transit Buses}}{\text{Total Work Hours}} = \text{Wage Allocation Percent}$$

• Maintenance Services Allocation

Local transit agencies may have an opportunity to sell maintenance services. If income from the sale of these services exceeds \$1,000, the agency must develop an allocation plan for approval by the project manager. Exhibit VIII-5 in Chapter VIII-Preventive Maintenance outlines a method for

determining the complete cost per hour of maintenance services.

• Charter Cost Allocations (Exhibit VI-10)

This kind of allocation plan proves the cost of a service that the transit system sells. If your transportation system provides charter service with yearly revenues over \$1,000, there must be a cost allocation plan to demonstrate that your charges cover all operating costs. Calculate a cost per vehicle hour or mile as the minimum charge for charter service.

Exhibit VI-10

CHARTER RATE SCHEDULE	
TOTAL OPERATING COST (10-01-83 to 09-30-84)	\$404,000.00
Less: Rehabilitation Expenses	<u>5,000.00</u>
Net Transportation Cost	<u>\$399,000.00</u>
Total Vehicle Hours for fiscal year	
Regular	17,963
Charter	<u>147</u>
TOTAL	18,110
Cost per Vehicle Hour for fiscal year	\$22.00
Profit	<u>5.00</u>
Charter Rate	<u>\$27.00</u>

Cost Principle

As a transit system manager, you are responsible for financial transactions with local governments. Many systems rent office space from the county or purchase gasoline from the local school district. Some counties process the transit system's cash disbursements and handle its investments. While these relationships are sound, it is important to define and support the real cost of the goods and services purchased. If a charge is found to be *above cost*, the expense will be disallowed. (UMTA Circular A-87, and the "Local Public Transit Revenue and Expense Manual", available from Bus Transit, contain cost principle standards.)

A local government cannot charge more than it costs them to provide a service. For example, if you rent a county office, the rent must be based on the building's cost. This may include construction or renovation, and the cost of utilities, insurance, depreciation, and maintenance. The cost figures must be approved by your project manager and supporting documents must be available in order to make the expense eligible for funding.

As an example, the “rental allocation” described in the previous section needs supporting information to demonstrate the cost of the building. In this case, the building is 50 years old, so it is already fully depreciated. The only costs are for operation and maintenance.

Utilities	\$ 2,400.00
Insurance	450.00
Snow Removal	800.00
Maintenance	8,000.00
	<hr/>
	\$11,650.00 /year, \$971.00/month

\$971.00 x 30 percent Transit System Allocation = \$291.00

Internal Control

To make the best use of equipment, supplies, and system funds, a manager needs to develop routine controls against waste and theft. The items to check frequently are:

Gasoline

Secure the gas pumps with a lock or shut-off switch that can only be used by authorized personnel. Compare driver logs of gasoline use and mileage with pump totals for exact agreement.

Tokens/Tickets

Handle tokens and tickets just as you would cash. Keep a log and an inventory of tokens and tickets issued to each driver. Reconcile tickets received in the farebox against tickets issued.

Farebox Revenue

Assign at least two people to count the daily farebox revenue and compare the totals with driver logs. Deposit the farebox revenue daily, so that large amounts of money won't be left in the office.

Petty Cash

Fund petty cash at a reasonable level (\$50 would be good) and use it only for small incidental purchases. When petty cash is used, put a receipt in the box for the exact amount taken. When petty cash is reimbursed, remove the receipt from the box and file it. The combined total of receipts and cash in the box should always be equal to the original petty cash amount.

Employee Work Hours

Use time sheets or cards to record employees' work hours. To authorize payment, the card should be signed by both the supervisor and the employee.

Inventories

It is important to have a planned and recorded system of inventories to cover all goods purchased and used by the transit system. A regular inventory routine will alert the manager to possible waste and theft, demonstrate system efficiency in the yearly audit, and help with the budget planning process.

Here are two inventory methods.

Perpetual Inventory

Use the perpetual inventory method for valuable items: gasoline, oil, antifreeze, and tires. Keep a running ledger that shows the current balance of each item. In the gasoline ledger, for example, record the full tank amount to begin and, each time fuel is pumped, deduct the amount from the beginning balance. When the ledger is checked, the beginning balance, minus the gallons pumped, should equal the gallons left in the tank. Inspect the tank register and verify the balance every week.

Periodic Inventory

Use the periodic inventory method for less expensive, high turnover items: brake fluid, transmission fluid, windshield wiper fluid. Every month, take a physical inventory, recording the numbers of each item on hand. Performed regularly, this kind of inventory will give you an idea of supplies needed and show changes in the use of particular items.

Monthly Operating Assistance Report

The Operating Assistance Report (Exhibit VI-11) is a summary of the month's revenues, expenses, and operating statistics. It is used by the project manager to monitor the use of state funds and to project a system's future needs. If the account books (journal headings and General Ledger accounts) are the same as those in the MDOT Chart of Accounts, (Appendix K), financial information can be transferred directly from the account books to the Operating Assistance Report. To check on the appropriate categories of expense (Operating, Maintenance, General Administration) refer back to the budget worksheet in your Annual Application or to the Cash Disbursements Journal, so that the books and the reports will corres-

pond to your approved plan.* Gather operating data from the driver logs (Operations – Chapter III) to complete the monthly report.

*If you need more information about categories of expense and revenue, the “Local Public Transit Revenue and Expense Manual” has a complete list of account names, numbers, and working definitions of the accounts.

Cash Flow Analysis

As a part of monthly or quarterly accounting, a cash flow analysis can give you a clearer view of the transit system’s financial position. (Exhibit VI-12). Cash flow is defined as net income plus noncash credits such as depreciation. The cash flow figures will help you to predict a future shortage or surplus.

Closing the Books

The books of account are closed at the end of the fiscal year in preparation for the yearly audit. Although this may be done by an outside agency or an accountant, if you have any accounting experience it is useful to understand the process so that you can use it as a monthly review of the books. The books are closed in order to make a complete statement of finances as they stand on the last day of the accounting period, to clear the accounts, and to make necessary changes for the next accounting period.

After the adjusting entries are complete, make a trial balance to help find errors in recording and to ensure that the Operating Assistance Report is completely in agreement with the books of account. When the trial balance has been reconciled, make closing entries and prepare a Balance Sheet (Exhibit VI-13).*

Beginning from the General Ledger, completed for the month, use a worksheet to:

1. Review account definitions in the handbooks as well as journal and ledger entries to correct any errors in recording, calculation, and interpretation.
2. Make adjusting General Journal entries to reflect end-of-month financial status. For example, adjust for payroll amounts accrued but not yet paid, insurance paid in advance, and other receivables and payables. Carry the adjustments over to the General Ledger Asset/Liability accounts.
3. Total the revenues and expenses. Post the resulting totals to Retained Earnings described in the General Ledger Accounts, Appendix J.

4. Total the Asset Accounts. Total the Liability Accounts and the Fund Equity Accounts, Contributed Capital, and Retained Earnings. If the preceding steps are correct and complete, the totals will balance.

*The system manager will not be able to complete a balance sheet for the year-end audit because the statement of expenses confirmed by the auditor will be used to determine the final reimbursement. It will still be possible to close the revenue and expense accounts and to complete most of the other adjusting and closing entries. A trial balance would also be a useful check.

Yearly Audit Requirements

The Audit Process

Every transit system that receives state operating assistance (Section 10e(4)(a) of Act 51) and federal assistance (Section 18) must submit a yearly financial and program compliance audit. A local CPA firm, a state or a federal auditor will examine all the records of finances and operations described in this chapter and evaluate:

- The accuracy and reliability of accounting methods
- The eligibility of the costs presented
- Efficient use of goods, supplies, and labor
- Compliance with requirements for service and internal policies

The “Audit Guide for Transportation Authorities in Michigan” prescribes methods and standards for the audit and show a sample auditor’s report. For a copy of the guide, go to the Local Audit Division of the Department of Treasury or request an order form from the Bus Transit Division. Also, the auditor will need the “Local Public Transit Revenue and Expense Manual” from Bus Transit Division. UMTA Circular A-102, also available from Bus Transit, discusses audit standards. The completed audit is due to the State Department of Treasury and the Bus Transit Division 120 days after the local fiscal year end.*

*If the yearly audit is based on a local fiscal year, instead of the state (September 30) fiscal year, include a statement of costs with a September 30 cutoff date as well as total costs for the complete fiscal year. The partial year will be used to determine costs for the state fiscal year by combining accounting periods. For more detail, see the example in the “Audit Guide.”

Availability of Records

In addition to the yearly audit, the state requires transit agencies and their contractors to keep all records relating to the performance of state contracts for three years from the date of the final request for payment. All records and performance data must be available for inspection by the state’s authorized representatives during this three-year period.



OPERATING ASSISTANCE REPORT

CONTRACT NO.
(If Applicable)

- 1 Certification for Statutory Operating Assistance
- 2 Section 18
- 3 County Incentive/Urban and Rural
- 4 Essential Transportation Services
- 5 Service Development
- 6 Other _____

I. _____
NAME

STREET ADDRESS

CITY, TOWN or POST OFFICE, and STATE

ZIP CODE

DESCRIPTION OF PROJECT

- II. Indicate Mode:
- | | | |
|---|--|--|
| <input type="checkbox"/> 1. Line-haul | <input type="checkbox"/> 4. Street Car | <input type="checkbox"/> 7. School Bus |
| <input type="checkbox"/> 2. Demand-Response | <input type="checkbox"/> 5. Trolleybus | <input type="checkbox"/> 8. Other |
| <input type="checkbox"/> 3. Rapid Rail | <input type="checkbox"/> 6. Ferryboat | |
- _____
IDENTIFY

III. Period: _____ to _____
DATE DATE

IV. Operating Revenue: (Object Classes 401 + 402 + 404) \$ _____

V. Eligible Operating Expenses: (Object Class 599 (199)) \$ _____

VI. Eligible Transit Miles: (Object Class 611(04)) _____

VII. Authorization Statement:

As the authorized Urban Transportation Coordinator (or designated alternate) for _____

_____, I hereby certify:

That all costs, revenues, and related data are correct for the service provided; That preferential fares for persons 65 years of age or over, and handicapped persons as defined by 23 U.S.C. Section 165, not greater than 50 percent of regular one-way single for off-peak service, have been established, in accordance with the provisions of Act No. 51 of the Public Acts of 1951 and R 247.801 through R 247.814 of the Supplement to the 1954 Michigan Administrative Code; That funds received were used to provide public transportation service designed to serve the general public paying fares individually; That the funds received were used to attain the objectives of providing increased access to jobs, education, recreation, and other cultural and social activities through public transportation. Further, these funds have been used for the encouragement of desirable economic development, proper land use, enhancement of the environment and relief of congestion through the favorable effective use of public transportation.

SIGNATURE DATE TITLE

FOR OFFICIAL USE ONLY

1	2-9	10-11	12-13	14-17	18-23
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prog.	Mode(s)	Year	Month	Location Code	Contract No.

REVENUE SCHEDULE

Object Class	Total Revenues
401. Passenger Fares for Transit Service	\$ _____
402. Special Transit Fares	_____
403. School Bus Service Revenues	_____
404. Freight Tariffs	_____
405. Charter Service Revenues	_____
406. Auxiliary Transportation Revenues (Explain)	_____
407. Nontransportation Revenues (Explain)	_____
408. Taxes Levied Directly by Transit System	_____
409. Local Cash Grants and Reimbursements (Explain)	_____
410. Local Special Fare Assistance	_____
411. State Cash Grants and Reimbursements (Explain)	_____
412. State Special Fare Assistance	_____
413. Federal Cash Grants and Reimbursements (Explain)	_____
414. Interest Income	_____
430. Contributed Services	_____
440. Subsidy from Other Sectors of Operations	_____
499. TOTAL REVENUE	\$ <u>_____</u>

Object Class	EXPENSE SCHEDULE			
	OPERATIONS	MAINTENANCE	GEN'L. ADMIN.	TOTAL SYSTEM
501 Labor				
01 Operators' Salaries & Wages	010 _____	040 _____	160 _____	199 _____
02 Other Salaries & Wages	010 _____	040 _____	160 _____	199 _____
03 Dispatchers' Salaries & Wages	010 _____	040 _____	160 _____	199 _____
502 Fringe Benefits	010 _____	040 _____	160 _____	199 _____
503 Services				
02 Advertising Fees	010 _____	040 _____	160 _____	199 _____
99 Other Services	010 _____	040 _____	160 _____	199 _____
504 Materials & Supplies Consumed				
01 Fuel and Lubricants	010 _____	040 _____	160 _____	199 _____
02 Tires and Tubes	010 _____	040 _____	160 _____	199 _____
99 Other Materials & Supplies	010 _____	040 _____	160 _____	199 _____
505 Utilities				
02 Other	010 _____	040 _____	160 _____	199 _____
03 Telephone	010 _____	040 _____	160 _____	199 _____
506 Casualty & Liability Costs				
03 Premiums for Public Liability & Property Damage Insurance	010 _____	040 _____	160 _____	199 _____
99 Other Insurance	010 _____	040 _____	160 _____	199 _____
507 Taxes	010 _____	040 _____	160 _____	199 _____
508 Purchased Transportation Service	010 _____	040 _____	160 _____	199 _____
509 Miscellaneous Expenses				
02 Travel and Meetings	010 _____	040 _____	160 _____	199 _____
08 Advertising /Promotion Media	010 _____	040 _____	160 _____	199 _____
99 Other Miscellaneous Expenses	010 _____	040 _____	160 _____	199 _____
510 Expense Transfers	010 _____	040 _____	160 _____	199 _____
511 Interest Expense				
01 Interest on Long-Term Debt	010 _____	040 _____	160 _____	199 _____
02 Int. on Working Capital Needs	010 _____	040 _____	160 _____	199 _____
512 Leases and Rentals	010 _____	040 _____	160 _____	199 _____
513 Depreciation & Amortization	010 _____	040 _____	160 _____	199 _____
549 Total Expenses	010 _____	040 _____	160 _____	199 _____
550 Less Ineligible Expenses				
01 CETA and WIN	010 _____	040 _____	160 _____	199 _____
02 Gas Tax Refund	010 _____	040 _____	160 _____	199 _____
03 Federal Grants (Explain)	010 _____	040 _____	160 _____	199 _____
04 State Grants (Explain)	010 _____	040 _____	160 _____	199 _____
05 Charter Expense	010 _____	040 _____	160 _____	199 _____
06 Interest on Long-Term Debt	010 _____	040 _____	160 _____	199 _____
07 Depreciation & Amortization	010 _____	040 _____	160 _____	199 _____
08 Other (Explain)	010 _____	040 _____	160 _____	199 _____
09 Association Dues	010 _____	040 _____	160 _____	199 _____
599 Total Eligible Expenses	010 _____	040 _____	160 _____	199 _____

NON - FINANCIAL OPERATING DATA

Object
Class

601 Number of Routes (Line-haul only) _____
 602 Number of Route Miles (Line-haul only) _____

PUBLIC SERVICE		Weekdays	Saturday	Sunday	Total
610	Vehicle Hours	01 _____ 02 _____	03 _____	04 _____	_____
611	Vehicle Miles	01 _____ 02 _____	03 _____	04 _____	_____
615	Passengers - Regular	01 _____ 02 _____	03 _____	04 _____	_____
616	Passengers - Senior	01 _____ 02 _____	03 _____	04 _____	_____
617	Passengers - Handicapper	01 _____ 02 _____	03 _____	04 _____	_____
618	Pass.-Senior Handicapper	01 _____ 02 _____	03 _____	04 _____	_____
620	Total Passengers	01 _____ 02 _____	03 _____	04 _____	_____
625	Days Operated	01 _____ 02 _____	03 _____	04 _____	_____

OTHER SERVICE

630 Charter Service Hours _____
 631 Charter Service Miles _____
 632 School Bus Service Hours _____
 633 School Bus Service Miles _____
 634 Other Service Hours (Explain) _____
 635 Other Service Miles (Explain) _____

VEHICLE INFORMATION

650 Operating System Vehicles _____
 651 Back-up System Vehicles _____
 652 Vehicles with Lifts _____

MISCELLANEOUS

660 Fuel - Gallons Consumed _____
 661 Total Transit System Employees
 (Full-time Equivalents) _____
 662 Revenue Vehicle Operators
 (Full-time Equivalents) _____
 663 Number of Accidents _____
 664 Number of Road Calls
 (ie. vehicle breakdowns) _____

TRANSIT AUTHORITY CASH FLOW
Period October 1983, through January, 1984

	1983			1984
	October	November	December	January
Beginning Cash	\$ 42,925			
Revenues				
Farebox	\$ 6,430	\$ 7,052	\$ 7,973	\$ 8,725
Local Grants				
State Grants	1,400 *	8,061	8,061	8,061
Federal Grants				
Miscellaneous		1,123	294	1,185
Total Revenues	\$ 7,830	\$ 16,236	\$ 16,328	\$ 17,971
Expenses				
Wages	\$ 23,003	\$ 17,898	\$ 16,330	\$ 18,065
Fringes ¹	3,395	1,388	1,651	1,905
Materials and Supplies ²	8,334	7,359	8,239	8,456
U&FM ³	2,037	1,255	2,125	2,036
Insurance	1,429	1,429	1,429	1,429
Rent	850	850	850	850
Miscellaneous	1,983	973	1,270	1,384
Total Expenses	\$ 41,031	\$ 31,152	\$ 31,894	\$ 34,125
Ending Cash	\$ 9,724	\$ (5,192)	\$ (20,758)	\$ (36,912)

¹Includes workers' compensation and other fringes.

²Did not pay last five months fuel bill.

³Utilities and facilities maintenance includes electric, gas, heat, and maintenance.

* 1979 Reconciliation - deductions of overpayments.

SAMPLE BALANCE SHEET

September 30, 1984

ASSETS

Current	
Cash	\$ 131,805
Accounts receivable	26,448
Grants receivable	850,117
Inventories	<u>25,678</u>

 Total Current Assets 1,125,686

Property and equipment, less accumulated depreciation 3,606,862

\$4,732,548

LIABILITIES AND EQUITY

Current Liabilities	
Accounts payable	\$ 756,888
Accrued payroll:	
Regular	39,207
Vacation leave	2,704
Sick leave	10,128
Other accruals	34,541
Deferred revenue	<u>80,081</u>

 Total Current Liabilities \$ 923,549

Noncurrent Liabilities	
Accrued payroll:	
Vacation leave	20,721
Sick leave	<u>30,426</u>

 Total Noncurrent Liabilities 51,147

Total Liabilities \$ 974,696

Fund Equity	
Contributed capital	
Federal	2,685,517
State	781,876
Local	<u>174,128</u>

 Total Contributed Capital \$3,641,531

Retained earnings 116,321

Total Equity \$3,757,852

\$4,732,548

APPENDIX J

GENERAL LEDGER ACCOUNTS

Asset Accounts

Cash

001. **Cash***

This account is used to record the amount of currency, checks, money orders, and bank drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits (local unit treasurer).

This account is:

DEBITED – When cash is received.

CREDITED – When cash is disbursed.

002. **Cash – Savings**

This account is used to record the amount of monies on deposit in savings accounts under the control of the official or agent designated as custodian.

This account is:

DEBITED – When money is deposited in a savings account.

CREDITED – When money is withdrawn from a savings account.

*The account names and numbers for the asset and liability accounts are based on the "Uniform Chart of Accounts for Counties and Cities in Michigan." Refer to this manual for additional categories.

Accounts Receivable

003. **Accounts Receivable
(General – No Governmental Units)**

This account is used to record amounts owed to the local unit which are not provided for elsewhere.

This account is:

DEBITED – When amounts owed are determined.

CREDITED – With payments received.

056. **Interest Receivable**

This account is used to record interest earned or accrued, but not received as of the end of an accounting period.

This account is:

DEBITED – With the amount of interest earned or accrued.

CREDITED – With payments received.

071./072./076. **Due from Cities/Counties/
Townships**

These accounts are used to record amounts due from cities/counties/townships. (This account would not be used to reflect amounts due from other funds)

within the same entity. Account 084. would be used for this purpose.

This account is:

DEBITED – With amounts due the local unit from cities.

CREDITED – With payments received.

078. Due from State

This account is used to record amounts due from the State of Michigan.

This account is:

DEBITED – With amounts due the local unit from the state.

CREDITED – With payments received.

079. Due from Federal Government

This account is used to record amounts due from the federal government.

This account is:

DEBITED – With amounts due the local unit from the federal government.

CREDITED – With payments received.

Fixed Assets

140. Equipment – Shop

This account is used to record the cost, or estimated fair value at date received if acquired by gift, of machinery and equipment of a more or less permanent nature used in a local unit's repair and maintenance shop.

This account is:

DEBITED – With the cost or value of shop equipment acquired.

CREDITED – With the recorded value of such equipment sold or otherwise disposed of.

141. Accumulated Depreciation – Shop Equipment (Credit)

This account is used to record the accumulation of periodic credits made to record the expiration of the estimated service life of shop machinery and equipment. (See Asset Register (Exhibit 6-9) for depreciation formula.)

This account is:

CREDITED – Either annually or monthly with the amount of decrease in estimated service life attributable to that year or month.

DEBITED – With the amount of accumulated depreciation applicable to such equipment sold or otherwise disposed of.

146. Office Equipment and Furniture

This account is used to record the cost, or estimated fair value at date received if acquired by gift, of office equipment and furniture of a more or less permanent nature.

This account is:

DEBITED – With the cost or value of office equipment and furniture acquired.

CREDITED – With the recorded value of such equipment and furniture sold or otherwise disposed of.

147. Accumulated Depreciation – Office Equipment and Furniture (Credit)

This account is used to record the accumulation of periodic credits made to record the expiration of the estimated service life of office equipment and furniture.

This account is:

CREDITED – Either annually or monthly with the amount of decrease in estimated service life attributable to that year or month.

DEBITED – With the amount of accumulated depreciation applicable to such equipment and furniture sold or otherwise disposed of.

148. Vehicles

This account is used to record the cost, or estimated fair value at date received, if acquired by gift, of all vehicles and equipment that are required to have a license plate such as cars, trucks, etc.

This account is:

DEBITED – With the cost or value of vehicles and equipment acquired.

CREDITED – With the recorded value of such vehicles and equipment sold or otherwise disposed of.

149. Accumulated Depreciation – Vehicles (Credit)

This account is used to record the accumulation of periodic credits made to record the expiration of the estimated service life of licensed vehicles and equipment.

This account is:

CREDITED – Either annually or monthly with the amount of decrease in estimated service life attributable to that year or month.

DEBITED – With the amount of accumulated depreciation applicable to such vehicles and equipment sold or otherwise disposed of.

Liability Accounts

Accounts Payable

202. Accounts Payable

This account is used to record amounts on open account owing to private persons, firms, corporations, or other organizations for goods and services received by a governmental unit (but not including amounts due to other funds of the same governmental unit or to other governmental units).

This account is:

CREDITED – With amounts of accounts payable incurred.

DEBITED – Upon payment of these accounts.

228. Due to State of Michigan

This account is used to record amounts collected for or owed to the State of Michigan by a local unit of government.

This account is:

CREDITED – With the amount of the debt incurred, when it is determined.

DEBITED – With the amount of the debt when it is paid.

229. Due to Federal Government

This account is used to record amounts collected for or owed to the federal government by a local unit of government.

This account is:

CREDITED – With the amount of the debt incurred, when it is determined.

DEBITED – With the amount of the debt when it is paid.

321./322./326. Advances from Cities/Counties/Townships

These accounts will be used to record amounts owed by a local unit to a governmental entity where such amounts are payable subsequent to the current year. (For a governmental agency to record long-term obligations between its own funds, use Account 314.)

This account is:

CREDITED – With the amount of long-term debt incurred.

DEBITED – Upon payment or other redemption of such debt.

328. Advances from State

This account may be used to record amounts owed by a local unit to the State of Michigan where such amounts are payable subsequent to the current year.

This account is:

CREDITED – With the amount of long-term debt incurred.

DEBITED – Upon payment or other redemption of such debt.

329. Advances from Federal Government

This account may be used to record amounts owed by a local unit to the federal government where such amounts are payable subsequent to the current year.

This account is:

CREDITED – With the amount of long-term debt incurred.

DEBITED – With payment or other redemption of the debt.

Contributed Capital

346./347./351. Contributions from Cities/Counties/Townships

These accounts are used in a proprietary fund to record the amount of permanent fund capital contributed to the enterprise by a governmental entity. A governmental entity would not use this account to record contributions between its various funds – Account 357. would be used for this purpose.

This account is:

CREDITED – Upon receipt of capital contributions.

DEBITED – Upon repayment of such contributions or any portion thereof.

353. Contributions from State

This account is used in a proprietary fund to record the amount of permanent fund capital contributed to the enterprise by the State of Michigan.

This account is:

CREDITED – Upon receipt of capital contributions.

DEBITED – Upon repayment of all or part of such contributions, and on amortization.

354. Contributions from Federal Government

This account is used in a proprietary fund to record the amount of permanent fund capital contributed to the enterprise by agencies of the United States Government.

This account is:

CREDITED – Upon receipt of capital contributions.

DEBITED – Upon repayment of all or part of such contributions, and on amortization.

Retained Earnings

395. Retained Earnings

This account is used in an Enterprise Fund or Internal Service Fund to record the accumulated earnings of the fund which are not designated for a specific purpose or purposes.

This account is:

CREDITED – At year end, with the excess of revenues over expenses for the fiscal period.

DEBITED – At year end, with the excess of expenses over revenues for the fiscal period; or with any appropriation from retained earnings to a specific reserve account.

Revenue and Expense Accounts

In addition to the asset and liability accounts, there are individual revenue and expense accounts for each category used in the journals and monthly reports. Monthly totals entered in these accounts are taken from the Cash Receipts and Cash Disbursements Journals.

The REVENUE accounts are:

CREDITED – With amounts received.

The EXPENSE accounts are:

DEBITED – With amounts paid.

APPENDIX K

ACCOUNT CONVERSION TABLE

Revenue Accounts

State Uniform Chart of Accounts	MDOT Chart of Accounts
630	401. PASSENGER FARES FOR TRANSIT SERVICE
.01	01. Full Adult Fares
.02	02. Senior Citizen Fares
.03	03. Student Fares
.04	04. Child Fares
.05	05. Handicapper Rider Fares
.06	06. Parking Lot Revenue -Park-and-Ride
.99	99. Other Primary Ride Fares
631	402. SPECIAL TRANSIT FARES
.01	01. Contract Fares for Postmen
.02	02. Contract Fares for Policemen
.03	03. Special Route Guarantees
.04	04. Other Special Contract Transit Fares – State and Local Government
.05	05. Other Special Contract Transit Fares – Other Sources (Human Service Agencies with contracts, etc., Human Service Agencies with no contract are classified under 401)
.06	06. Noncontract Special Service Fares
632	403. SCHOOL BUS SERVICE REVENUES
633	404. FREIGHT TARIFFS
634	405. CHARTER SERVICE REVENUES
642	406. AUXILIARY TRANSPORTATION REVENUES
.01	01. Station Concessions
.02	02. Vehicle Concessions
.03	03. Advertising Services
.04	04. Automotive Vehicle Ferriage
.99	99. Other Auxiliary Transportation Revenues

NONE		407. NONTRANSPORTATION REVENUES
676		01. Sales of Maintenance Services
664	.01	02. Rental of Revenue Vehicles
664	.02	03. Rental of Buildings and Other Property
652		05. Parking Lot Revenue -Other
NONE		99. Other Transportation Revenues
401.		408. TAXES LEVIED DIRECTLY BY TRANSIT SYSTEM (Taxes)
403.		01. Property Tax Revenue
NONE		02. Sales Tax Revenue (Footnote 1)
438		03. Income Tax Revenue
NONE		04. Payroll Tax Revenue (Footnote 1)
NONE		05. Utility Tax Revenue (Footnote 1)
444		99. Other Tax Revenue
588		409. LOCAL CASH GRANTS AND REIMBURSEMENTS (Contributions from Local Units)
	.01	01. General Operating Assistance
	.02	02. Special Demonstration Project Assistance – Local Projects
	.03	03. Special Demonstration Project Assistance – Local Share for State Projects
	.04	04. Special Demonstration Project Assistance – Local Share for UMTA Projects
	.05	05. Reimbursement of Taxes Paid
	.06	06. Reimbursement of Interest Paid
	.07	07. Reimbursement of Transit System Maintenance Costs
	.08	08. Reimbursement of Snow Removal Costs
	.09	09. Reimbursement of Security Costs
	.19	99. Other Financial Assistance
588		410. LOCAL SPECIAL FARE ASSISTANCE (Contributions from Local Units)
	.21	01. Handicapper Citizen Fare Assistance
	.22	02. Senior Citizen Fare Assistance
	.23	03. Student Fare Assistance
	.29	99. Other Special Fare Assistance
569		411. STATE CASH GRANTS AND REIMBURSEMENTS (State Grants)
	.01	01. General Operating Assistance
	.03	03. Special Demonstration Project Assistance – State Projects
	.04	04. Special Demonstration Project Assistance – State Share for UMTA Projects
	.05	05. Reimbursement of Taxes Paid
	.06	06. Reimbursement of Interest Paid
	.07	07. Reimbursement of Transit System Maintenance Costs
	.09	09. Reimbursement of Security Costs
	.19	99. Other Financial Assistance

569		412. STATE SPECIAL FARE ASSISTANCE (State Grants)
	.21	01. Handicapper Citizen Fare Assistance
	.22	02. Senior Citizen Fare Assistance
	.23	03. Student Fare Assistance
	.29	99. Other Special Fare Assistance
529		413. FEDERAL CASH GRANTS AND REIMBURSEMENTS (Federal Grants)
	.01	01. General Operating Assistance
	.04	04. Special Demonstration Project Assistance
	.99	99. Other Financial Assistance
665		414. INTEREST INCOME
569	.31	430. CONTRIBUTED SERVICES (State)
588	.31	CONTRIBUTED SERVICES (Local)
674		440. SUBSIDY FROM OTHER SECTORS OF OPERATIONS
	.01	01. Subsidy for Utility Rates
	.02	02. Subsidy for Bridge and Tunnel Tolls
	.99	99. Other Subsidies

Expense Accounts

State Uniform Chart of Accounts	MDOT Chart of Accounts
702	501. LABOR
703	01. Operators' Salaries and Wages
704	02. Other Salaries and Wages
705	03. Dispatchers' Salaries and Wages
710	502. FRINGE BENEFITS
711	01. FICA or Railroad Retirement
712	02. Pension Plans (including long-term disability insurance)
713	03. Hospital, Medical, and Surgical Plans
714	04. Dental Plans
715	05. Life Insurance Plans
716	06. Short-Term Disability Insurance Plans
717	07. Unemployment Insurance
718	08. Workers' Compensation Insurance or Federal Employees Liability Act Contributions
719	09. Sick Leave
720	10. Holiday (including all premiums paid for work on holidays)
721	11. Vacation
722	12. Other Paid Absence (bereavement pay, military, jury duty pay, etc.)
723	13. Uniform and Work Clothing Allowances
724	14. Other Fringe Benefits

800	503. SERVICES (Other Services and Charges)
801	01. Management Service Fees
802	02. Advertising Fees
803	03. Professional and Technical Services
804	04. Temporary Help
805	05. Contract Maintenance Services
806	06. Custodial Services
807	07. Security Services
808	99. Other Services
726	504. MATERIALS AND SUPPLIES CONSUMED (Services)
727	01. Fuel and Lubricants
728	02. Tires and Tubes
729	99. Other Materials and Supplies
920	505. UTILITIES
921	01. Propulsion Power
922	02. Utilities -Other
850	03. Telephone
810	506. CASUALTY AND LIABILITY COSTS
811	01. Premiums for Physical Damage Insurance
812	03. Premiums for Public Liability and Property Damage
813	04. Payouts for Uninsured Public Liability and Property Damage Settlements
814	05. Provisions for Uninsured Public Liability and Property Damage Settlements
815	06. Payouts for Insured Public Liability and Property Damage Settlements
816	08. Premiums for Other Corporate Insurance
817	09. Other Corporate Losses
818	99. Other Insurance
820	507. TAXES
821	01. Federal Income Tax
822	02. State Income Tax
823	03. Property Tax
824	04. Vehicle Licensing and Registration Fees
825	05. Fuel and Lubricant Taxes
826	06. Electric Power Taxes
827	99. Other Taxes
830	508. PURCHASED TRANSPORTATION SERVICE
955	509. MISCELLANEOUS EXPENSES
956	01. Dues and Subscriptions (See 550.09)
860	02. Travel and Meetings
957	03. Bridge, Tunnel, and Highway Tolls
958	04. Entertainment Expenses
959	05. Charitable Donations
960	06. Fines and Penalties
961	07. Bad Debt Expense
962	08. Advertising/Promotion Media
963	99. Other Miscellaneous Expenses

NONE	510. EXPENSE TRANSFERS	
		01. Function Reclassifications
		02. Expense Reclassifications
		03. Capitalization of Nonoperating Costs
995	511. EXPENSE TRANSFERS	
	01.	01. Interest on Long-Term Debt Obligations
	02.	02. Interest on Short-Term Debt Obligations (working capital needs)
940	512. LEASES AND RENTALS	
	941	01. Transit Way and Transit Way Structures and Equipment
	942	02. Passenger Stations
	943	03. Passenger Parking Facilities
	944	04. Passenger Revenue Vehicles
	945	05. Service Vehicles
	946	06. Operating Yards or Stations
	947	07. Engine Houses, Car Shops, and Garages
	948	08. Power Generation and Distribution Facilities
	949	09. Revenue Vehicle Movement Control Facilities
	950	10. Data Processing Facilities
	951	11. Revenue Collection and Processing Facilities
	952	12. Other General Administration Facilities
968	513. DEPRECIATION AND AMORTIZATION	
	.01	01. Transit Way and Transit Way Structures and Equipment
	.02	02. Passenger Stations
	.03	03. Passenger Parking Facilities
	.04	04. Passenger Revenue Vehicles
	.05	05. Service Vehicles
	.06	06. Operating Yard or Stations
	.07	07. Engine Houses, Car Shops, and Garages
	.08	08. Power Generation and Distribution Facilities
	.09	09. Revenue Vehicle Movement Control Facilities
	.10	10. Data Processing Facilities
	.11	11. Revenue Collection and Processing Facilities
	.12	12. Other General Administration Facilities
	.13	13. Amortization of Intangibles
NONE	550. INELIGIBLE EXPENSES	
		01. CETA and WIN
		02. Gas Tax Refund
		03. Items Reimbursed by Federal Grants
		04. Items Reimbursed by State Grants
		05. Charter Expense
		06. Interest on Long-Term Debt Obligations
		07. Depreciation and Amortization
		08. Other
		09. A percentage of Association Dues

CHAPTER VII

PURCHASING EQUIPMENT

	Page
Selecting Buses	155
Introduction	155
Analysis of Equipment Needs	155
Peak Demand Requirements	155
Backup/Reserve Requirements	156
Improvements in Productivity	156
Operating Costs	156
Bus Sizes and Optional Equipment	156
The Small Bus Rehabilitation Program	159
Radio Systems	159
Introduction	159
System Types	159
Procuring a Radio System	159
Licensing	159
Radio Operation	162
Extended Purchasing Program	162
Program Description	162
Purchasing Procedures	162

CHAPTER VII

PURCHASING EQUIPMENT

Selecting Buses

Introduction

As part of the yearly planning process, the system manager should make a study of equipment needs for the next year. The purpose of this review is to determine the numbers and types of buses and accessory equipment needed to maintain the present level of service in the most efficient and productive way possible. If your system is planning service expansion, it is also necessary to predict minimum new equipment needs on the basis of operating plans and projected ridership. (Chapter IV – The Grant and Contract Process, describes the Annual Application form for capital requests.)

Analysis of Equipment Needs

Analysis of equipment needs requires study of past equipment use and operating efficiency. Even if your system plans to expand services, it is desirable to trim down equipment needs as much as possible for the services you have planned. Study the operating plan, ridership statistics, and the passenger loads on individual buses to find out how many buses you must have to handle current ridership and to guarantee the performance of contract services. When requesting replacement buses, expansion buses, and other equipment in the annual application, needs are listed in

order of importance. Therefore, you must also determine which capital requests are most critical to the operation. Because there are many variables which affect these decisions, individual analysis of each fixed-route and demand-response zone is necessary.

Peak Demand Requirements

Examine the number of buses in use at peak service hours of the day, usually early in the morning and late in the afternoon. Peak demand requirements help you to determine the size and makeup of the fleet needed to maintain service with a given operating plan. Questions about peak demand equipment needs are:

- How many demand-response buses are in use?
- How many and what type of fixed-route buses are in use?
- How many buses in service at peak hours have wheelchair lifts? (The required number of lift-equipped buses is determined by the approved plan from your Local Advisory Council, as stated in the 10e(19) accessibility plan. The Draft CTF administrative rules, Appendix E, describe all state requirements for accessibility under Section 10e(19) of Act 51. UMTA Section 504, Rehabilitation Act, requirements for accessibility are satisfied by the state plan.) For most transit systems, the demand-response operation must have a minimum of two lift-equipped buses, and all fixed-route buses must be lift-equipped. The project manager will assist you with a 10e(19) plan.

Backup/Reserve Requirements

When you know the peak demand requirements, then determine the number of backup buses needed to support the peak hour fleet.

- How many backup buses of each type are available during peak hours? Have they been sufficient to prevent serious interruptions in service during the winter months? A 10 to 15 percent backup is considered reasonable for fixed-route service. A 15 to 20 percent backup should be adequate for demand/response service.
- How will the age and condition of these buses affect service and backup needs through the next year?

Improvements in Productivity

Study productivity statistics for the present operating plan. (Chapter XII – Monitoring and Evaluation, describes different measures of system productivity.) High productivity means that buses are operating at or near capacity much of the time. If productivity is low, study operating patterns and occupancy levels to find where excess buses can be eliminated and bus sizes reduced. Ask questions such as:

- What is the maximum occupancy of each bus during peak hours?
- What is the average occupancy during off-peak hours?

If fixed-route buses usually operate below capacity, you may be able to:

- Request a smaller bus when replacement is due.
- Reassign larger buses to routes where ridership is higher.
- Consolidate some routes that are close together.
- Reduce the number of bus runs on routes where the headways are very short.

If occupancy is low on demand-response buses, you may be able to:

- Assign one bus where two are in use, if the waiting times are acceptable.
- Change a pure demand-response pattern to off-peak hours only, or 24-hour advance reservation only.

Productivity studies help the system manager identify the most important equipment needs for the annual application request.

Operating Costs

Another consideration, when planning for bus replacements and additional buses, is the cost of operations and maintenance. Examine operation and maintenance budget items for the next fiscal year. Using the Cost per Mile and Cost per Hour for your transit system, ask:

- Will replacement buses reduce operating costs?
- Can the system afford to operate and maintain additional buses?
- Should the system consider alternate fuels such as diesel or propane?

Bus Sizes and Optional Equipment

The Bus Transit Division of MDOT purchases all buses for Michigan's outstate transit systems. Over one hundred buses are purchased every year, representing an annual state investment of more than four million dollars. Standard specifications for small, medium, and large buses are available from the Bus Transit Division. (Exhibit VII-1, Michigan Statewide Purchase Order, provides detailed descriptions of available buses, bus sizes, optional equipment, and 1985 purchase prices.) After you have determined operating needs of your system—numbers of buses, bus sizes, and the number of lift-equipped buses—it is necessary to select the optional equipment needed for your particular operation.

Optional equipment available includes:

- Wheelchair Lifts (These may be front-door lifts or separate entrance lifts.)
- Large Farebox (The capacity is larger than the standard farebox.)
- Air Conditioning
- Tachograph (This gives the manager a continuous printed graph of bus speeds. It is useful for accident reporting and monitoring driver performance.)
- Diesel Engine (Choose this option if your mechanics are familiar with diesel maintenance and repair.)
- Propane Engine (You may choose this option if you have a propane storage tank or an area where a tank can safely be installed.)
- Brake Retarder (This will extend brake life.)
- Air Suspension
- Removable Extra Seat (This is a quick release seat that is located in front of the lift. It can only be used when no wheelchair passengers are being transported.)
- Anti-spin Rear Axle (Improves traction on snow and ice. It is only available on the 24-passenger bus.)
- Four-wheel Drive (Useful in areas with steep hills. It is only available on buses up to 20 passengers.)
- Emergency rear window instead of rear emergency door
- Destination Sign (Multiple destinations are provided on a movable roller.)
- Choice of interior colors and exterior color and stripe design to promote system identification

MICHIGAN STATEWIDE PURCHASE ORDER

AVAILABLE BUS SIZES

1985 BUS PRICES

Seating	14 Pass. 8 + 2 w/lift	16 Pass. 8 + 2 w/lift	20 Pass. 12 + 2 w/lift	24 Pass. 16 + 2 w/lift	32 Pass. 24 + 2 w/lift	43 Pass. 35 + 2 w/lift
Base Price	No recent Purchases	\$27,998	\$28,892	\$39,257	\$77,994	\$80,836
Base Cost/Seat	—	1750	1445	1636	2437	1880
Options						
Wheelchair Lift	—	3000	2806	6461	5300	3993
A/C	—	1998	1998	2595	7967	7967
Diesel	—	1333	1333	800	standard	standard
Propane	—	1200	1200	2000	not available	not available
Tachograph	—	698	698	525	666	666
Brake Retarder	—	4000	4000	4100	5000	5000
Air Suspension	—	not available	not available	not available	4150	4150
Large Farebox	—	365	365	675	385	385

MICHIGAN STATEWIDE PURCHASE ORDER

AVAILABLE BUS SIZES

Seating	14 Pass. 8 + 2 w/lift	16 Pass. 8 + 2 w/lift	20 Pass. 12 + 2 w/lift	24 Pass. 16 + 2 w/lift	32 Pass. 24 + 2 w/lift	43 Pass. 35 + 2 w/lift
Body Type	Van Conversion	Body on Cut Away Chassis	Body on Cut Away Chassis	Body on Rail Chassis	Body on Chassis Built by Body Mfr.	Body on Chassis Built by Body Mfr.
Engines	Gas, Diesel	Gas, Diesel	Gas, Diesel	Gas, Diesel	Diesel	Diesel
GVW	8900 #	10,500 #	10,500 #	14,500 #	33,280 #	33,280 #
Wheel Base	138"	146"	146"	157"	208"	265"
Outside Dimensions						
Height	110"	110"	110"	120"	121"	121"
Length	227"	252"	267"	294"	408"	462"
Width	77"	93"	93"	96"	96"	96"
Fuel Capacity	35 Gal.	33 Gal.	33 Gal.	40 Gal. Gas 60 Gal. Diesel	100 Gal.	100 Gal.
Turning Radius	25'	26'	26'	31'	33'	41'

The Small Bus Rehabilitation Program

This program provides funds for major rehabilitation of buses that are in service with mileage over 125,000. Buses at a minimum of 95,000 miles may be eligible for funds if there is a major mechanical failure. Funding will be provided only if an additional two years of service life will result. Although funds are limited, the program allows up to eight thousand dollars per bus, with up to two thousand more for body repairs and painting.

A system manager can apply for bus rehabilitation funds at any time during the year, using an application form available from Bus Transit Division (Exhibit VII-2). The form requires detailed estimates of parts and labor for all proposed repairs. Mechanical work may be done within the transit agency or by a local private garage. After review and approval by the Bus Transit Division, the local agency will receive an authorization form to begin repairs. To initiate payment, the system manager must submit all invoices to the project manager and include a letter stating that the work is complete and satisfactory.

Radio Systems

Introduction

Radio systems for new local transit agencies are purchased by the Bus Transit Division as part of the New Services Program. When a small community transit system expands to include countywide service, longer-range or more complex radio systems may be added. A communications specialist in the Bus Transit Division is responsible for system selection, design, installation, and initial testing.

System Types

The radio systems used in local transit agencies are:

- **43 MHz – Low Band** – a longer-range radio system useful in sparsely populated areas. Station frequency coordination is from the American Busing Association, Washington, D.C.
- **150 MHz – High Band** – a short-range system used by local government service. Frequency coordination is from the Michigan Public Safety Frequency Advisory Committee, East Lansing, MI.
- **450 MHz – UHF Band** – a short-range system which works well in heavily populated areas. Frequency coordination is from the American Trucking Association, Washington, D.C.
- **27 MHz – Citizens Band Radio Service (CB)** – a very inexpensive system that requires no licensing. It is, however, short range, low quality, and the frequency is used heavily by the general public.

Procuring a Radio System

Although design and purchasing of equipment are handled by Bus Transit Division staff, local representatives may be asked to:

- Provide information about existing radio systems that could be shared by the transit agency.
- Research local radio towers available for lease. (New towers are built only when a lease cannot be arranged.)
- Arrange for buses to be available when radio installation is scheduled.

Licensing

Before a radio system is installed, the state communications specialist arranges for frequency coordination and initial FCC licensing. From the date of licensing, the transit agency is responsible for the legal operation of all licensed equipment. To comply with FCC regulations, the local transit agency must:

- Post copies of the FCC license at all control and dispatch centers.
- Use the transmitters only for communications directly related to the licensed activity, communications regarding danger to life or property, and equipment testing.
- Guarantee emergency communications regarding danger to life or property.
- Use the call sign, in English, at least once during each transmission, or every 15 minutes during continuous operation.
- Operate transmitters as efficiently as possible to reduce total transmission time (see 10-codes below).
- Avoid causing harmful interference when monitoring communications or causing interference by the broadcast of a continuous uncontrolled signal.
- Use (450 MHz) UHF Band at fixed stations only.
- Limit the operation of base station to 75 watts output.
- Operate only the number of transmitters authorized by the FCC license and establish policies to ensure the legal use of all equipment.
- Reply to FCC notices of violation within 10 days, explaining how the problem has been corrected.
- Keep testing and service information on file for one year. All transmitter measurements with the name of the person testing and all repair and maintenance records must be available for on-site inspection.
- Renew the FCC license every five years, at least 60 days before the expiration date.

Radio Operation

The *Michigan Small Bus Program: Operator's Manual* provides detailed instructions for dispatchers and drivers using a radio system. To keep standard messages brief and clear, learn and use the 10-codes listed below:

- 10-4 Okay, last message understood.
- 10-6 Busy, stand by.
- 10-7 Out of service (lunch, break, etc.)
- 10-8 In service at (location).
- 10-9 Repeat message.
- 10-16 Make pickup at (location).
- 10-19 Return to base.
- 10-20 My location is _____.
What is your location?
- 10-24 Drop-off complete at (location).
- 10-76 Enroute to (location).

Less frequently used 10-codes are:

- 10-34 Trouble at this station, help needed.
- 10-36 Correct time is _____.
- 10-43 Traffic tie-up at (location).
- 10-50 Traffic accident at (location).
- 10-51 Wrecker needed at (location).
- 10-52 Ambulance needed at (location).
- 10-70 Fire at (location).
- 10-100 Call your home. (This is used in case of an emergency at the driver's home. Respond with 10-4, and when you will be able to call.)
- 10-2000 Police needed at (location).

Extended Purchasing Program

Program Description

The Extended Purchasing Program is coordinated by the Department of Management and Budget to reduce the cost of standard products and equipment used by governments and agencies in the state. There are a number of items offered under this program that could save money for transit agencies. Oil filters, tires, and antifreeze, for example, are purchased in volume, using a competitive bidding process, and made available by contract to the local agency.

Purchasing Procedures

The State's Office of Purchasing publishes lists of products and equipment that are available by state contract. If your transit agency decides to purchase through one or more of these contracts, copies of specifications, prices, terms, and the contracts themselves are sent for review. After the contract has been signed and returned, the transit agency issues purchase orders directly to the contractor. Contract lists and details of the Extended Purchasing Program are available from:

Department of Management and Budget
Office of Purchasing
Second Floor, Mason Building
P.O. Box 30026
Lansing, Michigan 48909
(517) 373-0330

The following products are offered in the Extended Purchasing Program:

- Antifreeze
- Automotive batteries
- Communication equipment
- Copiers
- Diskettes
- Electrical supplies
- Fasteners (nuts and bolts, washers)
- Oil, air, fuel, coolant, and transmission filters
- Fire extinguishers
- Fuel oil
- Office and shop furniture
- Compressed gases (acetylene, oxygen, air, hydrogen, helium, CO₂, argon, and mapp)
- Lubricating oil
- Oils and greases
- Tires and tubes
- Passenger cars, police cars, and trucks

BUS REHABILITATION APPLICATION

Transit System Name _____ State License Number _____ Date _____

Chassis Serial Number _____ Make/Model _____ Year Mileage _____

Is vehicle in regular service? Yes No

Has bus been rehabbed previously with state funds? Yes No

	<u>Work Needed</u>	<u>Estimate</u>	
		<u>Parts</u>	<u>Labor</u>
Braking System			
Brakes (front and rear)	_____	_____	_____
Brakes, lines, air compressor, air tank.	_____ _____	_____	_____
Exhaust System			
Exhaust, tail pipes mufflers.	_____	_____	_____
Electrical System			
Wiring, cables, lighting, switches, gauges, alternator, starting system.	_____ _____ _____	_____	_____
Drive Train			
Engine, transmission, axles, universal joints, differential, etc. (provide compression test for engine replacement or overhaul)	_____ _____ _____	_____	_____
	Comp. Test: 1. _____ 2. _____ 3. _____		
	4. _____ 5. _____ 6. _____ 7. _____ 8. _____	_____	_____
Steering System			
Steering gears, linkages, bearings, etc.	_____	_____	_____
Suspension System			
Shock absorbers, springs, air suspension, ball joints.	_____	_____	_____
Cooling System			
Radiator, hoses, fans, air conditioning.	_____	_____	_____

Exhibit VII-2 (cont'd)

	<u>Work Needed</u>	<u>Estimate</u>	
		<u>Parts</u>	<u>Labor</u>
Heating System			
Heating units, ducts, pumps hoses.	_____	_____	_____
	_____	_____	_____
Fuel System			
Fuel pump, carburetor, lines, fuel tank, filters.	_____	_____	_____
	_____	_____	_____
Vehicle Understructure			
Frame, engine mounting, bulkheads, underfloor structure.	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
Body Exterior			
Panels/trim, windows, stepwells, doors, bumpers, paint.	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
Body Interior			
Floor, seats, interior panels, paint.	_____	_____	_____
	_____	_____	_____
Lift			
Frame, electrical, hydraulics.	_____	_____	_____
Other	Subtotal	_____	_____
	Total (parts and labor)	_____	_____
Inspection Performed By:			
_____	_____	_____	_____
Mechanic's Signature	Agency or Company	Date	
System Manager:			
_____	_____	_____	_____
Signature	Date		

CHAPTER VIII

PREVENTIVE MAINTENANCE

	Page
A Complete Maintenance Program	165
Introduction	165
The Preventive Maintenance Schedule	165
Inspections and Reports	165
Maintenance of Loaner Vehicles	168
The Computerized Small Bus Maintenance Program	168
Description	168
Objectives	168
Reports from Local Agencies	174
Detailed Instructions for Form 3035	174
Reports to Local Agencies	174

CHAPTER VIII

PREVENTIVE MAINTENANCE

A Complete Maintenance Program

Introduction

This chapter describes the forms and methods recommended for a preventive maintenance program.

Preventive maintenance will help keep your buses on the road. An organized program of inspections, scheduled service, and immediate adjustments or repairs will add months and years of useful service life to your equipment and keep mechanical failures to a minimum. The Bus Transit Division equipment specialist will answer maintenance questions and help to put a complete program in place.

The Preventive Maintenance Schedule

The MDOT maintenance schedule for gas, propane, and diesel fueled buses (Exhibit VIII-1) is the basis of effective preventive maintenance. So that the staff will know when these maintenance tasks are due, use the maintenance record keeping system described in this chapter. It is important to perform all scheduled maintenance on time.

Inspections and Reports

The local transit agency should use the following inspection and report procedures:

Pretrip Inspection and Maintenance Report
Monthly Preventive Maintenance Inspection
Worksheet
Work Order
Small Bus Safety Inspection checklist
Maintenance Bulletins

• Pre-trip Inspection and Maintenance Report

Inspect the buses every day before they are taken out on the road. This pretrip inspection includes exterior, interior, and under-the-hood checkpoints (Exhibit VIII-2). The driver should:

1. Record starting mileage, date, and vehicle number.
2. Inspect each item, and make a check mark if it is all right.
3. In the right-hand column, describe problems in more detail (e.g., left front headlight out.)
4. If the problem affects safety, report it to the mechanic for correction before the vehicle goes out. (The mechanic will note the work under "Maintenance Performed" and sign below.)
5. To record mileage and fuel information for the day, hold the form until the end of the shift.
6. Tell the mechanic about any service or repairs that can't wait until the monthly inspection.
7. Store the pretrip inspection reports with others for the same bus so that they will be available for the mechanic's review.

MICHIGAN DEPARTMENT OF TRANSPORTATION
BUS PREVENTIVE MAINTENANCE SCHEDULE

Number
GASOLINE FUELED VEHICLES

- 3,000 MILES**
- Road test vehicle for performance and handling.
 - Review drivers' reports and maintenance history.
 - Check first aid kit, flares, fire extinguisher, and safety triangles.
 - Check lights, gauges, and accessories.
 - Change engine oil and filter.
 - Inspect and lube chassis and steering linkage.
 - Inspect exhaust system.
 - Inspect fuel tank, lines, and hoses.
 - Inspect springs and shock absorbers.
 - Inspect and lube drive shaft u-joints.
 - Inspect brake linings, linkage, lines, and hoses.
 - Lube parking brake, accelerator linkage, hinges, cables, locks, and rubbing parts.
 - Measure tire tread and pressure, torque lug nuts.
 - Check all fluid levels. Anti-freeze: ____.
 - Inspect all engine belts and hoses.
 - Check fan clutch.
- 5,000 MILES**
- Inspect air filter, replace fuel filter.
 - Inspect and lube handicap lift, check fluid.
 - Rotate tires if indicated by abnormal wear.
- 15,000 MILES**
- Test performance of engine and ignition, starting, and charging systems with engine analyzer.
 - Replace spark plugs and PCV valve.
 - Clean battery terminals and load test battery.
 - Pressure test radiator.
 - Adjust carburetor, clean choke and linkage.
 - Replace transmission fluid and adjust bands.
- 30,000 MILES**
- Replace differential fluid.
 - Repack front wheel bearings.
 - Inspect rear wheel bearings.
 - Service cooling system.

Maintenance Performed

2,500													
3,000													
5,000													
6,000													
7,500													
15,000													
30,000													

Odometer
PROPANE FUELED VEHICLES

- 3,000 MILES**
- Road test vehicle for performance and handling.
 - Review drivers' reports and maintenance history.
 - Check first aid kit, flares, fire extinguisher, and safety triangles.
 - Check lights, gauges, and accessories.
 - Change engine oil and filter.
 - Inspect and lube chassis and steering linkage.
 - Inspect exhaust system.
 - Inspect fuel tank, lines, and hoses.
 - Inspect springs and shock absorbers.
 - Inspect and lube drive shaft u-joints.
 - Inspect brake linings, linkage, lines, and hoses.
 - Lube parking brake, accelerator linkage, hinges, cables, locks, and rubbing parts.
 - Measure tire tread and pressure, torque lug nuts.
 - Check all fluid levels. Anti-freeze: ____.
 - Inspect all engine belts and hoses.
 - Check fan clutch.
- 6,000 MILES**
- Change engine oil and filter.
 - Inspect air filter, replace fuel filter.
 - Inspect and lube handicap lift, check fluid.
 - Rotate tires if indicated by abnormal wear.
- 15,000 MILES**
- Clean terminals and load test battery.
 - Pressure test radiator.
 - Replace transmission fluid and adjust bands.
- 30,000 MILES**
- Test performance of engine and ignition, starting, and charging systems with engine analyzer.
 - Replace spark plugs and PCV valve.
 - Clean throat of air valve, filter in lock-off valve, and interior of converter.
 - Replace differential fluid.
 - Repack front wheel bearings.
 - Inspect rear wheel bearings.
 - Service cooling system.

Comments -

Date
DIESEL FUELED VEHICLES

- 2,500 MILES**
- Road test vehicle for performance and handling.
 - Review drivers' reports and maintenance history.
 - Check first aid kit, flares, fire extinguisher, and safety triangles.
 - Check lights, gauges, and accessories.
 - Change engine oil and filter.
 - Inspect and lube chassis and steering linkage.
 - Inspect exhaust system.
 - Inspect fuel tank, lines, and hoses.
 - Inspect springs and shock absorbers.
 - Inspect and lube drive shaft u-joints.
 - Inspect brake linings, linkage, lines, and hoses.
 - Lube parking brake, accelerator linkage, hinges, cables, locks, and rubbing parts.
 - Measure tire tread and pressure, torque lug nuts.
 - Check all fluid levels. Anti-freeze: ____.
 - Inspect all engine belts and hoses.
 - Check fan clutch.
- 5,000 MILES**
- Inspect and test operation of exhaust pressure regulator valve.
 - Check air intake system.
 - Inspect crankcase ventilation system.
 - Inspect and lube handicap lift, check fluid.
 - Rotate tires if indicated by abnormal wear.
 - Purge water, replace fuel filters.
- 7,500 MILES**
- Adjust engine idle speed.
 - Inspect air filter, replace if necessary.
- 15,000 MILES**
- Clean battery terminals and load test.
 - Pressure test radiator.
 - Replace transmission fluid and adjust bands.
- 30,000 MILES**
- Replace differential fluid.
 - Repack front wheel bearings.
 - Inspect rear wheel bearings.
 - Service cooling system.

PRE-TRIP INSPECTION

A. DAILY VEHICLE CHECKLIST

B. VEHICLE DEFECT LIST

DATE _____ VEHICLE _____

MILEAGE: Ending _____
 Starting _____
 Daily Total _____

**INSPECT AND CHECK BELOW
 ITEMS IF O.K.**

NOTE ANY DEFECTS BELOW

A. UNDER HOOD

1. UNDER HOOD

1. Oil level _____
2. Radiator level _____
3. Battery level _____
4. Windshield washer level _____
5. Engine/Hoses/Belts _____

B. EXTERIOR

2. EXTERIOR

1. Tires _____
2. Turn signals _____
3. Head signals _____
4. Tail/Brake Lights _____
5. Windshield wipers _____
6. Fresh body damage _____
7. Cleanliness _____

C. INTERIOR

3. INTERIOR

1. Brakes _____
2. Steering _____
3. Transmission _____
4. Mirrors (adjustments) _____
5. Gauges/Instruments _____
6. Controls (equipment) _____
7. Radio _____
8. Damage/cleanliness _____

Safety Equipment:

1. Fire Extinguisher _____
2. Flares/Triangles _____
3. First Aid Kit _____
4. Back-up Alarm _____
5. Rear Door Buzzer _____

D. FUEL ADDED _____ gal.
 OIL ADDED _____ qts.

Maintenance Performed

 Driver Signature

 Mechanic Signature

• **Monthly Preventive Maintenance Inspection Worksheet**

The mechanic schedules and performs a monthly preventive maintenance inspection, using the worksheet shown in Exhibit VIII-3. This process includes a review of pretrip inspection reports and other maintenance records, to pick up problems reported by the drivers, and a review of the maintenance schedule (Exhibit VIII-1).

1. On the preventive maintenance worksheet, record the vehicle number, date, mileage, and special instructions for scheduled maintenance and repairs.
2. Inspect the vehicle, perform scheduled service, and make adjustments as indicated on the worksheet.
3. Mark each item (check) OK, (X) Adjustment Made, or (O) Needs Attention (for work that cannot be completed at that time).
4. Under "Comments," describe repairs and service in more detail.
5. Complete a work order for as many maintenance tasks as can be identified (Exhibit VIII-4).

• **Work Order**

Completed work orders are a good source of maintenance information. Whenever possible, use the standard work order form (Form 3022, Exhibit VIII-4) to record labor hours and parts for vehicle repairs and service. If mechanical work is sent out to a private garage, be sure to get the same information on the garage work orders: a breakdown of tasks, labor hours, parts and costs.

1. Record the identifying information, mileage, and date at the top of the form.
2. If your system participates in the computerized maintenance program described later in this chapter, enter the repair code from Exhibit VIII-9.
3. Enter a maintenance labor cost that includes direct costs (the mechanic's hourly rate) and indirect costs (rent, insurance, and maintenance supervision). A complete method is described in Exhibit VIII-5.

• **Small Bus Safety Inspection Checklist**

For each of the vehicles in the fleet, schedule a safety inspection every six months. Some of the items in the safety inspection checklist (Exhibit VIII-6) are included in other inspections, but this procedure will emphasize everything that affects safe operation. Place a check mark beside the items in good condition. Describe problems under "Remarks" at the bottom of the sheet. Transfer all necessary repairs and adjustments to the work schedule.

• **Maintenance Bulletins**

Maintenance bulletins are issued by the Bus Transit Division whenever there are special maintenance recommendations for a particular vehicle or component (Exhibit VIII-7). The information often comes from the manufacturer and announces repairs and adjustments to be made during the warranty period. Other bulletins recommend

successful maintenance ideas used by other transit systems. When the recommended maintenance could affect safety, the project manager will check to see that the instructions have been followed.

Maintenance of Loaner Vehicles

When a major mechanical problem is going to keep a bus out of operation for an extended period, and the local transit agency is short of backup buses, the Bus Transit Division can provide a vehicle on loan while the repair work is being done. During this loan period, the local system is responsible for maintenance, repairs, and insurance. It is important to remember that loaner buses are for emergencies only. They will normally be on-site for a maximum of six months. When you perform work on a loaner vehicle, enter the details in the Motor Vehicle Service and Repair Record permanently stored on the bus. Because they are moved from system to system, a complete service history is particularly important for loaner buses.

The Computerized Small Bus Maintenance Program

Description

Over the past few years, the Bus Transit Division has developed a computerized maintenance system. This system is designed to provide managers and maintenance staff of small transit agencies with monthly output reports. System reports will detail a month's maintenance activities and automatically provide monthly and year-to-date statistics pertinent to the management of a high-quality maintenance operation. The program uses the department's data base computer file.

Objectives

When sufficient data is in the computer, staff will perform ongoing analysis of specific bus components and systems. Specific objectives are:

- Continuous review of the condition of vehicles
- Development of standard vehicle replacement schedules
- Evaluation of local preventive maintenance programs
- Development of life cycle cost standards (purchase price plus lifetime maintenance and fuel costs) for bus purchases
- Improvement of the fleet by inclusion of performance standards in the bidding process

MDOT 3008 (7/83)

- OK
- ADJUSTMENT MADE
- NEEDS ATTENTION

**PREVENTIVE MAINTENANCE
INSPECTION WORK SHEET**
PERFORM MONTHLY ALL DART VEHICLES
This information is requested by
Michigan Department of Transportation

VEHICLE NO. _____

DATE _____

MILEAGE _____

**SPECIAL INSTRUCTIONS
FOR REPAIRS NEEDED**

PREPARE FOR INSPECTION

- CHECK DRIVERS REPORT
- REVIEW MAINTENANCE HISTORY
- WASH VEHICLE

COMMENTS

START UP AND DRIVE (CHECK OPERATION OF:)

- STARTING
- PARKING BRAKE
- SERVICE BRAKE
- TRANSMISSION
- HORN
- SPEEDOMETER

REMAIN IN VEHICLE (CHECK OPERATION OF:)

- FUEL GAUGE
- OIL GAUGE
- BATTERY CHARGING GAUGE
- WINDSHIELD WASHER & WIPERS
- STEERING WHEEL FREE PLAY
- REGISTRATION
- HEAD LIGHTS, HI INDICATOR
- HEAD LIGHTS, LOW
- TURN SIGNAL, INDICATORS
- 4 WAY FLASHER, INDICATORS
- INTERIOR LIGHTS
- INSTRUMENT PANEL LIGHTS
- HEATER & DEFROSTER
- AIR CONDITIONER
- ALL WINDOW GLASS
- DOORS
- SEATS
- SAFETY EQUIP.

OUTSIDE INSPECTION (CHECK OPERATION OF:)

- HOOD
- BUMPERS, BODY DAMAGE
- ALL LIGHTS
- FUEL CAP
- FRONT END, KING PINS, WHEEL BEARINGS, TIE ROD ENDS
- OUTSIDE MIRRORS
- WHEELS & RIMS, TIGHTEN LUGS
- TIRES, CHECK WEAR, CRACKS AND PRESSURE
RECORD _____ LBS. PER SQ. IN.

UNDER HOOD (CHECK OPERATION OF:)

- AIR COMPRESSOR, MOUNTING & BELT TENSION
- STEERING GEAR & SHAFT (LUBE)
- POWER STEERING HOSES & OIL LEVEL
- THROTTLE LINKAGE
- WATER PUMP & FAN BELT
- WATER PUMP & FAN HUB (LUBE)
- C/CASE BREATHER, CLEAN/CHANGE
- AIR FILTER, CHANGE
- EXHAUST SYSTEM, TIGHTEN
- ENGINE OIL, CHANGE
- OIL FILTER, CHANGE
- FUEL FILTER, CHANGE
- FUEL LEAKS, CORRECT
- RADIATOR, CHECK LEVEL
- RADIATOR, PRESSURE CHECK
- RADIATOR, CLEAN FRONT
- HOSES, CHECK & ADJUST
- ANTI FREEZE PROTECTED _____ °
- ALTERNATOR, BELT TENSION, TERMINALS, CHECK & LUBE
- BATTERY, CHECK WATER LEVEL
- BATTERY, CLEAN CABLES
- MASTER CYLINDER, FILL
- LUBRICATE ALL FITTINGS

UNDER CHASSIS

- ENGINE & TRANS. MTG. BOLTS CHECK & ADJUST
- BODY MTG. BOLTS CHECK & ADJUST
- TRANSMISSION, CHECK GEAR OIL LEVEL
- TRANSMISSION, CHECK COVER, BELL & SEAL AREAS FOR LEAKS
- EXHAUST MUFFLER, TAIL PIPE HANGERS, TIGHTEN IF LOOSE
- DIFFERENTIAL, CHECK GEAR OIL LEVEL & CLEAN BREATHER
- DIFFERENTIAL, CHECK FOR LEAKS
- BRAKES, ADJUST IF NEEDED
- SPRINGS, SHACKLES, U BOLTS, CHECK FOR CRACKS, RUST—TIGHTEN

DRIVE OFF & PARK

- ENGINE OIL, CHECK LEVEL
- HOOD LATCH, CHECK
- RECORD ALL PERTINENT INFO. IN VEHICLE RECORDS

MECHANIC SIGNATURE _____

MAINTENANCE LABOR COSTS

The cost per hour charged for in-house maintenance labor should include labor, fringe, and direct maintenance overhead. Direct maintenance overhead consists of rent, utilities, building insurance, direct maintenance supervision, other miscellaneous shop labor and miscellaneous supplies.

- o Utilities, rent, and insurance are normally allocated on the basis of the percentage of the transit building's square footage devoted to maintenance divided by total maintenance hours.
- o Miscellaneous labor and maintenance supervision would be split on the basis of the percentage of time spent on maintenance divided by total maintenance hours.
- o Miscellaneous supplies would normally be five percent of the direct labor plus fringe divided by total maintenance hours.

Example

1. Direct Labor Hours

1 full-time mechanic at \$7.26/hr. plus 20.6 percent fringe = \$ 8.76/hr.

1 full-time mechanic helper at \$4 plus 20.6 percent fringe = \$ 4.82/hr.
\$13.58/hr.

2. Total Maintenance Hours

1 full-time mechanic	2,080 hrs.
1 full-time mechanic helper	<u>2,080 hrs.</u>
	4,160 hrs./year

3. Overhead

Utilities	\$2,651/4,160	= \$0.64
Rent	\$4,400/4,160	= 1.06
Insurance	\$ 740/4,160	= 0.18
Supervision	\$4,500/4,160	= 1.08
Misc. Labor	\$3,000/4,160	= 0.72
Misc. Supplies	\$13.58/hr. x 5%	= 0.68
		<u>\$4.36/hr.</u>

4. Summary

Work performed by the mechanic will be charged at:

Base wage plus fringe	\$ 8.76/hr.
Overhead	<u>4.36/hr.</u>
Total	\$13.12/hr.

Work performed by the mechanic helper will be charged at:

Base wage & fringe	\$ 4.82/hr.
Overhead	<u>4.36/hr.</u>
Total	\$ 9.18/hr.

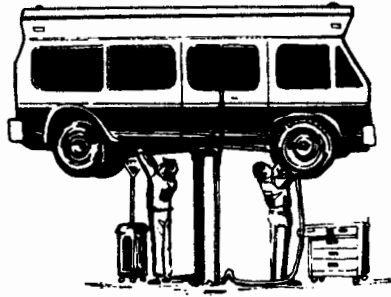


3037 (N2/82)

SMALL BUS SAFETY INSPECTION CHECKLIST

SYSTEM							
INSPECTOR		INSPECTION DATE		VEHICLE SERIAL NO.		LICENSE NO.	
MAKE		MODEL		YEAR		MILEAGE	
A.	FLUIDS	K.	DRIVER'S SEAT		77	Odometer	
	1 Engine Oil Level		37 Firmly Mounted	Q.	BRAKES		
	2 Radiator/Washer Fluid		38 Adjusts & Catches		78 Parking Brakes		
	3 Battery Water Level		39 Seat Belt Works Properly		79 Low Brake Pedal		
	4 Brake Fluid Level	L.	HEATER/DEFROSTER		80 Pulling		
	5 Transmission/Power Steering Fluid		40 Fans Operate F/R		81 Noise		
B.	GENERAL CONDITION		41 Heater Operates F/R	R.	TRANSMISSION-DRIVE TRAIN		
	6 Body, Bumpers, Trim		42 Defroster Operates F/R		82 Holds in Park Position		
C.	TIRES		43 Air Conditioner Operates		83 Doesn't Start in Gear		
	7 Tread Wear	M.	LIGHTS		84 U-Joints		
	8 Tire Pressure		44 Stepwell		85 Differential		
	9 Lug Nuts		45 Passenger Area	S.	STEERING		
	10 Type, Season		46 High Beam		86 Free Play		
D.	DOORS		47 Low Beam		87 Steering Force		
	11 Open & Close Properly		48 High Beam Indicators		88 Pulls in Either Direction		
	12 Won't Open Accidentally		49 Dimmer Switch		89 Power Steering Pump		
	13 Latches, Handles, Hinges		50 Directional Lights		90 Steering Gear Box		
	14 Seals out Exhaust		51 Directional Indicators		91 Linkage & Ball Joints		
E.	FLOORS/STEPS		52 Emergency Flashers	T.	SUSPENSION F/R		
	15 Clean & Free of Debris		53 Emergency Indicators		92 Shocks/Mounts/Bushings		
	16 Safe From Tripping		54 Running Lights		93 Springs		
	17 Tread Covers Not Loose		55 Reflectors		94 Spring Clamps		
F.	SEATS		56 Brake Lights		95 Spring Shackles		
	18 Sharp Edges/Exposed Metal		57 Tail Lights	U.	EXHAUST SYSTEM		
	19 Upholstery/Springs		58 License Plates		96 Exhaust Pipe		
	20 Firm Mountings		59 Backup Lights		97 Muffler		
G.	GRAB-RAIL STANCHIONS		60 Backup Alarm		98 Tail Pipe		
	21 Padded Properly		61 Horn		99 Hangers		
	22 Firmly Mounted	N.	WIPER/WASHER	V.	FUEL SYSTEM		
	23 Other Padding		62 Arm Tension		100 Leaks		
H.	WINDOWS		63 Blade Condition		101 Fumes in Vehicle		
	24 Safety Glass		64 Washer Switch		102 Gas Cap		
	25 Vision Obstruction		65 Washer Arm		103 Tank Mounts		
	26 Operation	O.	MIRRORS	W.	LIFT/WHEELCHAIR		
	27 Sunvisors		66 Mounted Firmly		104 Remote Control		
I.	EMERGENCY EXITS		67 Interior View		105 Wheelchair Stop		
	28 Doors Work Properly		68 Exterior View		106 Speed Adjustable		
	29 Latches Properly		69 Convex		107 Restraints Operable		
	30 Other Exits Open Properly	P.	ENGINE OPERATION		108 Tie Down Operable		
	31 Labeled Properly		70 Starting		109 Padding Adequate		
	32 No Obstruction to Exits		71 Excessive Smoking		110 Manual Safety Override		
	33 Door Ajar Warning Alarm		72 Instrument Warning Lights				
J.	SAFETY EQUIPMENT		73 AMP/Volt Gauge				
	34 Flares/Reflector Triangles		74 AMP Gauge				
	35 First Aid Kit		75 Temperature Gauge				
	36 5 lb. ABC Fire Extinguisher		76 Speedometer				

REMARKS:



BUS MAINTENANCE BULLETIN

Prepared by Michigan Department of Transportation, Bus Transit Division DATE: _____

MAINTENANCE BULLETIN

TO: Transit Operations Operating Chevy Small Buses

FROM: Frank DeRose, Jr., Administrator

SUBJECT: Revised Intermediate Steering Shaft Lube Fitting, Availability of Secondary Throttle Valve Compound and Carburetor Adjustment Specifications

Attached are information sheets for your maintenance on Chevrolet small buses. Please forward this information to your maintenance personnel as we think it would be most helpful.

If you or your maintenance people have questions, please contact George Harris at (517) 373-7665 or Gary Teachworth at (517) 373-7645.

Administrator

Attachments

IMPORTANT: Be sure this bulletin is given to persons who service and maintain your vehicles!

Reports from Local Agencies

The reporting form for this program is the Monthly Maintenance and Cost Summary (Form 3035), presented below as Exhibit VIII-8. It is due at the Bus Transit Division ten days after the end of each month. Entries come from:

- Pretrip Inspection Forms
- The Preventive Maintenance Inspection Worksheet
- Work Orders (Use the same Maintenance Labor Costs developed for the Work Order, shown above as Exhibit VIII-5.)

When a maintenance task is performed:

1. Complete a Work Order (Exhibit VIII-4).
2. Enter a Repair Code on the work order from the Repair Type/Task List Coding Sheet (Exhibit VIII-9).
3. Transfer the work order information: date, description of the work, repair code, labor cost, parts cost, and mileage to the yellow Monthly Maintenance and Cost Summary (Exhibit VIII-8).

At the end of each month, enter the totals of routine service: fuel, fluids, washing, and interior cleaning. (Detailed instructions for the use of Form 3035 are given below.)

Detailed Instructions for Form 3035

1. Submit all data on the yellow sheets provided. Copies cannot be accepted.
2. Print all numbers clearly, and make sure that decimal points are in the right place. Otherwise, \$2 may come out of the computer as \$200.
3. At the top of the sheet, place a checkmark in the monthly update box and fill out:
 - System Name
 - Year (This is the calendar year, not the year of the bus.)
 - Local Bus Number.
 - State License Number.It isn't necessary to fill out the serial number or beginning mileage.
4. Code the maintenance activity according to the Repair Type/Task Listing Coding Sheet marked "Revised May 1, 1985" (Exhibit VIII-9).
5. Code 3202 is now "Add Oil" only. Code 3203 is now "Oil Change and Filter." Individual quarts of oil which are added should be listed separately and coded 3202. Oil added during the oil change, along with the filter, should be coded 3203.
6. Under "Activity Performed" on the Work Order (Form 3022) and on the yellow sheet (Form 3035), describe each maintenance task in enough detail so that its code can be selected and checked easily by other people.

Use the same description on both forms. To keep the monthly Form 3035 to one page per bus, try to limit the "Activity Performed" to one line.

7. Develop a maintenance labor cost per hour that includes all items of maintenance overhead. (Exhibit VIII-5 describes the method.) If maintenance work is farmed out to a private garage or another public garage, get a breakdown of parts, labor cost, and labor time.
8. Break down the labor costs connected with each part of the maintenance. For example, if a brake adjustment and lubrication job are part of the monthly service, record separate labor hours and labor costs for the brake adjustment and for the lubrication job. Even if the labor is free, the value of the volunteer's time should be listed under hours and cost.
9. List the month, day, and mileage for every maintenance activity. Do not include the year in the month/day column.
10. When other fluids are added, such as antifreeze and transmission fluid, do not indicate the amount in the "QTS" column. Use this column for quarts of oil, number of bus washes, and number of interior cleanings only.
11. At the end of the month, add up all bus washings and separately add up all interior cleanings. List each total on a single line. Enter the appropriate repair code for each. Use the date for the last bus wash/interior cleaning of the month. Enter the number of bus washes/interior cleanings in the "QTS" column. Under "Labor Hours," record the total washing/cleaning labor for the month. Enter the mileage at the last bus wash/interior cleaning of the month.
12. Do not enter a labor cost for fueling the bus, because this is usually done by the drivers. Use the line under "Month End Totals," at the bottom of the sheet, to enter the fuel code (2500) and the month's fuel consumption.
13. Round off ending mileage and gallons, respectively, to the nearest mile and the nearest gallon.
14. Since the computer cannot compensate for lost mileage, if the odometer in one of your vehicles breaks, it is critical to fix it as soon as possible.
15. If one of your vehicles has been out of service for the whole month, submit a sheet anyway. This allows the project manager to know the status of each vehicle.

Reports to Local Agencies

The Bus Transit Division returns completed maintenance printouts to local transit agencies within thirty days after the end of each month. Printouts include a detailed maintenance listing for each vehicle (Exhibit VIII-10) and a summary of fleet maintenance activities for the month (Exhibit VIII-11). A year-end summary of fleet maintenance is also provided. Feedback reports to participating agencies are intended to provide information in a timely way, to help

MICHIGAN DEPARTMENT OF TRANSPORTATION — UPTRAN — BUS TRANSIT DIVISION
REPAIR TYPE/TASK LIST CODING

ACCIDENT (1100) 1101 Collision—Body 1102 Collision—Chassis 1103 Collision—Paint 1104 Glass 1199 Accident Misc. (Interior, Body, Hardware, etc.)	BRAKES — HYDRAULIC (1700) (Continued) 1707 Wheel Cylinders — Rear 1708 Master Cylinder 1709 Power Brake Unit 1799 Hydr. Brakes (Line, Cables, etc.)	FUEL SYSTEM — DIESEL (2600) 2601 Tank & Sender 2602 Injectors 2603 Filters 2604 Injection Pump 2605 Fuel Pump 2606 Turbo Charger 2607 Glow Plug System 2699 Diesel Fuel System Misc. (Fuel Lines, etc.)	SERVICE EQUIPMENT (3500) 3501 Lift Maintenance 3502 Lift Hydraulics 3503 Lift Electrical 3504 Tackograph 3505 Speedometer 3506 Farebox 3507 Window Fan 3508 Windshield Wipers 3509 Safety Equipment 3510 Brake Retarder 3599 Serv. Equip. Misc.
AIR CONDITIONING (1200) 1201 System Charge 1202 Controls 1203 Compressor 1204 Blower Motor 1205 Leaks 1206 Condenser 1207 Evaporator 1208 Idler Pulleys & Bearings 1299 A/C Misc. (Switches, Hoses, Belts, etc.)	COOLING (1800) 1801 Water Pump 1802 Radiators 1803 Soft Plugs 1804 Fan & Drive Motor 1805 Fluid Change & Maintenance 1899 Cooling Misc. (Thermostat, Hoses, etc.)	FUEL SYSTEM — GAS (2700) 2701 Gas Tank & Sender 2702 Fuel Pump 2703 Carburetor 2704 Fuel Injection System 2799 Gas Fuel System Misc. (Fuel Lines, Gas Filters, etc.)	STEERING (3600) 3601 Rack & Pinion 3602 Gear Box 3603 Power Steering Pump 3604 Linkage 3605 Steering Column 3699 Steering Misc. (Lines, etc.)
AXLE—FRONT (1300) 1301 Bearings 1302 Gear 1303 Seals 1304 R&R Axle Assembly 1305 Hubs 1306 King Pins or Spindles 1399 Front Axle Misc.	DRIVE SHAFT & UNIVERSAL JOINTS (1900) 1901 Drive Shaft 1902 Universal Joints 1903 Steady Rest Bearing 1904 Transfer Case 1999 Drive Shaft Misc. (Yokes, etc.)	FUEL SYSTEM — PROPANE (2800) 2801 Converter & Regulator 2802 Line Lock Off Valve 2803 Tank & Tank Valves 2804 Relief Valve 2805 Filler Valve 2806 Shutoff Valve 2899 Propane Fuel System Misc. (Fuel Lines, etc.)	SUSPENSION — AIR (3700) 3701 Alignment 3702 Shocks 3703 Air Bellows 3704 Control Valve 3705 Radius Rod 3799 Air Suspension Misc.
AXLE — REAR (1400) 1401 Bearings 1402 Gear 1403 Seals 1404 R&R Axle Assembly 1499 Rear Axle Misc. (2 Speed Shifter, etc.)	ELECTRICAL — CHASSIS (2100) 2101 Alternator/Regulator 2102 Starter 2103 Battery 2104 Computers/Control Box 2105 Distributor 2106 Coil 2107 Gauges & Instruments 2199 Electrical Misc. (Wiring, Switches, Light Bulbs, etc.)	HEATER (2900) 2901 Heater Core (Front) 2902 Fan Motors (Front) 2903 Heater Controls 2904 Rear Heater & Core 2905 Rear Heater Fan Motor 2906 Booster Pump 2999 Heater Misc. (Switches, Cables, Hoses, etc.)	SUSPENSION — STANDARD (3800) 3801 Alignment 3802 Shocks — Front 3803 Shocks — Rear 3804 Springs — Front 3805 Springs — Rear 3806 Ball Joints & Control Arms 3807 McPherson Strut Assembly 3899 Standard Suspension Misc. (Swaybar, etc.)
BODY MAINTENANCE (1500) 1501 Floors 1502 Driver's Seat 1503 Passenger Seat 1504 Driver Door 1505 Passenger Door 1506 Rear Door — Exit 1507 Lift Door 1508 Stanchions — Rails 1509 Mirrors 1510 Glass 1511 Bumpers 1512 Structure 1513 Exterior Sheet Metal 1514 Paint 1515 Interior Panels and Trim 1516 Wiring 1517 Lights 1599 Body Maint. Misc. (Escape Hatch, etc.)	EMISSION CONTROL SYSTEM (2200) 2201 EGR System 2202 Air Pump System 2203 Feed Back System 2299 Emission Control Misc. (Sensors, Valves, Hoses, Controls, etc.)	PREP (3100) 3101 New Vehicle Check In 3102 Resale 3103 Transporting Vehicle 3199 Prep Misc.	TRANSMISSION — AUTOMATIC (3900) 3901 Overhaul 3902 Tune-up 3903 Leaks 3904 R&R Assembly 3905 Converter 3906 Transmission Fluid 3999 Auto. Trans. Misc. (Linkage Adjustment, etc.)
BRAKES — AIR (1600) 1601 Rotors & Drums — Front 1602 Rotors & Drums — Rear 1603 Lining & Hwd. — Front 1604 Lining & Hwd. — Rear 1605 Air Compressor 1606 Controls 1607 Air Tanks 1608 Valves Relief & Expelo 1699 Air Brakes Misc. (Line Leak, Etc.)	ENGINE (2300) 2301 Overhaul (Rebuilding) 2302 Valve Grind 2303 Oil Leaks 2304 Timing Gears, Chains 2305 Cams, aft 2306 Bearings — Camshaft 2307 Bearings — Rods 2308 Bearings — Mains 2309 Pistons 2310 Piston Rings 2311 Cylinder Heads 2312 Short Block 2313 Engine Assembly 2399 Engine Misc.	PREVENTIVE MAINTENANCE (3200) 3201 Lube 3202 Add Oil 3203 Oil Change and Filter 3204 Air Filter 3205 Tune-up (Plugs, Wires, etc.) 3206 Grease Wheel Bearings 3207 Brake Inspection/Cleaning 3208 Bus Wash 3209 Interior Clean-Up 3210 Maintenance Inspection (Road Test) 3211 Safety Inspection 3299 PM Misc. (Belts, etc.)	TRANSMISSION — MANUAL (4100) 4101 Overhaul 4102 Clutch Bearings 4103 Clutch Repair 4104 R&R Assembly 4105 Gears 4106 Grease 4199 Man. Trans. Misc. (Linkage Adjustment, etc.)
BRAKES — HYDRAULIC (1700) 1701 Rotors & Drums — Front 1702 Rotors & Drums — Rear 1703 Lining & Hwd. — Front 1704 Lining & Hwd. — Rear 1705 Calipers 1706 Wheel Cylinders — Front	EXHAUST (2400) 2401 Exhaust Pipe 2402 Muffler 2403 Tail Pipe 2404 Exhaust Manifold 2405 Catalytic Converter 2406 Resonator 2499 Exhaust Misc. (Clamps, Hangers, Gaskets, etc.)	SERVICE CALL (3400) 3401 Service Call — Mechanical Failure 3402 Service Call — Accident 3403 Wrecker - Tow — Mechanical 3404 Wrecker - Tow — Accident 3405 Wrecker - Tow — Stuck 3406 Parts Chasing 3499 Service Call Misc.	WHEELS AND TIRES (4200) 4201 Tire Replacement — Front 4202 Tire Replacement — Rear 4203 Wheel Replacement 4204 Wheel Balance 4205 Tire Rotation 4299 Wheels & Tires Misc. (Tire Repairs, Paint, etc.)
	FUEL FILL-UPS (2500) 2501 Gasoline 2502 Diesel Fuel 2503 Propane Fuel		

Revised May 1, 1985

managers evaluate persistent problems, compare operating costs for different vehicles, and project future maintenance needs. The division also will issue a year-end summary of maintenance records to each participating agency. After the program has been in operation for a longer time, it will be possible to request printouts for individual bus components. The system manager could, for instance, ask to see the air conditioning repair history for some or all of the buses in the fleet.

PROGRAM P/Q/042/36

MICHIGAN DEPARTMENT OF TRANSPORTATION - UPTRAN

PAGE 4

RUN DATE 10/01/85

BUS TRANSIT DIVISION

OPERATIONS AND MAINTENANCE DETAIL REPORT

JUN. 1985

LOCATION: IOSCO TRANSIT CORP

STATE LIC-NBR	LOCAL BUS NUMBER	TITLE SERIAL NUMBER	YEAR	BODY CO	CHASSIS CO	ENGINE TYPE	GROSS VEH WT	SEAT CAP	LIFT	TOT MO REPT			
71-0793	00006	1GDKP32M8C3504560	1982	SUPERIOR	GMC	GASOLINE	14,500	24	0	5			
DATE	CODE	-- ACTIVITY DESCRIPTION --	ENDING MILEAGE	--- HRS	CM	MAINTENANCE LABOR	--- PARTS	CM OIL QTS	CM FUEL GAL	COST	MILES/ EVENT	COST/ EVENT	HRS/ EVENT
06-04	2799	GAS FUEL SYSTEM MISC.	98,244	.6		6.10	15.38				3,392	425.34	
06-07	3202	ADD OIL	98,795				.87	1			541	1.12	
06-18	3202	ADD OIL	99,145				.87	1			541	1.12	
06-20	3203	OIL AND FILTER CHANGE	99,527	.2		2.05	6.74	6			3,854	6.89	.1
06-20	3210	MAINT. INSP., ROAD TEST	99,527	.5		5.10					3,340	12.41	1.3
06-20	3207	BRAKE INSPECTION/CLEANING	99,527	.5		5.10					4,554	12.97	1.1
06-20	3201	LUBE	99,527	.2		2.05					3,340	3.47	.3
06-20	2799	GAS FUEL SYSTEM MISC.	99,527	.1		1.00	1.92				3,340	3.47	.3
06-20	1517	LIGHTS	99,527	.4		4.10	4.65				2,645	3.00	.1
06-20	4299	WHEELS AND TIRES MISC.	99,527	.5		5.10					2,645	3.00	.1
06-24	2105	DISTRIBUTOR	99,699	.2		2.05	2.51				50,375	4.56	.2
06-26	3202	ADD OIL	99,954				.87	1			541	1.12	
06-28	2501	GASOLINE	100,432						390	347.10	2,834	410.72	
06-29	3208	BUS WASH	100,432	5.8		42.34					227	2.72	.4
BUS MAINTENANCE TOTAL.....				9.0		74.99	33.81	9	390	347.10			
TOTAL PARTS AND LABOR.....							108.80						

PROGRAM P/Q/042/36

MICHIGAN DEPARTMENT OF TRANSPORTATION - UPTRAN

PAGE 1

RUN DATE 10/01/85

B U S T R A N S I T D I V I S I O N

OPERATIONS AND MAINTENANCE SUMMARY REPORT

JUN. 1985

LOCATION: IOSCO TRANSIT CORP

STATE LIC-NBR	LOCAL BUS #	ENDING MILEAGE	MILES		MPG		MILES/OIL CHG		---FUEL COST---		--MAINT. COST--		(FUEL \$/MI)		(MAINT \$/MI)		MAINT-HRS	
			CM	AVG	CM	AVG	--CM	AVG--	CM	AVG/MO	CM	AVG/MO	CM	AVG	CM	AVG	CM	AVG
71-0768	00002	131,804	2824	4286	7.2	7.3	0	4,731	347.99	1721.62	1137.36	1060.19	.12	.12	.40	.07	62.0	64.8
71-0769	00005	138,059	4597	4480	7.3	7.6	0	4,270	558.03	1661.12	140.31	849.92	.12	.11	.03	.05	12.8	55.9
71-0775	00003	127,147	3300	2433	7.6	7.5	4,320	3,083	386.26	1446.16	288.13	679.46	.11	.11	.08	.05	31.4	45.6
71-0793	00006	100,432	2436	221	6.2	6.4	3,306	3,854	347.10	1396.47	108.80	1007.14	.14	.13	.04	.09	9.0	63.3
71-0818	00001	112,637	3461	2498	7.4	7.5	4,033	4,213	412.07	1463.77	248.65	726.54	.11	.11	.07	.05	8.5	47.2
71-0856	00007	105,933	4053	5647	13.6	11.3	3,298	4,715	259.26	1278.50	335.05	994.55	.06	.08	.08	.06	15.5	65.8
71-0857	00004	100,744	4618	6027	9.3	10.7	3,996	6,220	428.04	1388.12	145.82	960.45	.09	.08	.03	.05	10.9	59.2

CHAPTER IX

FACILITIES

	Page
Getting Started	183
Site Selection	183
UMTA Requirements	184
Parking Space Needs	184
Traffic Needs	184
Fuel Pump Island	184
Soil	184
Noise	184
Factors Determining Size of Garage	184
Work Areas within the Facility	184
Maintenance	184
Garage Equipment	185
Bus Washing	186
Parts Room	186
Body Repair and Paint Room	186
Offices	186
Employee Lounge	186
Conference Room	186
Washroom and Locker Rooms	186

General Requirements for Building	186
Ventilation, Insulation, and Heating	186
Lighting	188
Acoustics	188
Floors and Apron	188
Doors	188
Tool Boards	188
Walkways	188
Ceiling Height	188
Structural Consideration	188
Utility Services	188
Safety	189
Insurance	189
Barrier Free Standards	189
Intermodal Facilities	189
Putting the Plans into Action	189

CHAPTER IX

FACILITIES

Getting Started

Facilities for small bus storage and maintenance have a strong impact on the quality of maintenance and associated costs. In constructing a new facility for your bus system or rebuilding an existing facility, you should plan carefully in order to assure the system of a well-organized, cost-efficient structure.

Probably you will be funding the facility through the Urban Mass Transportation Administration Section 3 program which will pay 75 percent of its cost. A state grant for the local share will provide the remaining 25 percent. To seek UMTA funding, you will need to complete a Section 3 grant application. UMTA has established a number of requirements which must be fulfilled in order for you to receive project funds. To make sure you meet all requirements, you should have an application form on hand while you are doing your planning. In addition, a *completed* application done by another transit system that has gone through the grant application process can provide you with guidance in your own planning. Your project manager will provide you with these forms and can provide guidance throughout the process of site selection, facility design, architectural selection, grant application, and building of the facility.

Allow approximately three months for initial planning of your facility. From the beginning, you should involve a broad cross section of people. Among the most important, of course, are the persons who will be using the building – mechanics, dispatchers, drivers, and office personnel. Call a meeting to discuss what employees see as their needs in the facility, and then have employees involved in planning and

researching the costs and availabilities of materials and equipment that they would like included in the plans. The following areas should be included:

- Administrative offices and dispatching
- Waiting room and ticket facilities
- Employee room
- Maintenance area
- Storage including parts, fluids, and tire storage
- Cleaning and washing area
- Heating and other utilities

In order to keep plans moving along, you will want to establish a meeting schedule and deadlines for reports and information.

Site Selection

As an early step in planning a facility you should create a site selection committee. This committee will be somewhat more formal than the facilities planning group, in that zoning issues and other concerns (legal, economic, etc.) will need to be settled. The transit board and/or local government officials should be involved in the site selection process.

The site selection committee should look at both vacant land for a new facility or at an existing facility to be reno-

vated and brought up to code. Car dealerships or heavy-duty garages, such as truck garages or utility garages, are good candidates for renovation. Employ an engineering architect to prepare an estimate on costs involved in fulfilling all UMTA requirements and other needs described in this chapter. Because governmental funding is limited, cost savings will be a major criterion in deciding whether you will build a new facility or renovate an existing one.

In looking for vacant land on which to locate the facility, a number of constraints must be considered. First, there are UMTA requirements for a site. In addition, planners must address various aspects of space needs, soil conditions, and proximity to other buildings.

UMTA Requirements

Requirements for a federally-funded building site include the following:

- The site must be adequate in size and configuration and fit into the land use plans for the area. It should be convenient to the existing service area.
- Existing buildings should be considered, and at least three alternative sites must be identified.
- A review of sewer and water access must be done. The site cannot be on a flood plain or require street improvements or rezoning.
- Transit facility plans which include all of the above must be approved by UMTA.

Parking Space Needs

When planning for parking, consideration needs to be given to:

- Space to store buses which cannot be parked inside the garage
- Space for vehicles other than buses that are to be maintained at this location
- Space for employee and public parking

Traffic Needs

With regard to traffic patterns, be sure to consider:

- Space needed to maneuver bus in and out of garage
- Movements of vehicles entering or leaving the facility grounds (A counterclockwise circulation pattern will preclude blind turns.)

Fuel Pump Island

In planning space for pump islands provide for:

- Location of fuel pumps in relation to traffic patterns and garage

- Storage area for buses waiting to be fueled
- If propane fuel is being used additional space will be needed to ensure that safety requirements are being met.

Soil

To determine whether or not the soil will support your facility, arrange for or check previously done soil borings.

Noise

When deciding if a site is appropriate for the facility, you will want to (and, legally, may have to) think about potential noise levels in relation to nearby activities.

Factors Determining Size of Garage

To determine how large the garage should be, you should consider the following:

- **Number of buses** – Include all buses that will be maintained and serviced at this location.
- **Number of other vehicles**– Include any other vehicles that will be maintained and serviced at this location.
- **Maintenance area size** – A minimum size garage for a small fleet of up to 15 buses employing one mechanic should have at least two maintenance stalls and an additional stall for cleaning and washing.
 - **15 to 25 bus fleets** – Four maintenance stalls should be provided plus a stall for cleaning and washing and a stall for body work and painting.
- **Inside storage** – The amount of inside storage needed for buses depends on the circulation pattern. Design the storage area according to the existing fleet space needs and circulation requirements plus 10 percent for future expansion of the fleet.

Work Areas Within the Facility

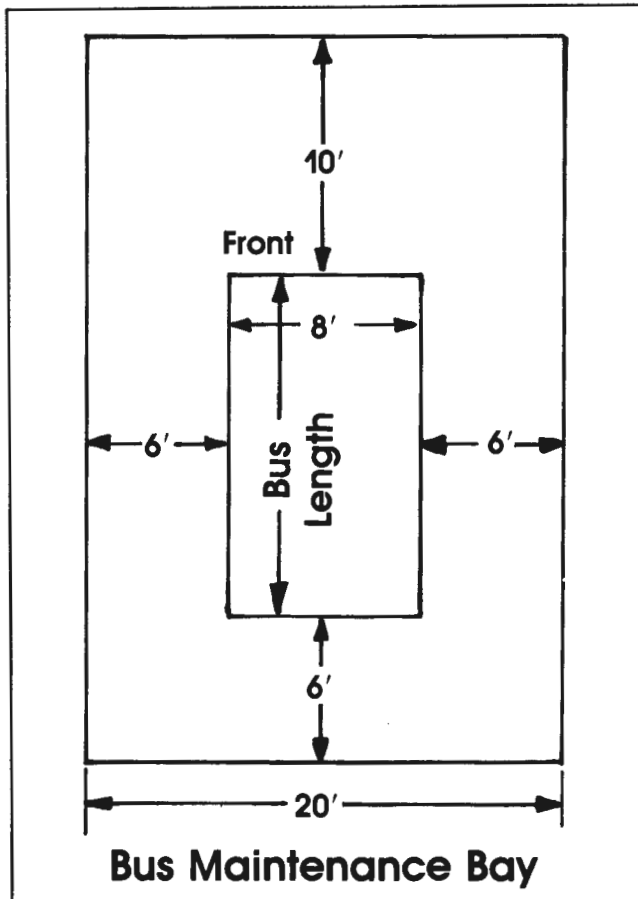
Maintenance

Design maintenance bays according to the bus sizes in the fleet, keeping in mind possible future expansion and additions to the bus fleet. Approximate dimensions for small buses:

- 20-passenger 8' x 23'
- 24-passenger 8' x 25'
- 32-passenger 8' x 34'
- 43-passenger 8' x 39'

In all cases, the maintenance bay should have a minimum of six feet of clear space along the sides and at the rear of the bus. There should be a minimum of ten feet at the front of the bus, to leave room for a work bench and other equipment (Exhibit IX-1).

Exhibit IX-1



An important issue in designing the maintenance area is whether you will use hoists or pits. The main advantage of pits is that they are convenient for oil changes and lubrication. They may also be somewhat less expensive than hoists. However, they must meet OSHA standards and local regulations in their construction. A safety cover and rails must be provided in addition to special lighting. There must be approved ventilation and drainage. Because mechanics are restricted to working in the pit, they are not able to change wheels or work on the suspension. The advantage of hoists is that, with the whole bus off the ground, mechanics are able to work on all areas underneath the bus. This allows much more freedom in the work area. The most important safety consideration in using hoists is that buses must be positioned properly.

In planning the maintenance area, so that you can determine the necessary facilities and equipment for the building, outline the extent to which vehicle maintenance is to be carried out. The following section lists essential and useful items that must be evaluated to determine which items are needed and where they will be located.

Garage Equipment

• Essentials

Equipment considered necessary for a bus maintenance garage includes:

- A full set of mechanic's hand tools with a tool chest for each mechanic
- A 1/4" heavy-duty impact wrench and sockets
- A 1/2" heavy-duty impact wrench and sockets (3/4" for large buses)
- Bearing packer
- Bearing press
- Portable bus washer
- Battery charger with booster
- Four H.D. jack stands
- Five ton H.D. floor jack
- A 3/4 ton dual wheel jack
- Timing lights for electrical and diesel
- Ball joint tools
- Wheel balancer
- Grease gun
- Lube dispensers
- Ignition and engine analyzing equipment
- Volt-Amp and OHM meter and test light
- Torque wrenches
- Tire pressure gauges
- Fire extinguishers
- Hydraulic engine puller (cherry picker)
- Bench grinder and portable hand grinder
- Work benches
- Creeper and wheeled stool
- Drill press and full set of drills
- Hand drill
- Bit sharpener
- Set of micrometers (0" to 4")
- Brake drum gauge and brake rotor runout gauge
- Brake bleeder and adapters
- Air conditioning service kit
- H.D. wet/dry vacuum
- Parts washing tank
- Transmission jack
- Air compressor and portable air tank
- Safety goggles

• Useful Items

The equipment items on the list below are somewhat expensive but, if and as you can afford them, they would be useful additions to the garage:

- Large shop press and accessories
- Air jacks
- Brake lathes for drums and rotors
- Alignment machines
- Tire changing machine and cage
- Multiple reel chassis and gear lube dispensers
- Welders (electric and acetylene)
- Portable generator
- Complete engine analyzer

Bus Washing

- Plan for a separate stall with water supply, electric supply drainage, and splash containment.
- Hand wash or drive through method dictated by size of fleet. Stall size and drive through capability determined from wash method and size of largest bus.

Parts Room

Adequate storage for parts is an important provision in your facility. Insufficient space for parts can result in parts being stored throughout the facility. Scattering creates problems in record keeping, inventory control, and security. The following should be considered:

- **Size** – The size of the parts room will depend on the size of the vehicle fleet being serviced, and on the approach to the tire storage problem. A medium-sized operation can require an area equivalent to a vehicle work stall for parts storage, including tires. A larger fleet will need at least an area this large for parts storage alone. Additional provisions would have to be made for tire storage.
- **Security** – A parts room completely surrounded by some type of secure partitioning is essential. The location of the parts room will have a bearing on the type of partitions needed. Under many circumstances, however, wire partitions are practical.
- **Location** – A parts room should be centrally located in respect to the general repair area and housed under the same roof. The parts distribution window or center should be accessible from within the garage.
- **Dead storage** – A separate room in a more remote area of the building is useful for storage of slow-turnover and used parts.

Body Repair and Paint Room

As stated previously, systems of less than 15 vehicles cannot justify a separate paint area. Small bus systems will not find a paint stall cost-effective. Systems over 15 buses can include a paint stall which also can be used for body repair. Extensive painting and body work requires a separate but adjacent body shop and paint booth, with a separate storage room, constructed to comply with local fire codes. Filters used to clean incoming air should have the capacity to adequately process volumes of air equal to the amounts displaced by the exhaust system. For the exhaust ventilating systems professional advice should be sought.

Offices

Office space will be needed for the transit manager, the dispatcher, and the secretaries and bookkeepers. In addition, a glassed-in maintenance office also is needed to observe the parts room, maintenance area, and bus storage area. The maintenance office should be easily accessible to the repair areas, storeroom areas, and bus storage areas.

Employee Lounge

Because drivers often work split shifts, it is very desirable to have a waiting room for drivers. These areas may be equipped with items such as tables, chairs, and vending machines.

Conference Room

The primary purpose of the conference room is to hold board meetings. It can also be used as a training room.

Washroom and Locker Rooms

Washroom facilities must be provided for both male and female employees. Tiled walls and floors are practical in garage restrooms for ease of maintenance.

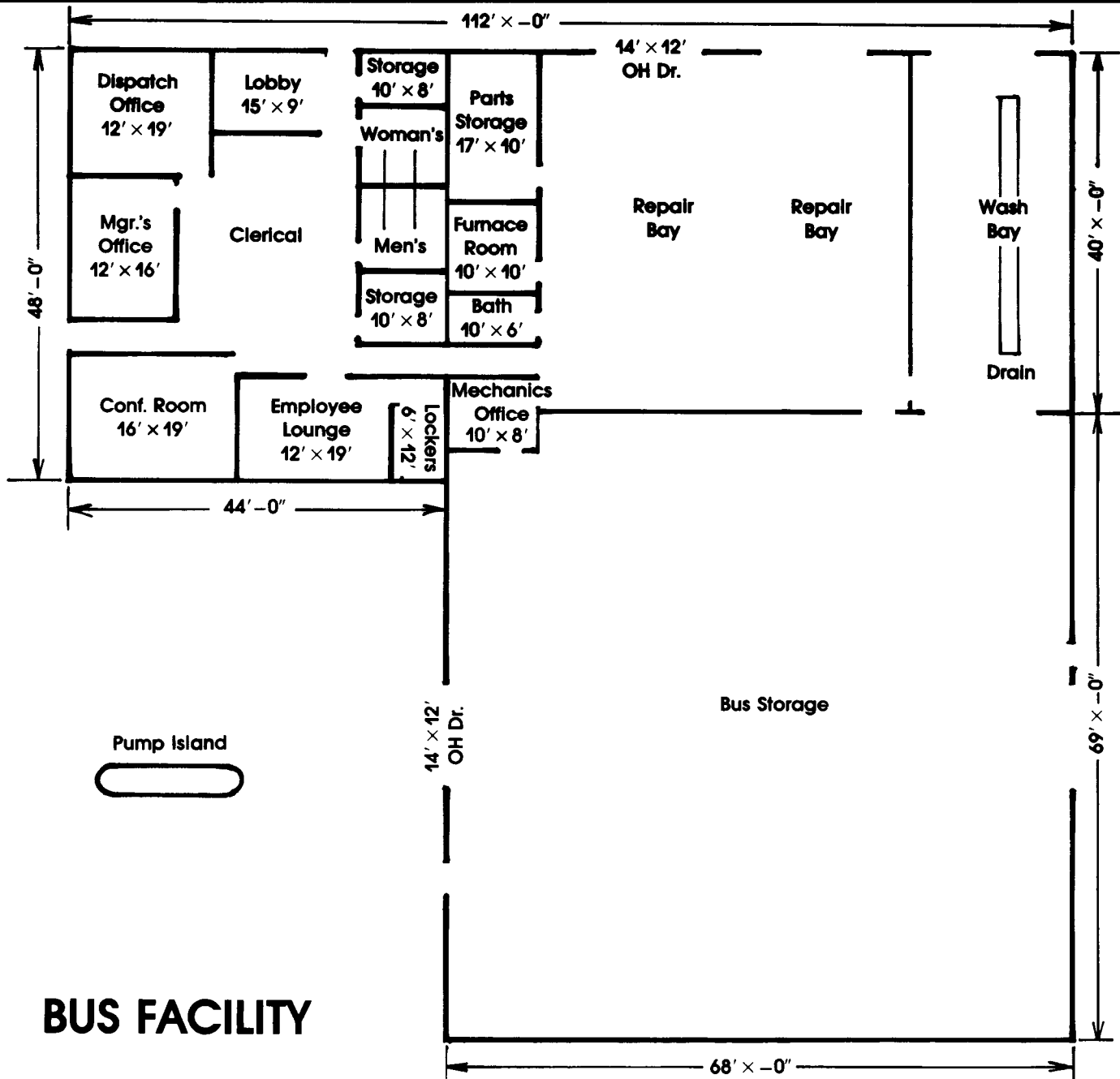
General Requirements for Building

In developing facilities plans, there are a number of considerations which will affect the quality and efficiency of the building. Exhibit IX-2 is a sample floor plan for a ten-bus facility. The following areas are important in your planning:

Ventilation, Insulation, and Heating

- Use roofing material other than metal to provide insulation from the sun.
- Use insulation on the underside of bare metal roofs.
- Provide gable fans or other means to provide adequate ventilation.
- If windows are used for ventilation, consider placing them high up in the walls so that they will not take up wall space that could be used for other purposes.
- Use overhead doors at the entrance to each work stall.
- Use a central heating system.

BUS FACILITY



Lighting

- Skylights in the roof can be a good source of natural light.
- Overhead doors may be constructed of transparent lucite-type plastic.
- If overhead doors are not constructed of transparent materials, you may want to have windows in the doors.
- Full spectrum fluorescent lighting should be used in the offices and at work stations. Suspend fluorescent lights from overhead between the work stalls and at the head of each work stall.
- Recess or mount fluorescent lights on the side wall adjacent to the lubrication rack near the floor.
- Do not use low-pressure sodium vapor lighting in maintenance bays because this lighting makes deciphering of coloring difficult and is a harsh light.
- Vapor-proof fixtures should be used in the paint room.
- For exterior lighting, consider using high-pressure sodium vapor rather than mercury vapor, which is somewhat more expensive.

Acoustics

- The mechanic's office should be located away from noisy equipment and operation, if possible, especially if acoustics are a problem.
- Block partitions, separating the wash area or body shop area from the other maintenance areas will tend to reduce noise and dirt circulation.

Floors and Apron

- The area surrounding the garage should be hard surfaced.
- Seal finish the garage floor to retard penetration of grease.
- The floor finish should have a hardener added and be smoothed with a trowel.
- A broad concrete apron, located in front of the vehicle entrances, is essential for maneuvering space.
- Since the gas and oil drippings will deteriorate asphalt paving, the fuel island area should be concrete.

Doors

- Doors at the entrance to the vehicle work stalls should have an opening 14-feet wide by 12-feet high.
- To help conserve energy, doors should be equipped with automatic closers.

Tool Boards

- Use racks or tool boards for placement of special tools used in various repair operations. The wall at the head of the vehicle stalls can be used for this purpose.
- Partitions projecting from the rear wall between stalls can be used as an additional area for tools. The partitions can be faced on both sides with pegboard, and they should not be over six feet high. Length of the partition will depend largely on the depth of the stall and the personnel traffic pattern.

Walkways

- Obstructions that restrict walkways, such as roof support posts, should not be placed between vehicle work stalls.
- The garage floor plan should be designed to allow easy and convenient circulation patterns for maintenance employees.

Ceiling Height

- When plans for a twin post lift are being considered, the ceiling above the area in which it is to be installed should be high enough to account for the maximum height of the lift posts, plus the height of the bus. This requires a total of approximately 17 feet.

Structural Considerations

- Be sure that the floor loads of your building will support the weights of the vehicles maintained and the heavy equipment stored there.
- In determining the structural design of the roof, factor in possible use of an overhead movable hoist. Snow also will be a consideration affecting roof loads.

Utility Services

- Electricity for the air compressor motor and other large motors will require three-phase service.
- The electric welder and wheel balancing drive motor require 220-volt service outlets.
- In addition to wall-mounted outlets, suspend service outlets between work stalls: at the head, near the work benches, and near the overhead doors.
- Be aware of water and water pressure needed for working and washing.
- Determine whether waste will be handled by means of a septic tank or a municipal sewage system.
- You should check on the availability of natural gas for heating.

- Decide on the areas for which you will want to provide air conditioning.

Safety

- The architect you select is responsible for designing into the facility all safety features required under federal, state, and local codes. In your planning sessions, be sure to cover this area thoroughly.

Insurance

- Every transit system must purchase adequate personal liability and property damage insurance. Builders' risk insurance also must be provided.

Barrier Free Standards

Federal, state, and local rules and regulations governing barrier free standards should be followed in the construction of your facility. The architect who designs your buildings will be responsible for including these requirements in the facility and a discussion of that should be a part of your planning. Federal regulations are contained in the Code of Federal Regulations (49 CFR, Part 27), "Nondiscrimination on the Basis of Handicap in Programs Receiving Financial Assistance from the Department of Transportation." The specific sections that will be important to you in your planning are Section 27.65, Existing Facilities, and Section 27.67, New Facilities and Alterations.

Intermodal Facilities

If your community is served by intercity bus lines (Greyhound, etc.) or by passenger rail service, you will be required to look at the possibilities for an intermodal facility. Addition of other modes requires consideration of public areas such as waiting rooms, restrooms, vending machines, etc. Space for ticket sales and package storage also must be addressed.

Putting the Plans into Action

Once you have decided on the conceptual or schematic plans for the bus facility, you will need to hire an architect to draw up your initial ideas. Along with these preliminary plans, you will need to develop a preliminary estimate of how much the facility will cost. This information should be a part of your annual application to the state in which you will request the 25 percent local funding share. In the next step, you will need to fill out the grant application to UMTA for the 75 percent funding. Allow at least one year for the approval of your grant application. When the grant has been approved, you can return to the architect and draw up a formal contract for detailed plans.

CHAPTER X

MARKETING

	Page
Introduction	193
Knowing the Public	193
Marketing Goals and Objectives.....	194
System Image	194
Awareness of Service Availability	194
Ridership	194
Reaching Your Objectives.....	194
System Identity.....	195
System Information	195
Public Relations	196
Special Services	196
Working with the Media	196
Employees and the Public.....	197

Advertising	197
Newspaper	197
Radio	198
Television	198
Direct Mail	198
Outdoor Advertising	198
Special Promotions	198
Merchandising	199
Evaluation	199
Start-Up Marketing Activities	199
Preservice Activities	199
During Training Week	199
Opening Day	199
The First Few Weeks	199
Ongoing Marketing Effort Through the End of the First Year	199

CHAPTER X

MARKETING

Introduction

The role of the system manager in marketing involves finding out what the community wants; planning and developing that service which will satisfy those wants; determining the best way to price, promote, and deliver that service; and evaluating all of these factors. Successful marketing is dependent on everyone in the transit organization, from the manager to the bus mechanic. This chapter will describe how you can determine your public's needs, how you can meet those needs, and how you can acquaint the public with the services you are providing. "Marketing Public Transit," available from your project manager, presents further details of a transit marketing program.

Knowing the Public

In order to set goals and objectives for your system, it is helpful to determine what your transit system's position is now in the minds of your community's transit users and nonusers. In addition, you will need to discover their needs and wants, their characteristics, and their attitudes. There are several areas you might want to explore in assessing your community:

- **Geography** – The size of the area you service, the location of neighborhoods, work places, shopping areas, and other facilities
- **Demographics** – The age, sex, income, and occupations

of people in your community. Information can be obtained from a number of sources: MDOT Regional Planning agencies, MESC, Chambers of Commerce, and local governments

- **Psychographics** – The lifestyles and interests of people in your community, what people do for work and leisure
- **Behavioral Statistics** – What people use transit, how often, for what

There are several means by which you can learn what your transit system's position is now and what the needs of your community are:

- **Citizen Participation**

Organize a citizens' committee by writing letters to such organizations as the service clubs, churches, PTAs, Chambers of Commerce, neighborhood housing associations, women's clubs, etc., asking them to appoint a member to serve on this committee. Participation should be broad. The citizens' committee will not only help you know your current position, but will also think of ways to improve service throughout the year and to act as a sounding board for ideas from within the service. Your LAC may also serve this purpose.

- **Surveys**

There are several kinds of surveys that can be used to gather information about how your transit system is being used and how it is perceived. Surveys can be done over the telephone, face-to-face, by mail, or through newspapers. Ridership surveys can be conducted on

board the bus. It is important to survey both current transit users and nonusers. Even if a person never intends to ride a bus, if he believes you are providing a necessary community service, that person will support your system at times of local funding decisions. Examples of ways to survey the community and sample surveys are provided in Appendix M.

• **Driver Logs**

In addition to identifying senior citizens and handicappers, the driver logs can help you identify high ridership locations, high and low trip purposes, high use demand locations (see Exhibit III-13).

• **Monthly Operation Summary**

This summary report provides data on seven different categories of transit riders and provides clues regarding segments of the population not using transit (Exhibit III-15).

• **Manager Experience**

Your own knowledge and experience as a member of the community will be useful to you in assessing needs and developing plans for improvement of your system.

Once you have determined what your community image is and what the needs of the community are, you then develop specific goals and objectives to meet those needs.

Marketing Goals and Objectives

In order to take action that will improve your system and to evaluate your efforts, you need to establish goals – broad statements of what you plan to accomplish. Goals are not necessarily limited to a certain time frame.

Objectives which contribute to accomplishing a goal should then be developed. These should be measurable and fairly specific. In setting your goals and objectives, make sure they are realistic in that you have the necessary resources (i.e., time and money) to achieve them. Possible areas that should have goals and objectives for a transit system regardless of size are these:

System Image

Your goal might be to improve the public's perception of your system within your service area, with results evaluated by means of a "before" survey now and an "after" survey in 12 months. Marketing objectives to improve your system's image could involve:

- Improving the system's identification (logo, color scheme, signs) by developing and implementing this identification on all buses within six months
- Improving the physical appearance of your transit system by introducing a program to ensure a daily cleaning of all buses (inside and out) within four months

Awareness of Service Availability

Your goal might be to develop 75 percent community awareness of the availability of your system's services, as measured in an "after" market survey. Marketing objectives in this area might involve:

- Publicizing all special bus-carrying events and services by news releases before and after the event
- Developing and maintaining a telephone route information system which will handle 90 percent of all calls within three minutes

Ridership

Your goal might be to increase total ridership 20 percent over the next 12 months. Specific marketing objectives might be:

- Increasing the number of passengers during off-peak hours by 20 percent
- Increasing the number of passengers riding work trip buses by 10 percent

Reaching Your Objectives

Now that you know what your starting point is (i.e., current system image and needs) and your terminal point (i.e., goals and objectives), you need to develop an action plan to reach your objectives. The following steps are involved in developing your plan:

1. Developing specific marketing strategies to help achieve the goals you have established. The strategies discussed in this handbook are: 1) system identity, 2) system information, 3) public relations, 4) advertising, 5) special promotions, and 6) merchandising.
2. Setting a timetable of priorities for accomplishing each marketing strategy. You will want to create a calendar for a specific time period, perhaps a year, that shows the start and duration of each strategy.
3. Developing a marketing budget based on the cost of the various marketing strategies you would like to use. To determine the cost of each marketing technique, you will need to contact the various media (newspaper, radio, television, outdoor) to help you plan and cost out specific schedules. Based on your system's projected expenses and revenues, you can decide how much and what you can afford (Exhibit X-1).

Exhibit X-1

ITEM	BUDGET	PERCENTAGE OF TOTAL BUDGET
Radio	\$ 600	30%
Newspapers	\$ 500	25%
Uniform Jackets	\$ 200	10%
Brochures	\$ 200	10%
Direct Mailing	\$ 500	25%
	<u>\$2000</u>	<u>100%</u>

4. Setting up a method to evaluate your accomplishments during the 12-month period using ridership reports, "after" on-board surveys, community surveys, meetings with the citizens' committee, and similar activities to determine whether your marketing objectives have been achieved.

System Identity

Your transit system's identity is the image people have of it when they think, hear, or read about it. Transit systems are highly visible because of the equipment and facilities they maintain. Symbols, schedules, advertising, and printed material all contribute to the image people have of your system.

Your system's name and design used on buses, signs, and advertisements, contribute to your system's identity. To improve your system's identity, you may want to evaluate your logo and design. This can be done by:

- Getting the opinion of your citizens' committee or another outsider
- Comparing system visual communications with those of similar community entities, such as utility companies
- Reassessing the rationale that shaped your present identity

Your system's performance is also an important factor of its identity. Do your demand-response buses pick up your customers within the time allotted? Do your fixed-route buses consistently follow their schedules? Keep your vehicles properly maintained and clean, both inside and out. Your drivers should also be neat and professional in appearance. Finally, your system's facilities, including administrative offices, maintenance garages, and passenger terminals or shelters must be maintained for safety, efficiency, and cleanliness.

System Information

One reason nonriders give for not using transit is a lack of readily available information about service and scheduling. Strong, simple, consistent information throughout the service area increases ridership by making transit more visible and by increasing public awareness.

Improvements and changes in the system are an ongoing part of any operation. Information on changes should be explained to the public through announcements about such things as additions or improvements in equipment, facilities, and publications. New or expanded service can be heralded by special designs or decorations to reinforce the idea of your continued efforts to expand and improve your system's service.

Every transit system experiences problems and difficulties – equipment breakdowns, rerouting, or weather. Because most people are less irritated when they know why service is interrupted, late, or impaired, you should develop a means of getting such information to the public. Such explanations promote public understanding of transit operations, programs, and problems.

Basic information about how the system works is most important for building a useful transit system. Consider the following as means of describing the system's operations:

• Vehicle Information

Your vehicle should have all necessary information posted either inside or on the outside of the vehicle. This should include farebox information, emergency exits, route information, and information to aid the elderly and/or handicappers. Vinyl decals can be easily applied and removed from the side of the bus.

• Bus Information Racks

Install bus information racks in such public facilities as malls, building lobbies, train stations, airports, schools, and other similar places.

• Information Centers

Information centers can be set up in places such as malls or airports. You can also organize a mobile information center to provide information and services to various neighborhoods served by the transit system.

• Handling Complaints

Mechanisms should be provided for feedback and complaints such as postage-paid compliment/complaint cards available on the buses. Complaints should be handled quickly. If possible, take action the day they are received.

• Information Phone

No charge information phones, which are connected directly to the transit system, can be installed at shopping malls or other major transportation hubs.

• Employees

All of your employees, especially your drivers, should be trained to give accurate, complete information about the system in a courteous manner.

• Brochures

Information about your hours, services, routes, and fares, along with your telephone number, should be made available in places such as malls, human service agencies, schools, community centers and events, and airports. Use your system's color and logo to increase awareness of your identity (see Exhibit X-2).

Public Relations

Your public relations program is aimed toward maintaining positive relationships with all members of your community. Whether or not you are seeking to increase your ridership, your relationship with your community is very important. It is valuable to keep riders, nonriders, and community leaders informed about the goals and services of your transit system and the ways in which it benefits the community. There are many ways in which the small transit manager can provide the public with information about the transit system that are low cost. You may wish to work with local public officials to make citizens aware of transit services.

Listed below are a number of activities that transit systems can engage in to keep the public informed.

Special Services

• Speaker Services

Compile a list of local civic clubs, handicapper groups, and neighborhood associations, and notify them that the transit system is willing to provide speakers for their programs. Talks should be planned according to program requirements. A program for children could include a colorful slide show with safety as a theme. A slide presentation for a local service club might stress the efficiency of the service, new equipment, and matters of interest to that audience. A slide presentation of 10 to 15 minutes is adequate – about 40-60 slides, depending on the length of the script.

Prepare a public information kit in advance. This might include a slide presentation and up-to-date charts, graphs, and maps describing the transit system in your area. Presentations should be enthusiastic and show pride in your organization.

The Michigan Department of Transportation has a film – "Making Michigan Move" – which provides a general overview of the Michigan Small Bus Program including references to current legislation, funding, training, and operation of a small bus system. Contact your project manager for further information.

Whenever a transit official participates in a public program, part of the presentation should be a question-and-answer session. In this way, the official can learn what part of the transit program is reaching the public and what the public's concerns are.

• Community Events

The transit system can take part in local fund drives, parades, carnivals or fairs, and other special community events.

• School Presentations

Giving presentations in schools on how to use the transit system is both a good public relations and informational tool. After talking with students, have them develop ads for your system or other informational devices that can be displayed on the buses or elsewhere in the community.

• Special Interest Groups

Community groups, such as the League of Women Voters or the PTA, should be kept informed of all new plans for improved service and special programs that might benefit their organizations. Tours of the transit facilities might also be arranged for these groups.

• Business Relationships

Inform members of your business community about how public transit helps them. Suggest working together on projects such as providing for transportation access and service for existing and new commercial facilities.

Working with the Media

In developing a public relations program with the media, it is important that you never confuse news with advertising. Before writing a news release or sending information to the media, ask yourself if it is a legitimate story with news value. Does it tell something about your system or one of your employees that the people in the community would really like to know? Let your story stand or fall on its merit as news.

What is a newsworthy event? There are a great many opportunities to send out press releases. Take advantage of them, but be careful not to overdo it to the point where you are beginning to be ignored. Here are just a few examples of possible news events:

- New graphics on your buses (Send a photo with the information.)
- New services being introduced
- Receiving a grant
- Improved ridership
- A "clean bus" campaign
- A new driver
- Delivery of new buses
- Driver or employee of the month
- A new milestone in ridership
- Participation in a community event, such as a parade or a fund raiser
- Participation and/or winner in the Annual State Small Bus Roadeo

Timeliness of a news release is important. In addition, it should be short, while including all the necessary information. The name of the transit official who can be called for additional information should be included on the press release.

Each public relations opportunity dictates the kind of article. Therefore, your press list would include not only the editor of the paper, but also the business and political editors and any other editor or reporter who covers traffic and transportation.

Personal relationships should be developed so that when you put in a press call, you will be talking to a friend and not a "contact." The person in charge of public relations should know what each media person would consider valuable as a story. The following list of do's and don'ts will help you in establishing your media contacts:

- Don't ask reporters when a story will appear. They don't know.
- Don't complain about an unimportant error.
- Don't ask a reporter to let you see the story before it is printed.
- Don't thank a reporter or editor for printing your story. If it's newsworthy, they're doing their jobs.
- Answer a reporter's questions as honestly as you can.
- Have all the facts, figures, and details on hand.
- Provide editors with names to call during office hours, at night, and on weekends in case of an emergency.
- Be sure to know the deadline of your local papers.
- If your story is routine, the paper will usually run it whenever they have a space vacancy.

If your system receives bad publicity, an accurate news release should be sent out and personal contact with the media made immediately. The publicity should be handled honestly and quickly. Letters to the editor should be answered promptly by an official of the system.

Employees and the Public

Because drivers and other system personnel are in daily contact with the public, it is particularly important that they be included in all plans for public relations and promotion. They should be made aware of their importance as the public contact persons and their input should be invited.

Bus drivers are your best public relations contact. Encourage them to be courteous, informative, and involved with their community. Introduce them to the public in imaginative ways. For example, driver safety records could be sent to the press as news releases; community service involving drivers can be used to show their community commitment as well as the system's encouragement of such interest.

Let your employees know that they are the system's chief asset and that they are important to you. A quarterly newsletter is an excellent way to inform employees of the system's plans and current financial situation, and to boost morale by publishing news of individuals' activities within the system and in the community. It might be a publication printed by an outside company or a simple mimeographed two-page newsletter. Whatever its form, encourage employees to contribute to it.

Advertising

This section describes alternative ways of advertising. Obviously, most budgets won't allow the use of all the choices. So you must decide which medium or which combination of media will best suit your goals and your budget.

The most important thing to remember is not to spread your advertising budget too thin. Pick the most dominant medium for your goal. Remember that the more times a person sees or hears your message, the greater the chance he or she will respond.

If your budget will allow you to use only one medium, then limit the time frame of the advertising schedule. For example, if you use one radio station and can only afford a total of 50 spots, then it is generally better to run 25 spots for two weeks than 10 spots for five weeks.

Research done by the Department in 1983-84 showed that in rural areas TV ads were most effective for creating an awareness of bus system names and for encouraging bus ridership. Newspaper ads were most effective for creating awareness of the cost of the bus ride and of where to get bus information. However, you should be aware of the strengths of the various media in your area in deciding which medium you wish to use.

When buying advertising, remember who your target market is and what you want to accomplish. Advertising messages should:

- Be clear and concise.
- Be informative.
- Be consistent with the other informational pieces.
- Never promise more than can be delivered.

The different types of media that can be used are discussed below.

Newspaper

In a 1983-84 survey done by the department, it was determined that newspaper ads are highly effective in increasing the awareness and usage of transit systems. The advantages of newspapers are that they are flexible, timely, and highly believable. People tend to respond sooner to one newspaper ad than to broadcast media.

To buy space in the newspaper, call the local advertising sales manager. The manager will help get ads placed and give you the price. You can request that your ad run in a particular section of the paper – general news, sports news, domestic news, entertainment news, and so forth – depending on your market audience. Price is based on "column inches," that is, the width of one column by one inch deep. Therefore, if you plan to run an ad that is four columns wide and ten inches deep, the total cost of the ad would be based on 40 inches.

Radio

Radio has the advantages of mass use and low cost. Radio can be specifically directed to various age groups, depending on the station programming format. The following are general definitions of the types of people who respond to different types of programming:

- “Top 40-Contemporary” – Teens and adults, 18-34
- “Middle of the Road” with news, sports, etc. – Broad base of adults over 25
- “Beautiful Music” – Adults 25+, especially 35 to 65, more women
- “Country and Western” – Working class, over 35, more men
- “Rhythm and Blues”/“Gospel” – Black audience
- “All News”/“All Talk” – Adults 35-65, high income
- Some towns have other ethnic radio (e.g., Polish, Spanish)

If you're looking for wide coverage in terms of territory, look for stations with powerful signals. Any station with 5,000 watts or more will have a strong signal, particularly if it's low on the dial (anything under 1100 on the dial position).

For long messages, use 60-second announcements. You can use 30-second announcements if the message is simple. For a two-or three-sentence “reminder” message, use 10-second spots. It is also helpful to know that “morning drive time” generally has the largest audience, “afternoon drive time” has the second largest, and midday has the third largest. Nighttime usually has the smallest number of listeners.

Since radio does not get an immediate response, as one newspaper ad does, you need to run a number of spots for your message to be effective. Within a three-day period, a minimum number of spots per station should be 18. Run more per station if your budget allows.

The cost of radio advertising is based on length of ad and time slots. Again, call your station's sales manager to help you make a schedule. Ask that person for a recommendation of how to best use the station to accomplish your goals.

(Examples of radio copy can be found in Exhibit X-3.)

Television

The research study done by the Department indicated that TV ads were effective in increasing bus ridership and awareness of the system's name in rural areas. The television sales manager can provide you with information on audience data for each show, as well as giving you information about spot availabilities. Again, ask for recommendations.

The growing popularity of cable television will give you even greater flexibility in reaching the audience you wish to. Usually, TV sells out fairly well in advance, due to the limited inventory of time. So the more advanced notice you give a station on your request for time, the better your

chance of having a good choice of spots. If you can give the station one month's notice, it is generally to your advantage to do so. For a low-cost alternative, you might want to explore local access channels.

Direct Mail

Direct mail has the advantages of flexibility, choice of receivers, and personalization. On the negative side, some people classify direct mail ads as “junk mail.” Your cost will depend on what your advertisement consists of (design and size) and what method of mailing you will use. The cost of mailing can be reduced by using the bulk rate permit or inserting your ad in a newspapers or in utility bills that are already being delivered to the home.

Outdoor Advertising

The large painted boards are usually sold on one-year contracts. The boards one most often sees are the “posters” which are posted monthly with preprinted paper.

Outdoor advertising is best used as an “identification” medium since a short message is called for, such as a phone number or a brief reminder. The key to outdoor advertising is to keep the message **SHORT, SIMPLE, and in LARGE type** that can be seen a great distance by fast-moving traffic. Although this medium is not easily targeted to a particular market, it has the advantages of high repeat exposure and low cost.

Exhibit X-4 contains sample ads that can be modified to fit the needs of your system.

Special Promotions

Promoting special events or services is a good way to add a little pizzazz or variety to your marketing plan. Special promotion possibilities include:

• Seniors Tours

Tours can be arranged for senior citizens, such as Christmas shopping tours or fall color tours.

• Holidays

Holidays can often provide opportunities for creative promotional themes. For example, during Christmas, vehicles can be decorated as Santa's sleigh, and reduced or free fares given on special shopping days.

• Seasonal Campaigns

Promotions can help increase ridership during seasons when ridership traditionally declines. Your system could promote a summer activities campaign to increase student ridership during their summer vacations. Local newspaper ads and posters can be used to display a summer activities map of parks and recreational centers that could be reached using the bus.

• **Route Promotions**

Special themes could be used to promote specific routes such as those going to a shopping mall or sporting event. Create a catchy theme and develop a campaign around it, using radio, posters, etc.

• **Facilities and Equipment**

When you have received new vehicles or move into a new terminal, let the public know. Have an open house and display your new equipment.

• **Transportation Week**

Transportation Week can be promoted with free or reduced fares, contests, open houses, news coverage, etc.

Merchandising

Another method of reaching the public is merchandising. This is a very popular and inexpensive way of getting your system's name out on the streets and/or providing incentives for transit riders or potential passengers. Merchandising possibilities include:

- Logo imprints on shopping bags, tee-shirts, note pads, etc.
- Coupon ad in newspaper for discount or free ride
- Posters in community and commercial buildings
- Off-peak ride discounts
- Free return trips
- Discounts on merchandise and/or routes (cooperative with merchants)
- Tours or shopping packages
- Discounts to dine out
- Discounts on ticket books
- All day on and off riding privileges
- Monthly passes
- Milestone prizes for 10,000th rider, etc. (merchants donate prizes)
- Free calls from transit phones at shopping malls, etc.
- Keychains and telephone dial inserts with logo and/or system's phone number

Evaluation

The effectiveness of your efforts to meet your public through public relations and advertising should be continually evaluated at regular intervals to determine if your goals are being met. Some of the approaches you try will be more successful than others. From reviewing the results of your tactics, you can learn how well you have done, how many people have been aware of your promotion, how many liked riding well enough to keep doing it, how many did not like it and why.

The sections on Monitoring and Evaluation (Chapter XII) and Surveys (Appendix M) will provide you with more information on how to evaluate your promotional and advertising work.

Start-Up Marketing Activities

If you are just beginning a system, the following timetable for marketing activities might be helpful to you:

Preservice Activities

- Finalize system design – service area, hours, type of service, fare structure, etc.
- Press releases
- Design and order brochure (samples included)
- Talk with community groups
- Design opening ceremony

During Training Week

- Intensive driver and dispatcher training
- Buses visible on the street
- Telephone installed to take informational calls
- Distribute brochures at key points
- Arrange for media coverage of opening ceremony

Opening Day

- Start service
- Opening ceremony

The First Few Weeks

- Follow-up media coverage – limited advertising
- More talks with community groups
- "Debug" service to ensure high quality of service

Ongoing Marketing Effort Through the End of the First Year

- Continuing brochure availability and mailings in response to suggestions
- Special marketing efforts – merchants' tokens, discounts, half-fare program, free phones, work tripper service
- Coordination with intercity carriers and human service agencies
- Probable service revisions and announcements
- Continual upgrading of service quality
- Response to customer complaints
- Limited on-board and home interview survey at nine months

GENERAL INFORMATION

For the convenience and comfort of everyone on the bus, **SMOKING, EATING, AND DRINKING OF BEVERAGES ARE NOT ALLOWED ON ANY OF THE BUSES.**

Passengers are responsible for carrying their own packages. Please limit any items to what you can carry yourself.

If you are handicapped, the bus driver cannot come to your door and help you to the bus but he can assist you in getting on the bus.

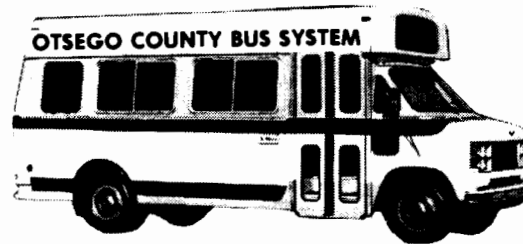
The bus may make several stops enroute, so plan a slightly longer ride than you would expect in an automobile.

Please be ready for pickup when you place your call. The bus can only wait three minutes.

During winter months, anyone desiring trips to the ski hills must have their skis and poles bundled and held in an upright position between their knees while on the bus. Roller skates and any other sports equipment must be carried so that it doesn't interfere with other passengers.

OTSEGO COUNTY BUS SYSTEM

P. O. Box 860
Gaylord, Michigan



COME RIDE THE BUS WITH US

Schedule effective September 1, 1981

Please phone one hour prior to desired pickup time, however, be ready to be picked up soon after you call.

732-6224

TYPES OF SERVICE

DEMAND RESPONSE — We'll pick you up at the end of your driveway and transport you to your destination. **NOTE:** We do not run on private roads. Please call at least one hour in advance of pickup time. Just call 732-6224.

RESERVATION — With this service, the bus will pick you up at the agreed time on the days requested without calling the office each time. There is a minimum of three pickups per week for reservations. With this service, we request that if you don't plan on riding on one of your reservation days, please call the dispatch office at 732-6224.

WORK TRIPS — Available during early morning and late afternoon hours. For more information, please call the dispatch office at 732-6224.

CHARTER SERVICE — Available for group trips within Otsego County. For more information, call the dispatch office at 732-6224.

SCHOOL RUNS — We also transport students to the Gaylord parochial schools who live outside of the school district. This service is on a route basis. For more information, please call the Manager's office at 732-7111.

SPECIAL SERVICE — Medical trips outside of the county are available. For more information, call the Manager's office at 732-7111.

Buses equipped with wheelchair lifts available. Please notify the dispatcher if you need this service.

SERVICE AREA

Elmira
 Gaylord
 Johannesburg
 Sparr
 Vanderbilt
 Waters
 Vienna Corners (Otsego County only)
 The surrounding areas of the villages and cities

SERVICE HOURS

Monday through Friday .. 6:00 am to 6:00 pm
 Saturday..... 9:00 am to 5:00 pm

FARES

Regular (Ages 16 - 59).....\$1.00
 Sr. Citizen (Age 60 & over)50
 Handicapped50
 Children under 16 years50
 Babes in arms (children under one year of age) are free.

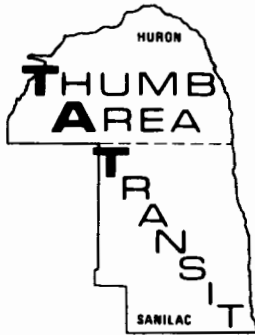
TOKENS

Tokens are available at the Bus System office located at the Otsego County Airport or from the drivers. Tokens are sold in \$5.00 packages only.

PLEASE HAVE EXACT FARE, DRIVERS ARE NOT ALLOWED TO MAKE CHANGE.

TRANSIT TIPS

- *The bus may make several stops en route, so plan a slightly longer ride than you would expect by car.*
- *Passengers are responsible for carrying their own packages. Please limit any items to what you can carry on yourself.*
- *During periods of heavy snowfall, buses will travel only on roads that have been cleared.*
- *No smoking allowed on the bus, please.*
- *Exact change is required. Drivers are not allowed to make change.*



THUMB AREA TRANSIT
 115 SCOTT STREET
 BAD AXE, MICHIGAN 48413

Huron County 1-800-322-1125
Sanilac County 1-800-482-2204

THUMB AREA TRANSIT

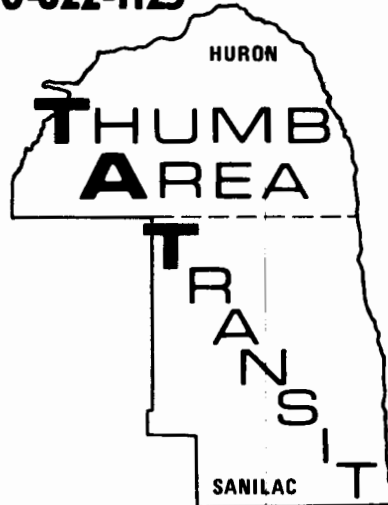
Serving Huron
 and Sanilac Counties

BUS SCHEDULE

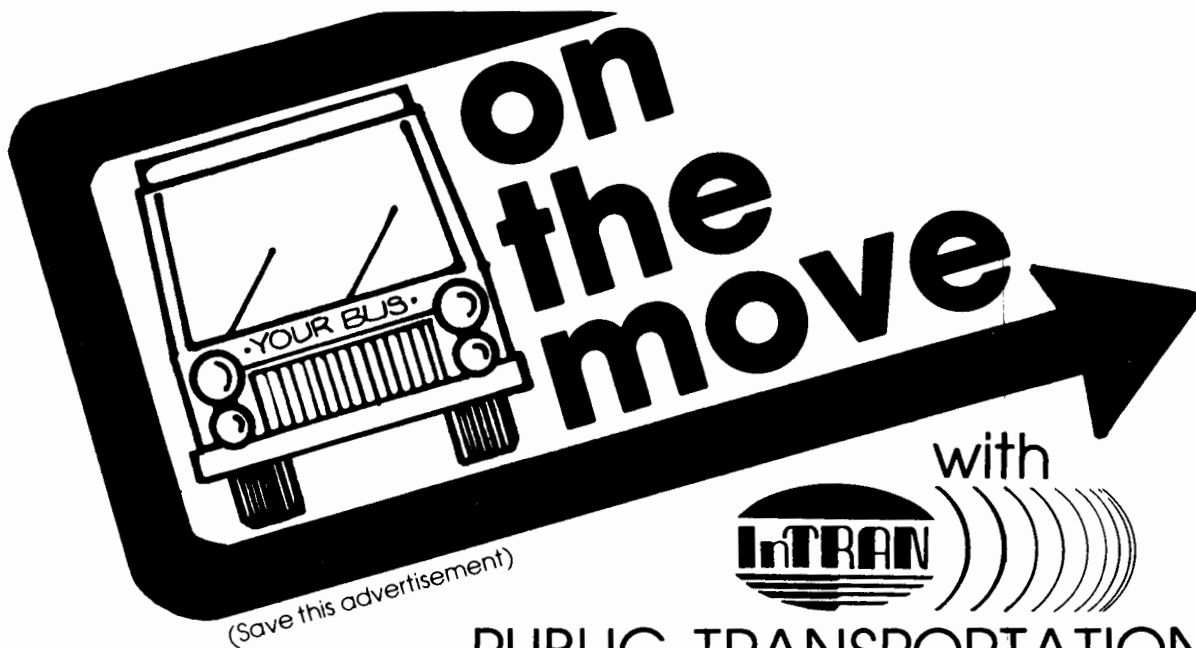
EFFECTIVE SEPTEMBER 1981

PHONE

Huron County 1-800-322-1125
Sanilac County 1-800-482-2204



T.A.T. IS A TWO-COUNTY PUBLIC
 TRANSPORTATION SYSTEM SERVING
 HURON AND SANILAC COUNTIES.
 IT IS AVAILABLE TO ANYONE, ANY
 AGE, WHO IS ABLE TO TRAVEL.



PUBLIC TRANSPORTATION

Tailor-made for your schedule, **InTRAN** can pick you up at the door and take you to doctor appointments, shopping, work, social activities or simply to visit friends!

Because **InTRAN** has wheel chair lift vehicles available, it is a welcome convenience for handicappers and senior citizens, though also widely used by students, adults and children accompanied by adults.

InTRAN services the entire Ingham County area (primarily outside urban Lansing) and can be reserved Monday through Friday 8:00 a.m.-5:30 p.m.

by calling the numbers below.

The following is a partial list of the stops we make:

- Mason Plaza •Holt Plaza •Cedar Park Mall •Meijers (S. Penn.) •Meijers (Okemos) •Meridian Mall •Williamston
- Dansville •Stockbridge •Webberville •Leslie •Mason
- Holt •Onondaga •Area hospitals •Community Mental Health Centers •Ingham Intermediate Career Center.

Keep this ad handy. Just call 24 hours in advance of your appointment and you can count on **InTRAN** to get you there on time and safely.

YOU'RE ON THE MOVE WITH InTRAN!

Your Cost: (one way)

	OUT COUNTY AREA	INTO LANSING
Adults	\$ 1.00	1.50
Students	.75	1.00
Seniors or Handicappers	.50	.75
Children (under 5)	.25	No Additional Charge
Multiple Ride Cards Available.		

For Reservation, call the Dispatching Operator Mon.-Fri. 8-6

Please call at least one day in advance.

694-0669 Long distance, call toll free **1-800-322-1390**

Funded by Michigan Department of Transportation, through Ingham County Board of Commissioners
Logo designed by Capitol Area Career Center Students Liz Herrera (Mason) and Kip Kaiser (Williamston).

SOME HINTS FOR USING THE TRANSIT BUS

- Please place your calls one-half hour in advance. Keep your conversation with the dispatcher short. He will be busy.
- Many people will be using the service. You may make several stops before arriving at your destination, so plan for a slightly longer ride on the bus than you would expect in a car.
- Because other people are waiting, passengers are responsible for carrying their packages from the store to the bus and from the bus to home.
- NOTE: FOR THE CONVENIENCE OF ALL, SMOKING IS NOT ALLOWED ON BOARD THE TRANSIT VEHICLES.

HOUGHTON COUNTY PUBLIC TRANSIT

P.O. BOX 88, HANCOCK, MICHIGAN

PHONE 482-6804

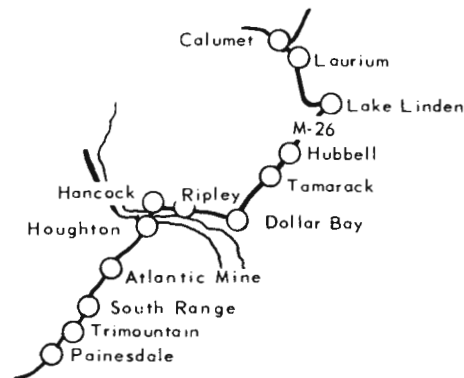
**CAN A BUS BE
FLAGGED DOWN?**

"Hail stops" and "walk on" customers will also be accommodated.

SERVICE IS AVAILABLE COUNTY WIDE

This service is being provided thru the efforts of the Houghton County Board of Commissioners and the Michigan Department of State Highways and Transportation.

Route Service Monday to Saturday, Calumet/Houghton/Painesdale follows this route.



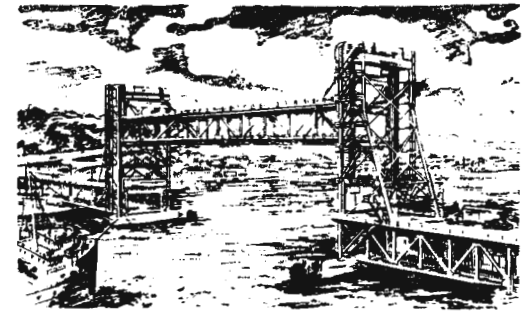
PHONE 482-6804

**TRANSPORTATION
DIRECTOR**

ALOYSIUS BRITZ

FOR A BETTER TOMORROW

TAKE A BUS TODAY!



Houghton County Public Transit

BUS SCHEDULE

Effective June 1978



PHONE 482-6804

This service is a county-wide public transportation system, and the service is available to anyone, any age, who is able to travel.

TYPES OF SERVICE

1. **DOOR TO DOOR** - Provides door to door service. A telephone call to the dispatch center will bring a bus to your door in the communities of Houghton/Hancock and Calumet/Laurium.

Service: Mon.-Fri. 6:00a.m.-6:00p.m.
 Sat. 9:00a.m.-5:00p.m.

2. **ROUTE** - Follows highway route M-26 between Calumet, Houghton/Hancock and Painesdale, and will pick up and drop off passengers anywhere along the route. Passengers have to get to the route to be picked up. See Schedule for times and Map of route.

3. **WORK TRIPS** - Work trip service 6:00a.m. to 8:00a.m. and 4:00p.m. to 6:00p.m. Call the dispatch center for details.

4. **24 HOUR CALL AHEAD SERVICE** - Additional door to door service is available to outlying areas on designated days. For outlying area service, a telephone call 24 hours ahead is required.

Service is provided North of Portage Lake Lift Bridge:

Mon.-Wed.-Fri. ONLY 8a.m.-4p.m.

Service is provided South of Portage Lake Lift Bridge:

Tues.-Thur. ONLY 8a.m.-4p.m.

5. **LAIRD & DUNCAN AREAS** - Limited service is available. Please call the BARAGA County System at 524-6124 for more information. Twenty-four hour call ahead is required.

ROUTE BUS SERVICE HOURS

MONDAY THRU FRIDAY -- 6 A.M. - 6 P.M.

READ DOWN-LEAVE			READ UP-ARRIVE			
A.M.	A.M.	P.M.	A.M.	P.M.	P.M.	
6:10	10:10	2:10	Calumet P.O.	9:45	1:45	6:00
6:10	10:10	2:10	Calumet Fraki's	9:45	1:45	6:00
6:20	10:20	2:20	Laurium Hospital	9:35	1:35	5:55
6:25	10:25	2:25	Laurium Tebor's	9:30	1:30	5:50
6:30	10:30	2:30	Florida Location - Dairy Kreme	9:25	1:25	5:50
6:40	10:40	2:40	Lake Linden - DeMors - Sr. Cent.	9:15	1:15	5:40
6:45	10:45	2:45	Hubbell Comm. Bldg.	9:10	1:10	5:35
6:45	10:45	2:45	Tamarack Big Boy	9:10	1:10	5:35
6:55	10:55	2:55	Dollar Bay P.O.	9:05	1:05	5:30
7:00	11:00	3:00	Ripley Copper Bowl	8:55	12:55	5:20
7:05	11:05	3:05	Hancock Roys Agy	8:45	12:45	5:10
7:05	11:05	3:05	Hancock Hospital	8:50	12:50	5:15
7:10	11:10	3:10	Houghton - MTU	8:35	12:35	5:00
7:15	11:15	3:15	Houghton Douglass Agency	8:40	12:40	5:05
7:25	11:25	3:25	Atlantic Mine - Store	8:25	12:25	4:25
7:35	11:35	3:35	Baltic Sr. Cent.	8:15	12:15	4:15
7:35	11:35	3:35	South Range P.O.	8:15	12:15	4:15
7:45	11:45	3:45	Trimountain 6th St.	8:05	12:05	4:05
7:50	11:50	3:50	Painesdale P.O.	8:00	12:00	4:00

ARRIVE

LEAVE

ROUTE BUS SERVICE HOURS

SATURDAY -- 9A.M. - 5 P.M.

READ DOWN			READ UP			
Lv.	9:10	1:10	Calumet	Ar.	12:45	4:45
Lv.	9:40	1:40	Lake Linden	Ar.	12:15	4:15
Lv.	9:55	1:55	Dollar Bay	Ar.	12:05	4:05
Ar.	10:05	2:05	Hough./Han.	Lv.	11:45	3:45
Ar.	10:35	2:35	South Range	Lv.	11:15	3:15
Ar.	10:50	2:50	Painesdale	Lv.	11:00	3:00

PLEASE NOTE: Pickup points for Saturday route service are the same places as for the daily route service. Please adjust in-between times and places accordingly.

SERVICE HOURS

Monday - Friday 6:00 a.m.-6:00 p.m.

Saturday 9:00 a.m.-5:00 p.m.

FARES

Regular Fares Door-to-Door \$.50

Route Service .50

24 Hour Call Ahead Outlying Areas 1.00

Babies in Arms Free

Reduced Fare: Senior Citizens, age 62 years and older, all handicapped persons and youngsters 5 thru 11 ride for 1/2 fare.

Exact fare is required - driver will only give change in tickets.

TICKETS

Available from the driver.
 \$5.00 per book

No service on Sundays and holidays.

OTHER SERVICES AVAILABLE

Special group trips, work trips, and small package delivery available. Call the dispatch center for more information.

SERVICE IS AVAILABLE COUNTY WIDE

PHONE 482-6804

Radio Copy

INSTRUCTIONS:

**Michigan Department of Transportation**

COMMERCIAL NO.: 001
 SUBJECT/TITLE: We Fit All Sizes
 LENGTH: :22 Bed for :30 Spot
 AIR DATES:

Use Cut# 1

Music Under to Jingle Close

ANNOUNCER:

NO MATTER WHETHER YOU'RE BIG
 OR SMALL...SHORT OR TALL...THERE'S
 A BUS IN TOWN THAT FITS BOTH
 YOU AND YOUR WALLET...PERFECTLY!

IT'S _____
 (name of bus)
 JUST CALL US ABOUT _____

MINUTES BEFORE YOU'RE READY TO
 LEAVE. IN MOST CASES...WE'LL
 PICK YOU UP AT JUST THE RIGHT
 TIME.

SO COME ON. RIDE _____
 (name of bus)
 SOON. AND SEE HOW WELL WE FIT
 YOUR DAILY TRAVEL NEEDS.

Jingle Closing

###

Radio Copy

INSTRUCTIONS:



Michigan Department of Transportation

COMMERCIAL NO.: 002
SUBJECT/TITLE: Relieve Headache Of Commuting
LENGTH: :22 Bed for :30 Spot
AIR DATES:

Use Cut# 1

Music Under to Jingle Close

ANNOUNCER:

YOU CAN RELIEVE THE DAILY
HEADACHE OF COMMUTING BY
TAKING _____
(name of bus)
TO WORK AND HOME AGAIN.

INSTEAD OF DRIVING...YOU CAN
SIT BACK AND RELAX. INSTEAD
OF PARKING...YOU'RE DROPPED
OFF RIGHT AT THE DOOR.

SO COME ON...GIVE US A CALL
AND RELIEVE THE HEADACHE OF
COMMUTING...TAKE _____
(name of bus)
TWO TIMES A DAY. YOU'LL FEEL
TERRIFIC!

Jingle Closing

###

Radio Copy

INSTRUCTIONS:



Michigan Department of Transportation

COMMERCIAL NO.: 003
 SUBJECT/TITLE: We Fit All Sizes
 LENGTH: :52 Bed for :60 Spot
 AIR DATES:

Use Cut# 2

Music Under to Jingle Close

ANNOUNCER:

NO MATTER WHETHER YOU'RE BIG
 OR SMALL...SHORT OR TALL...THERE'S
 A BUS IN TOWN THAT FITS BOTH
 YOU AND YOUR WALLET...PERFECTLY!

IT'S _____.
 (name of bus)

WE FIT PERFECTLY INTO YOUR
 SCHEDULE TOO. SIMPLY CALL US
 ABOUT _____ MINUTES BEFORE
 YOU'RE READY TO LEAVE. IN
 MOST CASES...WE'LL PICK YOU UP
 AT JUST THE RIGHT TIME.

AND LISTEN TO HOW WELL WE FIT
 YOUR BUDGET. JUST 50 CENTS
 FOR ADULTS... 25 CENTS FOR
 CHILDREN...SENIORS AND HANDICAPPERS.
 ONE FARE TAKES YOU ALMOST
 ANYWHERE YOU WANT TO GO AROUND
 TOWN.

_____ IS AVAILABLE
 (name of bus)
 FOR RIDES _____ SO
 CALL _____ (give days and times)
 (name of bus)
 SOON. OUR NUMBER IS _____.
 THAT'S _____ (phone number).
 (repeat phone number)
 SEE HOW WELL WE FIT YOUR DAILY
 TRAVEL NEEDS.

Jingle Closing

###

Radio Copy

INSTRUCTIONS:



Michigan Department of Transportation

COMMERCIAL NO.: 008
SUBJECT/TITLE: Getting 'Round Town
LENGTH: :40 Bed for :60 Spot
AIR DATES:

Use Cut# 4

Jingle Opening

ANNOUNCER:

GETTING 'ROUND TOWN IS A SNAP
WHEN YOU CALL _____.
(name of bus)

WE'LL PICK YOU UP AND TAKE YOU
WHERE YOU WANT TO GO...

THE SUPERMARKET...DRUG STORE...
RESTAURANT...THE MOVIES...EVEN
A FRIEND'S HOUSE!

JUST CALL _____
(name of bus)

ABOUT _____ MINUTES BEFORE
YOU'RE READY TO LEAVE. IN
MOST CASES...WE'LL BE THERE TO
PICK YOU UP AT JUST THE RIGHT
TIME.

SO NEXT TIME YOU NEED A RIDE...CALL
A BUS! CALL _____.
(name of bus)

OUR NUMBER IS _____.
(phone number)

THAT'S _____.
(repeat phone number)

CHECK YOUR PHONE BOOK AND KEEP
US IN MIND...WE'RE GOING YOUR
WAY!

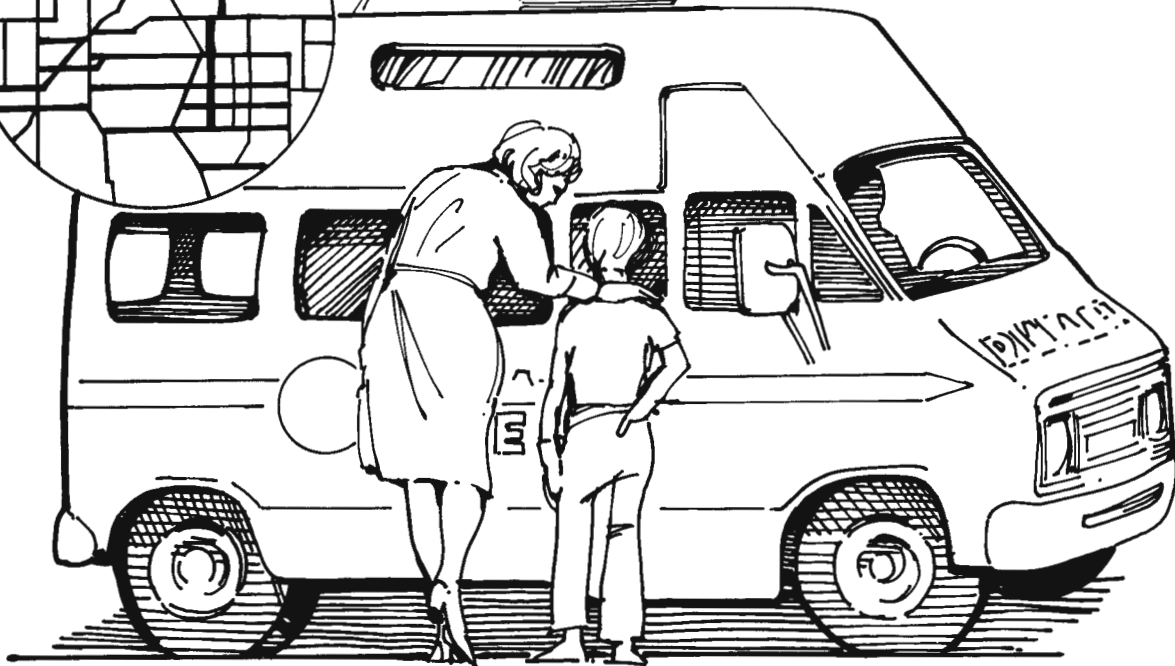
Jingle Closing

###



**"I NEVER WAS
A BUS PERSON...
BUT THEN I CALLED
(company name)"**

"I LIKED THE QUICK
SERVICE RIGHT TO
MY DOOR . . . NOW I USE
IT FOR WORK & SHOPPING
WITH NO WORRIES ABOUT
TRAFFIC OR PARKING."



GIVE US A TRY CALL . . .(phone number)

We're Going Your Way!



National Transportation Week May 13-19

Call A Bus. Today, more than ever, the bus is one of your best transportation buys. Find out why. Now! During National Transportation Week. Just call and have a bus pick you up. We'll take you almost anywhere you want to go for just 50¢ (25¢ for seniors, handicappers and children). Call today!

Call 000-0000

LOCAL BUS IMPRINT



Transportation Makes Michigan Move

Need A Ride? Call A Friend.



Call for a pick-up by bus. We travel right in your neighborhood, and we'll take you just about anywhere you want to go. Like a friend! Next time you need a ride, call a friend. Call a bus.

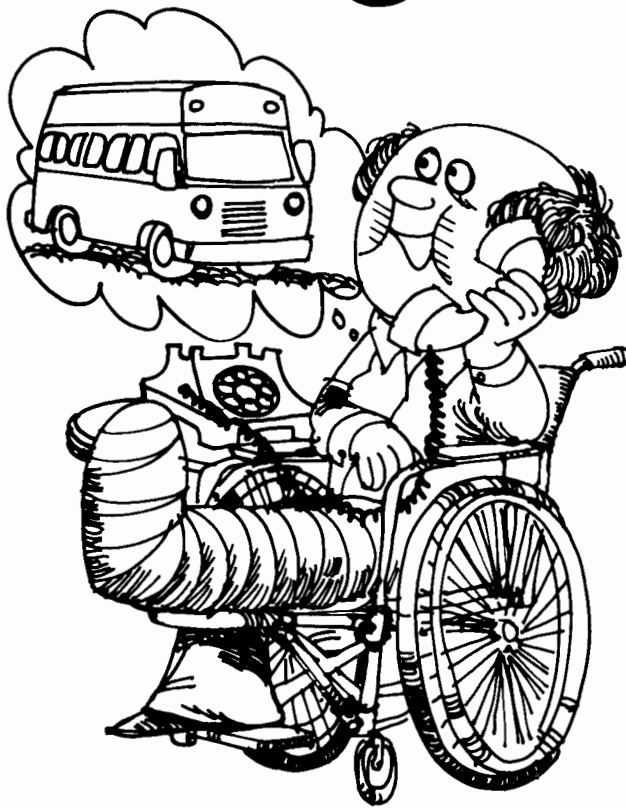
Call 000-0000

LOCAL BUS IMPRINT



Transportation Makes Michigan Move

Call For The Easy-Rider



Ride The Bus

If you're a handicapper . . . we've got a sure way to get you just about anywhere you want to go around town. Call for a lift-equipped bus, and we'll pick you up right at your door. Our buses give you the freedom you want . . . at just 25¢ a ride. So come on! Ride the bus.

Call 000-0000

LOCAL BUS IMPRINT

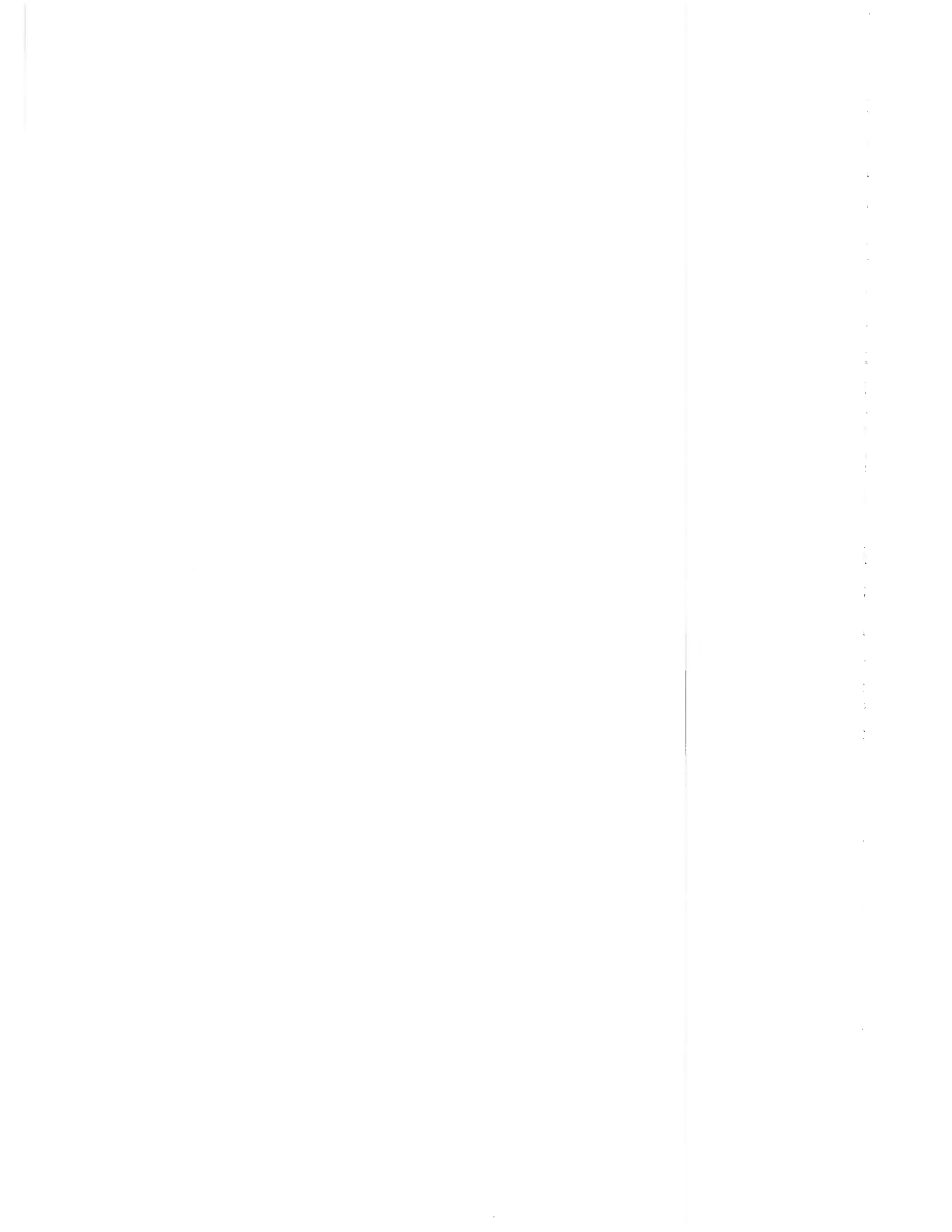


Transportation Makes Michigan Move

CHAPTER XI

PERSONNEL MANAGEMENT

	Page
Policies and Procedures217
Job Descriptions217
Manager217
Dispatcher218
Driver218
Secretary/Bookkeeper218
Mechanic219
Personnel Selection Process219
Information on Job Applicants219
Locating Applicants220
Interviewing Applicants220
Labor Negotiations220
Employee Protection220
Equal Opportunity and Affirmative Action221
Driver Training221
Physical Examination221
Driver Knowledge Test221
Driving Record221
Driver Evaluation221
Driver Retraining221
Michigan Small Bus Roadeo222
Appendix L – Employee Policy Manual237



CHAPTER XI

PERSONNEL MANAGEMENT

Policies and Procedures

Personnel management will work effectively if employees clearly understand the system's policies and procedures. When these are spelled out on paper, and employees have been required to read and understand them, the manager has a basis for actions made necessary by deviations from the procedures.

Each transit system should develop its own policies and procedures manual. Appendix L represents a sample format for addressing major personnel concerns, which individual systems can adapt to their circumstances.

The transit system should develop specific job descriptions for each position in the organization. These job descriptions will have to be updated from time to time, reflecting changes in job requirements.

Job Descriptions

Persons who are involved in the hiring process or those who may be considering a job with a transit system should be careful to understand the job setting. Desirable characteristics for potential employees are enthusiasm about the bus system as a public service, willingness to learn, and flexibility. As services are adjusted to the demand, there may be frequent changes in assignments and duties. All must be able to work with the general public in a sensitive and professional manner.

Typical job descriptions for a local transit system include:

Manager

• Duties

- Manage all phases of the system:
 - Administration
 - Operations
 - Maintenance
- Perform as liaison with all city, county, and state officials concerned with the transit system.
- Manage all personnel matters:
 - Develop personnel selection process, hire employees, etc.
 - Develop policy manual, procedures, and work schedules.
 - Supervise all employees.
- Perform and/or supervise continuing training.
- Purchase supplies and services as needed.
- Establish accounting and reporting procedures.
- Manage all local aspects of marketing and public relations:
 - Purchase advertising space/time.
 - Write reports and information pieces.
 - Handle public reactions, including complaints.
 - Do interviews and issue press releases.
- Must be able to develop and implement necessary operational changes.
- Must understand the development of the system budget and be able to develop local funding sources.

- Prepare annual applications for state and federal funding.

• **Desired Attributes**

- Commitment to public transportation (Public transportation experience desirable, but not necessary.)
- Pleasant, outgoing personality
- Confidence to respond quickly to problems and make decisions requiring critical analysis
- Management ability and experience
- Sensitivity to all aspects of good personnel relations
- “Self-starting”—ability to begin job with limited training
- Cool under fire; not easily upset by complaints
- Political skills for dealing with several levels of government
- Bookkeeping and record keeping experience
- Willingness to work long and flexible hours

Dispatcher

• **Duties**

- Take customer requests for service over the telephone, accurately record information, and respond with details on expected service schedule, etc.
- Process, organize, and coordinate reservations, standing orders, and scheduled runs.
- Handle multiple incoming phone calls in conjunction with radio-dispatch communications.
- Group the service requests into the most efficient tours, and assign them to vehicles using the appropriate dispatching methods.
- Monitor vehicle locations and movement patterns.
- Use appropriate radio-dispatching procedures according to the Federal Communication Commission guidelines.
- Keep accurate dispatching records and implement appropriate service improvements, methods, etc.
- Answer general information calls about the service.
- Manage the system in the absence of the manager.
- Be licensed to drive the vehicles and manage emergency situations according to official procedures.

• **Desired Attributes**

- Pleasant phone manner
- Enthusiasm and commitment to public transportation
- Ability to think abstractly and organize vehicle movements
- Familiarity with the service area (i.e., street names, shopping centers, churches, factories, etc.)

- Quick to comprehend ideas; flexible learner
- Calm under stress; able to handle complaints and a barrage of ringing phones
- Adaptability and willingness to change
- Trained in First Aid and CPR (Cardio-Pulmonary Resuscitation)

Driver

• **Duties**

- Maneuver a small bus safely under all road and traffic conditions.
- Use good judgment in interpreting dispatcher’s instructions. In particular, be able to recognize, create, and follow logical sequences for pickups and dropoffs of passengers.
- Observe all traffic laws, including those related to buses and public transit vehicles.
- Use correct FCC radio procedures in communication with dispatcher.
- Keep an accurate log of all trips and farebox revenues.
- Function as a representative of the system to the public. Be able to answer questions about the system.
- Perform daily pretrip safety inspection of the vehicle.
- Perform routine maintenance: washing, cleaning, fueling, and adding fluids to the vehicles as required.

• **Desired Attributes**

- Capacity to follow detailed instructions
- Pleasant personality, and sensitivity to passenger needs
- Patience and ability to handle face-to-face complaints and problems
- Neat appearance
- Training in First Aid and CPR

• **Qualifications**

- Chauffeur’s license and Class 3 endorsement are required. They can be obtained during training
- Good driving skills and driving record must be maintained.
- A written test, road test, and physical examination must be successfully completed.

Secretary/Bookkeeper

• **Duties**

- Organize system bookkeeping procedures which conform to state and local guidelines.
- Follow established accounting and reporting procedures.

- Balance and account for daily cash receipts and ticket books.
- Type necessary reports and forms.
- Answer inquiries regarding system accounts.
- Compile required daily ridership information and complete monthly ridership reports.
- Act as back-up to dispatcher during peak hours.

• Desired Attributes

- Personable, with a pleasant telephone manner
- Organized work habits
- Neat appearance
- Ability to work with others

• Qualifications

- Training and experience in bookkeeping/accounting methods
- Calculator, computer, and typing abilities

Mechanic

• Duties

- Maintain and service small bus fleet.
- Perform preventive maintenance.
- Perform all minor repairs, including electrical circuits.
- Order equipment parts.
- Maintain maintenance reports and records.
- Maintain basic parts inventory.
- Establish basic parts and repair manuals library.
- Arrange for heavy maintenance as needed.

• Desired Attributes

- Ability to work well with parts houses, manufacturer vendors, and local garages
- Ability to work with and/or supervise other employees

• Qualifications

- Workable knowledge and understanding of repair and parts manuals and the use of technical equipment and/or tools
- Training and experience in heavy duty truck repair
- State Mechanic's Certification

Personnel Selection Process

Selection of drivers, dispatchers, and other operating personnel is one of the manager's most important duties. Informal interviews are not good enough, they can lead to selections based on first impressions, which often are erroneous. The application and interview process should be a set procedure, and used consistently for each applicant. It should also be noted that certain questions on the application and in an interview are prohibited by law.

Information on Job Applicants

The following list indicates which questions are permissible and which are not permissible to ask job applicants, on forms and in interviews:

	Permissible	Not Permissible
Name	First, middle, and last name; nicknames	Reasons for name change
Address	Address, telephone number	Length of time at present address; owns, rents or lives with relatives
Age	"Are you under 18?"; work permit; birth certificate (after employment)	Birthdate (prior to employment)
Sex		Inquiry into sex of applicant
Marital Status		Marital status or maiden name
Religion/Creed		Any inquiry concerning religion or creed
Race/Color		Any inquiry concerning race or color
Education	Schools attended, courses taken, grades	Religious affiliation of school or date of high school graduation
Military Service	Discharge papers (after employment), titles, and responsibilities	General military experience, type of discharge, rank
Organizations		Organizations not job related
Physical Characteristics	Only if specifically job related	Inquiries about height, weight, etc.; establishing minimum standards; discrimination against physically handicapped is unlawful, if applicant is able to perform; reasonable accommodations must be made
Criminal Record	Convictions	Arrests
Character References	OK to ask for references	Asking references information prohibited by other nonpermissible inquiries
Relatives	Relevant information (after employment)	Inquiries not allowed
Birthplace	Proof of birth or citizenship (after employment)	Birthplace, birth certificate
National Origin	Languages able to read, speak, and write	Lineage, ancestry, national origin, descent, or parentage
Citizenship	"Are you a U.S. citizen? If not a U.S. citizen, do you have the legal right to work/remain permanently in the U.S.?" Proof of citizenship (after employment)	Inquiries which reveal national origin

The job application form should be developed in a standardized format which can be used on a continuing basis. An application form should:

- Be factual and concise.
- Conform to legal standards, laws, and regulations established by federal, state, and local governments.
- Contain questions which will aid in candidate evaluation
- It should not be unduly personal.

Exhibit XI-1 is an up-to-date application format based on these guidelines.

The application is of importance both in the selection process and as a written record of the applicant's background and work experience. It should be kept on file at all times, and updated if the employee gains new education or work experience. References should be checked prior to employment.

Locating Applicants

There are a number of ways to let prospective applicants know that you need staff. What works best in your community and circumstances can be learned by checking with other local employers, including local government. Among the sources of new applicants which tend to have good results are:

- References from present employees (Always post open job positions on the employee bulletin board.)
- Transit publications
- Local high schools, trade and vocational schools (Get to know the placement advisors in local schools.)
- Michigan Employment Security Commission
- Employment agencies

Walk-ins also should be considered carefully.

Interviewing Applicants

Once you have identified an adequate number of applicants and received their completed applications, it is time for a formal interview. The interview is a key aspect of the selection process. A good interview, together with the application form and reference checks, will provide all the information you need to make a proper selection.

It is best to arrange all of the interviews within a short period of time, preferably a single day. This will permit you to keep a consistent format and to more rigorously make comparisons among candidates.

In general, the individual doing the interviewing should:

- Thoroughly describe the job – responsibilities, pay, benefits, hours, etc.
- Base questions on job requirements only.
- Standardize interview questions, so all are asked the same questions.

- Record interview information on a standard form.

At the end of the interview, the interviewer should thank the candidate and give him or her a firm date by which a decision will be made. Provide yourself with sufficient lead time to check references. Each candidate, successful or unsuccessful, should be notified by letter. The applications and interview forms, as a source for candidates for future openings, should be kept on file for at least two years.

Based on the results of the interview and a review of the application forms, a preliminary decision can be made. References should then be checked for the first and second choices.

Labor Negotiations

Labor negotiations for most small bus systems are handled by local government, but you will certainly have some role in the negotiations. The key points to remember in any negotiations, either with individuals or unions, are as follows:

- Remain cool and collected.
- Deal as a professional, not as an adversary or a friend.
- Know the needs and limits of the system regarding pay, benefits, and conditions.
- Before making an offer, clear it with appropriate officials (e.g., the transportation board).
- State all offers clearly and specifically.
- Ask for comparable specifics from the other side, and be sure that you understand them.
- Start the discussion early enough to avoid strike deadlines, if possible.

One good way to rehearse for an upcoming session with the union is to “role-play” the session with one or more friends or members of your staff. Prepare a set of objectives and attitudes which represent the current position of the union, as you understand it. Then hold a “mock” bargaining session with the union role player. By giving the union role free rein, you will gain experience in dealing with possible positions and offers from the union.

Employee Protection

If you receive federal financial assistance for your transit system, you should know about Section 13(c) of the Urban Mass Transportation Act, as amended. This section requires that fair and equitable arrangements be made, as determined by the Secretary of Labor, to protect the interests of employees who may be affected by such assistance. It applies to all transit properties receiving federal assistance under federal Section 18, as well as under other federal mass transit assistance programs. Detailed information about Section 13(c) can be found in the *Rural Transporta-*

tion *Employee Protection Guidebook*, available through your project manager.

Should you wish to apply for aid under federal Section 18, note that the Section 13(c) requirements are incorporated into the MDOT annual application and instructions. Please read and follow those instructions carefully.

Equal Opportunity and Affirmative Action

The transit system must adhere to federal/state requirements on hiring, retention, and promotion of minorities, women, and disadvantaged or handicapped persons. Guidelines and requirements are provided by MDOT annually. (For detailed information about Title VI requirements, see Chapter IV – Grants and Contracts.)

Driver Training

In order to be authorized to drive a small bus furnished through a state or federal transportation grant, a person must pass physical and driver examinations. The Bus Transit Division has developed a four-part procedure. Initial training for newly established transit systems will be provided by the Bus Transit Division training specialist. Systems in operation will provide training for new employees. The *Small Bus Program: Operator's Manual*, used throughout the training program, is available through the Bus Transit Division.

The four parts which must be completed successfully to qualify for driving a small bus are:

Physical Examination

A physical examination certifying the physical fitness of a small bus driver should be completed prior to the driver being allowed to transport passengers. To determine driver eligibility, U.S. Department of Transportation rules will be followed. These rules are explained on the reverse side of the physical examination form. The examination is required for all drivers. It should be renewed for each driver on an annual basis (Exhibit XI-2).

The physical examination form will be retained on file.

Driver Knowledge Test

A Beginning Small Bus Driver Knowledge Test must be passed before a driver may drive a small bus. The test may be administered verbally, if necessary (Exhibit XI-3). It is scored on the basis of 100 points maximum. A passing grade of 75 percent must be attained to qualify for a passing score on the written test.

The test will be administered in a consistent manner throughout the state, using a written form prescribed by MDOT, or a local test may be substituted with the approval of Bus Transit Division. The system manager or a designated training coordinator will be authorized to administer the test under the direction of Bus Transit Division.

Evidence of successful completion of the written test will be retained on file.

Driving Record

Every driver must have a valid chauffeur's license, with a Class 3 endorsement, prior to transporting passengers. Systems cannot employ any person as a small bus driver who has accumulated *seven or more points* on his or her driving record in the two years preceding employment. No driver who has accumulated seven or more points, or is under suspension or revocation by the Michigan Department of State, will be allowed to continue driving a small bus.

Driving records will be retained on file.

Driver Evaluation

Before driving a small bus being used to transport passengers, a driver must pass a "behind-the-wheel" evaluation (Exhibit XI-4). A copy of the driver evaluation will be retained on file.

The evaluation will be administered by Bus Transit personnel and/or the system manager. It consists of observation and evaluation of the driving techniques and procedures emphasized throughout the training program. Scoring is on a pass/fail basis.

On successful completion of the training program, a Michigan Department of State DE-5 waiver form (Exhibit XI-5) will be signed by the instructor or system manager, acknowledging driving competency for the Class 3 endorsement. The bus operator will then present the waiver form to the Michigan Department of State for a permanent endorsement.

Driver Retraining

Each system should have an ongoing retraining program. Although training should not be regarded as a cure all for problems in the organization, it may be used as a tool to:

- Improve employees' skills, and attitudes, or apply methods to increase existing performance standards.
- Assist employees in becoming familiar with new equipment, technology, and operational modes to be introduced into the system.

Effective retraining can result in:

- Reduced waste
- Reduced absenteeism
- Increased personal involvement
- Reduced supervisory costs
- Lower overtime costs
- Lower maintenance expenditures
- Reduced personal injuries
- Increased job satisfaction

Specific retraining assistance is available through Bus Transit Division. Copies of the *Michigan Small Bus Program: Operator's Manual* are available on request. In addition, systems can borrow – at no cost – a number of 16mm technical training films:

- Lift Bus Operational Procedures (14 minutes)
- Pretrip Inspections/Drivers Maintenance Procedures (10 minutes)
- Passenger Stops and Railroad Crossing Procedures (11 minutes)
- Radio and Dispatching Procedures (10 minutes)
- Emergency Procedures and Equipment (8 minutes)
- Developing Driving Skills (12 minutes)

Insurance companies can be a source for additional training. Some companies have employees who will provide on-site instruction in safety and driver education. Contact your local insurance agent to see if this service is available.

Another way to encourage good driving habits is to hold an awards banquet. Provide awards to drivers who have maintained an outstanding safety record in the past year. Because of its interest in driver safety, your insurance company may be willing to contribute to the banquet by paying for the awards and sending someone to the banquet to present them.

Michigan Small Bus Roadeo

The Michigan Small Bus Roadeo is an annual event co-sponsored by the Michigan Department of Transportation and the Michigan Public Transit Association. Over one hundred transit systems are eligible to participate in the one-day competition. The primary purpose of the Roadeo is to recognize the importance of the driver in Michigan's public transit program and to foster safe and defensive driving habits.

Each transit agency is encouraged to develop a systematic approach for selecting the most qualified driver for this statewide competition. This may include organizing your own Roadeo or co-sponsoring a Roadeo with other systems in the area.

Contestants must:

- Be current bus drivers, regularly operating a small bus (25-passenger maximum)
- Have had no suspension from work within the bus system in the past 12 months
- Have had no avoidable accidents in the past 12 months, or since starting work for the system
- Have a driving record which does not exceed five points, according to state motor vehicle records, as of the competition date
- Have good attitude and knowledge concerning safe operation of a bus

The first place winner from the previous year is not eligible to compete in the Roadeo.

Eligible drivers are required to compete in three categories:

- **Written Test** – The test includes basic traffic law, transportation regulations, rules of the road, and safe operational techniques.
- **Pretrip Inspection** – Contestants are allowed five minutes to check a bus as if getting ready for a typical day's operation. Points are awarded for each planned problem found.
- **Driving Competition** – Contestants drive through a course set up with specific driving problems. Drivers are scored on individual problems and allowed a specified amount of time to complete the course. Points are deducted for exceeding the time limit (Exhibit XI-6). While the Roadeo course is being driven, an on-board judge evaluates the contestant with regard to safety habits and operational techniques.

Awards are presented to the ten contestants who accumulate the greatest number of total points. In the spirit of friendly competition, all transit systems receive individual recognition and a certificate of participation.

A handbook on preparing for the small bus Roadeo can be obtained from the Bus Transit Division.

Exhibit XI-1 (cont'd)

Veteran of the U.S. military service? Yes No If Yes, Branch _____

Do you have any physical, mental or medical impairment or disability that would limit your job performance for the position for which you are applying? Yes No

If Yes, please explain _____

Are there workplace accommodations which would assure better job placement and/or enable you to perform your job to your maximum capability? Yes No

If Yes, please indicate: _____

Indicate what foreign languages you speak, read, and/or write.

	FLUENTLY	GOOD	FAIR
SPEAK			
READ			
WRITE			

List professional, trade, business or civic activities and offices held. (Exclude those which indicate race, color, religion, sex or national origin): _____

Give name, address and telephone number of three references who are not related to you and are not previous employers.

Special Employment Notice to Disabled Veterans, Vietnam Era Veterans, and Individuals With Physical Or Mental Handicaps.

Government contractors are subject to Section 402 of the Vietnam Era Veterans Readjustment Act of 1974 which requires that they take affirmative action to employ and advance in employment qualified disabled veterans and veterans of the Vietnam Era, and Section 503 of the Rehabilitation Act of 1973, as amended, which requires government contractors to take affirmative action to employ and advance in employment qualified handicapped individuals.

If you are a disabled veteran, or have a physical or mental handicap, you are invited to volunteer this information. The purpose is to provide information regarding proper placement and appropriate accommodation to enable you to perform the job in a proper and safe manner. This information will be treated as confidential. Failure to provide this information will not jeopardize or adversely affect any consideration you may receive for employment.

If you wish to be identified, please sign below.

Handicapped Individual Disabled Veteran Vietnam Era Veteran

Signed _____

Employment Experience

Start with your present or last job. Include military service assignments and volunteer activities. Exclude organization names which indicate race, color, religion, sex or national origin.

1	Employer	Dates Employed		Work Performed
		From	To	
	Address			
	Job Title	Hourly Rate/Salary		
		Starting	Final	
	Supervisor			
	Reason for Leaving			
2	Employer	Dates Employed		Work Performed
		From	To	
	Address			
	Job Title	Hourly Rate/Salary		
		Starting	Final	
	Supervisor			
	Reason for Leaving			
3	Employer	Dates Employed		Work Performed
		From	To	
	Address			
	Job Title	Hourly Rate/Salary		
		Starting	Final	
	Supervisor			
	Reason for Leaving			
4	Employer	Dates Employed		Work Performed
		From	To	
	Address			
	Job Title	Hourly Rate/Salary		
		Starting	Final	
	Supervisor			
	Reason for Leaving			

If you need additional space, please continue on a separate sheet of paper.

Special Skills and Qualifications

Summarize special skills and qualifications acquired from employment or other experience _____

Education

	Elementary	High	College/University	Graduate/ Professional
School Name				
Years Completed: (Circle)	4 5 6 7 8	9 10 11 12	1 2 3 4	1 2 3 4
Diploma/Degree				
Describe Course Of Study:				
Describe Specialized Training, Apprenticeship, Skills, and Extra-Curricular Activities				

Honors Received:

State any additional information you feel may be helpful to us in considering your application.

Agreement

I certify that answers given herein are true and complete to the best of my knowledge.

I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision.

In the event of employment, I understand that false or misleading information given in my application or interview(s) may result in discharge. I understand, also, that I am required to abide by all rules and regulations of the Company.

Signature of Applicant _____

Date _____

For Personnel Department Use Only

Arrange Interview Yes No

Remarks _____

INTERVIEWER DATE

Employed Yes No

Date of Employment _____

Job Title _____ Hourly Rate/
Salary _____ Department _____

By _____
NAME AND TITLE DATE

This Application For Employment and Applicant Data Record is sold for general use throughout the United States. Amsterdam Printing and Litho Corp. assumes no responsibility for the inclusion in said form of any questions which, when asked by the employer of the job applicant, may violate State and/or Federal Law.

PLEASE DO NOT RETURN COMPLETED EXAMINATIONS TO ATA.

PHYSICAL EXAMINATION FORM

(MEETS DEPARTMENT OF TRANSPORTATION REQUIREMENTS)

ATA Form C0730 — Reorder from:
American Trucking Assn., Inc.
1616 P Street, N.W.
Washington, D.C. 20036 8/82

Date of Examination _____ New Certification
Recertification

To Be Filled In By Examining Physician (Please Print):

Driver's Name _____

Soc. Sec. No. _____ Date of Birth _____ Age _____

Health History: Height _____ ft. _____ in. Weight _____ lbs.

Yes	No		Yes	No		Yes	No
<input type="checkbox"/>	<input type="checkbox"/>	Asthma	<input type="checkbox"/>	<input type="checkbox"/>	Nervous stomach	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	Kidney	<input type="checkbox"/>	<input type="checkbox"/>	Rheumatic fever	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	Tuberculosis	<input type="checkbox"/>	<input type="checkbox"/>	Muscular disease	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	Syphilis	<input type="checkbox"/>	<input type="checkbox"/>	Psychiatric disorder	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	Gonorrhea	<input type="checkbox"/>	<input type="checkbox"/>	Cardiovascular disease	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	Diabetes	<input type="checkbox"/>	<input type="checkbox"/>	Gastrointestinal ulcer	<input type="checkbox"/>	<input type="checkbox"/>
					Head or spinal injuries		
					Seizures, fits, convulsions, or fainting		
					Extensive confinement by illness or injury		
					Any other nervous disorder		
					Suffering from any other disease		
					Permanent defect from illness, disease or injury		

If answer to any of the above is yes, explain: _____

General appearance and development: Good _____ Fair _____ Poor _____

Vision: For Distance: Right 20/ _____ Left 20/ _____ Without corrective lenses With corrective lenses, if worn

Evidence of disease or injury: Right _____ Left _____

Color Test _____ Horizontal field of vision: Right _____ Left _____

Hearing: Right ear _____ Left ear _____

Disease or injury _____

Audiometric test: (if audiometer is used to test hearing) _____ Decibel loss at 500 Hz _____ at 1,000 Hz _____ at 2,000 Hz _____

Throat: _____

Thorax: Heart _____

If organic disease is present, is it fully compensated? _____

Blood pressure: Systolic _____ Diastolic _____

Pulse: Before exercise _____ Immediately after exercise _____

Lungs _____

Abdomen: Scars _____ Abnormal masses _____ Tenderness _____

Hernia: Yes _____ No _____ If so, where? _____ Is truss worn? _____

Gastrointestinal: Ulceration or other diseases: Yes _____ No _____

Genito-Urinary: Scars _____ Urethral discharge _____

Reflexes: Rhomberg _____

Pupillary _____ Light: R _____ L _____

Accommodation: Right _____ Left _____

Knee jerks: Right: Normal _____ Increased _____ Absent _____

Left: Normal _____ Increased _____ Absent _____

Remarks: _____

Extremities: Upper _____ Lower _____ Spine _____

Laboratory and Urine: Spec. Gr. _____ Alb. _____ Sugar _____

Other Special Other Laboratory Data (Serology, etc.) _____

Findings: Radiological Data _____ Electrocardiograph _____

CHECK HERE IF NOT QUALIFIED

General Comments: _____

Name of Examining Doctor (Print) _____ Signature _____

Address of Examining Doctor _____

MEDICAL EXAMINER'S CERTIFICATE TO BE COMPLETED ONLY IF DRIVER IS FOUND QUALIFIED

MEDICAL EXAMINER'S CERTIFICATE
(I certify that I have examined)

(Driver's name (Print))

in accordance with the Federal Motor Carrier Safety Regulations (49 CFR 391.41-391.49) and with the knowledge of his duties, I find him qualified under the regulations.

Qualified only when wearing corrective lenses

Qualified only when wearing a hearing aid

A completed examination form of this person is on file in my office at:

Address

(Date of examination) _____ (Name of examining doctor (Print)) _____

(Signature of examining doctor)

(Signature of driver)

(Address of driver)

The following will be completed only when the visual test is conducted by a licensed ophthalmologist or optometrist.

(Date of Examination)

(Name of Optometrist (Print))

(Address of Optometrist)

(Signature of Optometrist)

INSTRUCTIONS ON REVERSE SIDE

Exhibit XI-2 (cont'd)

DEPT. OF TRANSPORTATION PHYSICAL QUALIFICATIONS & EXAMINATIONS OF DRIVERS

A person is physically qualified to drive a motor vehicle if he—

- (1) Has no loss of a foot, a leg, a hand, or an arm, or has been granted a waiver pursuant to §391.49.
- (2) Has no impairment of the use of a foot, a leg, a hand, fingers, or an arm, and no other structural defect or limitation, which is likely to interfere with his ability to control and safely drive a motor vehicle, or has been granted a waiver pursuant to §391.49 upon a determination that the impairment will not interfere with his ability to control and safely drive a motor vehicle.
- (3) Has no established medical history or clinical diagnosis of diabetes mellitus currently requiring insulin for control.
- (4) Has no current clinical diagnosis of myocardial infarction, angina pectoris, coronary insufficiency, thrombosis, or any other cardiovascular disease of a variety known to be accompanied by syncope, dyspnea, collapse, or congestive cardiac failure.
- (5) Has no established medical history or clinical diagnosis of a respiratory dysfunction likely to interfere with his ability to control and drive a motor vehicle safely.
- (6) Has no current clinical diagnosis of high blood pressure likely to interfere with his ability to operate a motor vehicle safely.
- (7) Has no established medical history or clinical diagnosis of rheumatic, arthritic, orthopedic, muscular, neuromuscular, or vascular disease which interferes with his ability to control and operate a motor vehicle safely.
- (8) Has no established medical history or clinical diagnosis of epilepsy or any other condition which is likely to cause loss of consciousness or any loss of ability to control a motor vehicle.
- (9) Has no mental, nervous, organic or functional disease or psychiatric disorder likely to interfere with his ability to drive a motor vehicle safely.
- (10) Has distant visual acuity of at least 20/40 (Snellen) in each eye without corrective lenses or visual acuity separately corrected to 20/40 (Snellen) or better with corrective lenses, distant binocular acuity of at least 20/40 (Snellen) in both eyes with or without corrective lenses, field of vision of at least 70 in the horizontal meridian in each eye, and the ability to recognize the colors of traffic signals and devices showing standard red, green, and amber.
- (11) First perceives a forced whispered voice in the better ear at not less than 5 feet with or without the use of a hearing aid or, if tested by use of an audiometric device, does not have an average hearing loss in the better ear greater than 40 decibels at 500 Hz, 1,000 Hz, and 2,000 Hz with or without a hearing aid when the audiometric device is calibrated to American National Standard (formerly ASA Standard) Z24.5 — 1951.
- (12) Does not use an amphetamine, narcotic, or any habit-forming drug, and
- (13) Has no current clinical diagnosis of alcoholism.

INSTRUCTIONS FOR PERFORMING AND RECORDING PHYSICAL EXAMINATIONS

The examining physician should review these instructions before performing the physical examination. Answer each question yes or no where appropriate.

The examining physician should be aware of the rigorous physical demands and mental and emotional responsibilities placed on the driver of a commercial motor vehicle. In the interest of public safety the examining physician is required to certify that the driver does not have any physical, mental, or organic defect of such a nature as to affect the driver's ability to operate safely a commercial motor vehicle.

General information. The purpose of this history and physical examination is to detect the presence of physical, mental or organic defects of such a character and extent as to affect the applicant's ability to operate a motor vehicle safely. The examination should be made carefully and at least as complete as indicated by the attached form. History of certain defects may be cause for rejection or indicate the need for making certain laboratory tests or a further, and more stringent, examination. Defects may be recorded which do not, because of their character or degree, indicate that certification of physical fitness should be denied. However, these defects should be discussed with the applicant and he should be advised to take the necessary steps to insure correction, particularly of those which, if neglected, might lead to a condition likely to affect his ability to drive safely.

General appearance and development. Note marked overweight. Note any posture defect, perceptible limp, tremor, or other defects that might be caused by alcoholism, thyroid intoxication, or other illnesses. The Federal Motor Carrier Safety Regulations provide that no driver shall use a narcotic or other habit-forming drug.

Head-eyes. When other than the Snellen chart is used, the results of such test must be expressed in values comparable to the standard Snellen test if the applicant wears corrective lenses, these should be worn while applicant's visual acuity is being tested. If appropriate, indicate on the Medical Examiner's Certificate by checking the box. "Qualified only when wearing corrective lenses." In recording distance vision use 20 feet as normal. Report all vision as a fraction with 20 as numerator and the smallest type read at 20 feet as denominator. Note ptosis, discharge, visual fields, ocular muscle imbalance, color binocularity, corneal scar, exophthalmos, or strabismus, uncorrected by corrective lenses. Monocular drivers are not qualified to operate commercial motor vehicles under existing Federal Motor Carrier Safety Regulations.

If the driver habitually wears contact lenses, or intends to do so while driving, there should be sufficient evidence to indicate that he has good tolerance and is well adapted to their use. The use of contact lenses should be noted on the record.

Ears. Note evidence of mastoid or middle ear disease, discharge, symptoms of aura vertigo, or Meniere's Syndrome. When recording hearing, record distance from patient at which a forced whispered voice can first be heard. If audiometer is used to test hearing, record decibel loss at 500 Hz, 1,000 Hz, and 2,000 Hz.

Throat. Note evidence of disease, irremediable deformities of the throat likely to interfere with eating or breathing, or any laryngeal condition which could interfere with the safe operation of a motor vehicle.

Thorax-heart. Stethoscopic examination is required. Note murmurs and arrhythmias, and any past or present history of cardio-vascular disease, of a variety known to be accompanied by syncope, dyspnea, collapse, enlarged heart, or congestive heart failures. Electrocardiogram is required when findings so indicate.

Blood pressure. Record with either spring or mercury column type of sphygmomanometer. If the blood pressure is consistently above 160/90 mm. Hg., further tests may be necessary to determine whether the driver is qualified to operate a motor vehicle.

Lungs. If any lung disease is detected, state whether active or arrested, if arrested, your opinion as to how long it has been quiescent.

Gastrointestinal system. Note any diseases of the gastrointestinal system.

Abdomen. Note wounds, injuries, scars, or weakness of muscles of abdominal walls sufficient to interfere with normal function. Any hernia should be noted if present. State how long and if adequately contained by truss.

Abnormal masses. If present, note location, if tender, and whether or not applicant knows how long they have been present. If the diagnosis suggests that the condition might interfere with the control and safe op-

eration of a motor vehicle, more stringent tests must be made before the applicant can be certified.

Tenderness. When noted, state where most pronounced, and suspected cause. If the diagnosis suggests that the condition might interfere with the control and safe operation of a motor vehicle, more stringent tests must be made before the applicant can be certified.

Genito-urinary. Urinalysis is required. Acute infections of the genito-urinary tract, as defined by local and State public health laws, indications from urinalysis of uncontrolled diabetes, symptomatic albumin-urea in the urine, or other findings indicative of health conditions likely to interfere with the control and safe operation of a motor vehicle, will disqualify an applicant from operating a motor vehicle.

Neurological. If positive Romberg is reported, indicate degrees of impairment. Pupillary reflexes should be reported for both light and accommodation. Knee jerks are to be reported absent only when not obtainable upon reinforcement and as increased when foot is actually lifted from the floor following a light blow on the patella, sensory vibratory and positional abnormalities should be noted.

Extremities. Carefully examine upper and lower extremities. Record the loss or impairment of a leg, foot, toe, arm, hand, or fingers. Note any and all deformities, the presence of atrophy, semiparalysis or paralysis, or varicose veins. If a hand or finger deformity exists, determine whether sufficient grasp is present to enable the driver to secure and maintain a grip on the steering wheel. If a leg deformity exists, determine whether sufficient mobility and strength exist to enable the driver to operate pedals properly. Particular attention should be given to and a record should be made of, any impairment or structural defect which may interfere with the driver's ability to operate a motor vehicle safely.

Spine. Note deformities, limitation of motion, or any history of pain, injuries, or disease, past or presently experienced in the cervical or lumbar spine region. If findings so dictate, radiologic and other examinations should be used to diagnose congenital or acquired defects, or spondylolisthesis and scoliosis.

Recto-genital studies. Diseases or conditions causing discomfort should be evaluated carefully to determine the extent to which the condition might be handicapping while lifting, pulling, or during periods of prolonged driving that might be necessary as part of the driver's duties.

Laboratory and other special findings. Urinalysis is required, as well as such other tests as the medical history or findings upon physical examination may indicate are necessary. A serological test is required if the applicant has a history of luetic infection or present physical findings indicate the possibility of latent syphilis. Other studies deemed advisable may be ordered by the examining physician.

Diabetes. If insulin is necessary to control a diabetic condition, the driver is not qualified to operate a motor vehicle. If mild diabetes is noted at the time of examination and it is stabilized by use of a hypoglycemic drug and a diet that can be obtained while the driver is on duty, it should not be considered disqualifying. However, the driver must remain under adequate medical supervision.

The physician must date and sign his findings upon completion of the examination.

The medical examination shall be performed by a licensed doctor of medicine or osteopathy. A licensed ophthalmologist or optometrist may perform examinations pertaining to visual acuity, field of vision and ability to recognize colors.

If the medical examiner finds that the person he examined is physically qualified to drive a motor vehicle he shall complete the Medical Examiner's Certificate and furnish one copy to the person examined and one copy to the motor carrier employer.

DRIVER KNOWLEDGE TEST

Procedure: TRUE or FALSE

1. When entering a highway from a driveway, private road, or alley, you must reduce speed and proceed with caution.
2. After you have stopped for a school bus loading or unloading passengers, you may proceed after the alternating red lights have been turned off and/or the bus resumes motion.
3. Small bus emergency equipment should be inspected by the bus driver when it has to be used.
4. Small bus emergency equipment includes three red-burning fuses and three bi-directional reflective triangles.
5. If the speed limit is not posted in a business or residential area, you may drive 30 mph.
6. In Michigan, if not prohibited by a sign, it is legal to turn left on a red traffic signal from a one-way or two-way street onto a one-way street.
7. After passing another vehicle, you should move back into the right lane when you can see the front bumper or grill of the vehicle you're passing in your rearview (outside) mirror.
8. A "Pass with Care" sign marks the end of a no-passing zone.
9. When overtaking a stopped school bus with alternating red flashers on, I must stop, then proceed when the driver signals with a hand signal.
10. It is illegal to pass another vehicle when there is a solid yellow line in your lane.
11. A bus driver must yield to pedestrians only at stop signs and signals.
12. If the rear of your bus begins to skid, concentrate on braking.
13. The driver of a vehicle, when approached by an authorized emergency vehicle displaying flashing lights and an audible siren, must move to the right lane or portion of the roadway, but may continue to travel.
14. Any change of direction from a straight line, turning, or lane changing requires the driver to signal and observe.
15. The maximum speed limit where highway construction, roadwork, or surveying has blocked all or part of a lane, is 45 mph.
16. A yellow traffic sign means construction.

Exhibit XI-3 (cont'd)

17. A flashing yellow traffic signal at an intersection means you should stop and yield to cross traffic.
18. The total braking distance of a bus only depends upon vehicle weight, speed, and tire condition.
19. On the yellow light after a green light, you must stop before entering the intersection if you can safely do so.
20. A "no-passing strip" may be crossed when making a proper left turn.
21. If two vehicles arrive at an uncontrolled intersection at the same time the driver on the right yields to the driver on the left.
22. While driving a bus in traffic, the space you can best control is in front of your bus.
23. At an intersection controlled by four-way stop signs, you should stop and yield to vehicles that reach the intersection before you.
24. When preparing to exit from a freeway, you should slow down before entering the deceleration lane.
25. If after a radio transmission the dispatch responds with "10-4" that means repeat the message.
26. If the dispatcher requests your "10-20," you should respond with "My location is. . . ."
27. When approaching a railroad crossing with gates down and red lights flashing, but no train in sight, you may proceed around the gate after a complete stop.
28. If your brakes fail, you should pump the brake pedal, shift to a lower gear, apply parking brake slowly and look for an escape route.
29. Traffic entering the freeway has the right of way.
30. When stopping for the purpose of loading and unloading passengers, the bus driver should always open the passenger door before placing the gear shift lever in park.
31. The small round "convex" mirrors on the outside of the bus make objects appear closer than they really are.
32. The most important items you should check before starting the engine are the water and oil levels.
33. Passing on the right is legal when two or more lanes of traffic are moving in the same direction.
34. When approaching an intersection with a "yield right of way" sign, the driver of a bus must stop before entering the intersection.

35. The driver of a bus may drive at the maximum posted speed only when vehicle, road, and weather conditions are ideal.
36. The term "blind-spot" refers to any area which is blocked from the driver's view.
37. Whenever you park and leave your vehicle unattended, Michigan law requires you to turn off the engine and set the parking brake.
38. If your accelerator pedal sticks or jams, while you are driving, do not reach down to pull it loose with your hand.
39. If you run off the road onto an unpaved shoulder, which is much lower than the pavement, you should reduce speed to 5-10 mph, grip steering wheel firmly, and turn sharply back onto the pavement.
40. You need NOT stop for a school bus loading or unloading passengers when approaching from the opposite direction on a divided highway.
41. When driving down a steep grade, it is dangerous and unlawful for a bus driver to put the vehicle in neutral and coast.
42. If a radio transmission from dispatch is not clearly understood, you should respond with "10-9 base. . . ."
43. It is the responsibility of the bus driver to make sure the vehicle is in safe running condition.
44. You are most likely to be driving in another driver's blind spot when you are passing.
45. Skids are generally caused by driving too fast for conditions.
46. When approaching a stop sign when there are no crosswalks, adjacent sidewalks, or stop lines painted, you should stop at the point nearest the intersection roadway where you can see approaching traffic.
47. A bus, for the purpose of taking on or discharging passengers, may be stopped in front of a public or private driveway.
48. Michigan law requires a paid bus driver to have a valid chauffeur's license and a class 3 endorsement.
49. Regulations require the driver of a disabled bus to place warning devices any place the driver thinks the devices will be seen by traffic approaching from the front and rear.
50. Railroad crossings require that a bus driver slow to 10 mph, when the warning lights are not flashing and/or the crossing gate is not down.

TEST II

Answer Sheet

NAME: _____ Date: _____

SYSTEM: _____ Score: _____

Instructions:

1. Indicate if the statement is True or False by placing an "X" through the corresponding T or F on the answer sheet. Example: T F
2. Place all answers on the answer sheet.
3. Upon completion of the quiz please return the answer sheet and test booklet to the instructor.
4. You will have 30 minutes to complete the quiz. . . .

"GOOD LUCK"

1.	T	F	26.	T	F
2.	T	F	27.	T	F
3.	T	F	28.	T	F
4.	T	F	29.	T	F
5.	T	F	30.	T	F
6.	T	F	31.	T	F
7.	T	F	32.	T	F
8.	T	F	33.	T	F
9.	T	F	34.	T	F
10.	T	F	35.	T	F
11.	T	F	36.	T	F
12.	T	F	37.	T	F
13.	T	F	38.	T	F
14.	T	F	39.	T	F
15.	T	F	40.	T	F
16.	T	F	41.	T	F
17.	T	F	42.	T	F
18.	T	F	43.	T	F
19.	T	F	44.	T	F
20.	T	F	45.	T	F
21.	T	F	46.	T	F
22.	T	F	47.	T	F
23.	T	F	48.	T	F
24.	T	F	49.	T	F
25.	T	F	50.	T	F

SMALL BUS TRAINING PROGRAM

Driver Evaluation

Driver's Name: _____
 Chauffeur's License No.: _____
 Classified Endorsement: _____
 License Expiration Date: _____

Project: _____
 Date: _____
 Pass _____ Fail _____
 Instructor: _____

A. DRIVER PREPARATION:

- 1. Seat Adjustment/Seat Belt . . . _____
- 2. Mirror Adjustments/Check . . . _____
- 3. Instruments/Gauge Controls . . . _____
- 4. Hands on Steering Wheel . . . _____

**B. ACCELERATION/BRAKING/
BACKING:**

- 5. Acceleration _____
- 6. Braking Procedures _____
- 7. Stopping Distance _____
- 8. Backing Techniques (L/R) . . . _____

C. VISUAL SKILLS:

- 9. Driving Perception _____
- 10. Mirror Use _____
- 11. Vehicle Orientation/Blind Spots _____

D. SIGNALLING:

- 12. Turns (R & L) _____
- 13. Lane changes/Passing _____
- 14. Passenger Stops _____
- 15. Railroad Crossings _____

**E. PASSENGER STOP
PROCEDURE**

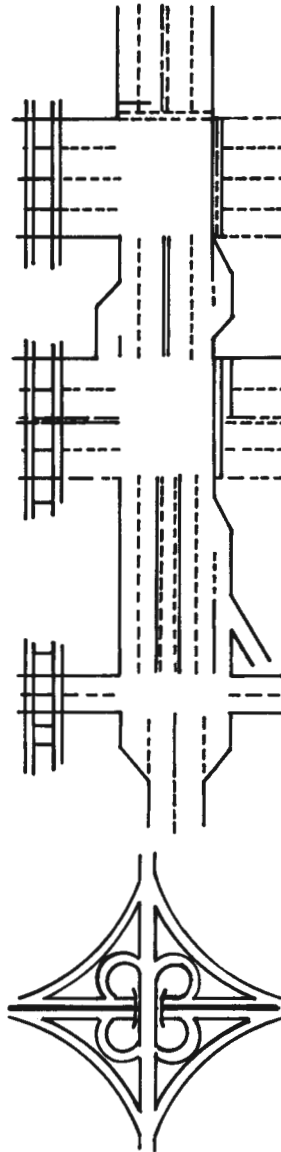
- 16. Observe Traffic/Check Mirrors . _____
- 17. Reduce Speed _____
- 18. Activate Four-Way Flashers . . . _____
- 19. Stop/Distance to Curb _____
- 20. Place Gear Shift in *Park* _____
- 21. Passengers Seated _____
- 22. Visual Check/Mirrors _____
- 23. Deactivate Four-Way Flashers . . _____
- 24. Signal/Check Traffic _____
- 25. Safely Re-enter Traffic Flow . . . _____

F. RADIO/DISPATCH:

- 10-Codes _____
- Driver Log _____

RECOMMENDATIONS:

Item #



G. RAILROAD CROSSINGS:

- 28. Observe Traffic/Check Mirrors _____
- 29. Reduce Speed _____
- 30. Activate Four-Way Flashers . . . _____
- 31. Pull to the Right (as applicable) _____
- 32. Stop (10–50 foot of nearest rail) _____
- 33. Look and Listen (equip. shut down) _____
- 34. Proceed Cautiously Across Tracks _____
- 35. Observe Traffic/Check Mirrors . _____
- 36. Deactivate Four-Way Flashers . _____
- 37. Safely Re-enter Traffic Flow/Signal _____

H. LANE USE/TURNING:

- 38. Correct Speed/Conditions . . . _____
- 39. Multiple Lane Use _____
- 40. Lane Change/Visual/Signal . . . _____
- 41. Following Distance _____
- 42. Approach Lane/Turning (L/R) . _____
- 43. Completion Lane/Turning (L/R) _____
- 44. Right of Way _____

I. TRAFFIC CONTROLS:

- 45. 3-Phase _____
- 46. Flashing Signal (yellow/red/arrow) _____
- 47. Stop/Yield/Uncontrolled _____
- 48. School/Pedestrian Crossing Zone _____
- 49. Crosswalk/Stop Line _____
- 50. Turn on Red (L/R) _____

J. EXPRESSWAY: (when applicable)

Merging:

- 51. Visual Check/Mirrors _____
- 52. Signal _____
- 53. Acceleration Lane _____
- 54. Speed _____
- 55. Lane Change/Passing _____
- 56. Following Distance _____

Exiting:

- 57. Visual Check/Mirrors _____
- 58. Signal _____
- 59. Deceleration Lane _____
- 60. Exit Ramp/Speed _____

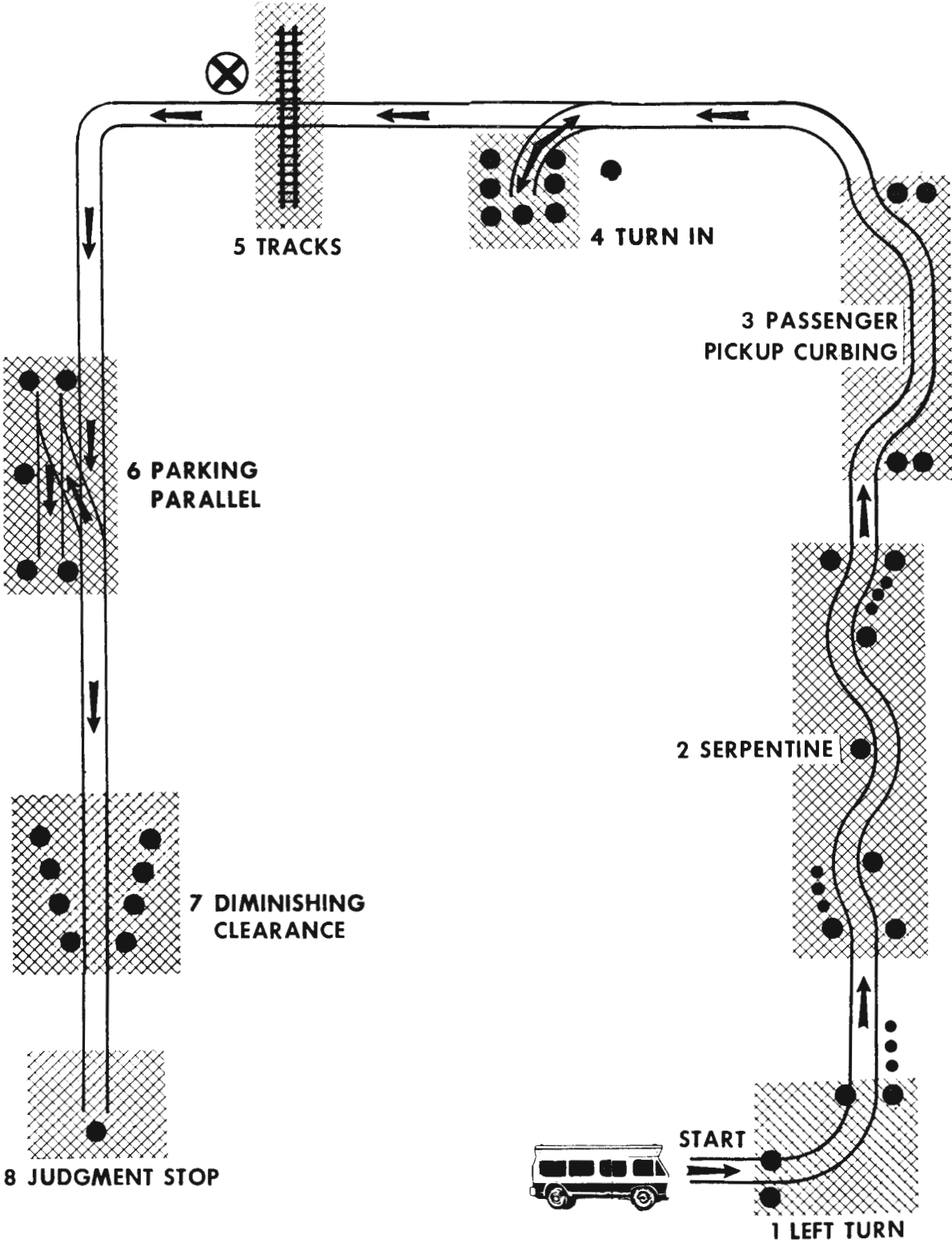
CLASSIFIED ENDORSEMENT WAIVER EVIDENCE OF DRIVING EXPERIENCE OR TRAINING

Pursuant to Section 257.312f. (1) of the Michigan Vehicle Code, this form is an application for a classified endorsement road test waiver.

Applicant Part 1	APPLICANT'S NAME _____ BIRTH DATE _____ ADDRESS _____ CITY _____ MI. ZIP _____ MICHIGAN DRIVER LICENSE NO. _____
Employer or Applicant Part 2	The applicant drives the following type(s) of vehicle: <input type="checkbox"/> A single vehicle weighing over 24,000 lbs. gross vehicle weight (Class 1) <input type="checkbox"/> A vehicle towing a vehicle weighing over 10,000 lbs. gross vehicle weight (Class 2) <input type="checkbox"/> A combination of vehicles weighing over 24,000 lbs. gross vehicle weight (Class 2) <input type="checkbox"/> A bus or school bus (Class 3)
School District — Truck School Part 3	In my opinion, _____ is fully qualified to safely operate <small style="margin-left: 100px;">(applicant's name)</small> the type of vehicle or combination of vehicles indicated above having been: (check one) <input type="checkbox"/> given a road test under my supervision on _____ 19____ consisting of _____ miles in a _____ <small style="margin-left: 40px;">make of power unit trailer</small> <input type="checkbox"/> employed for this principal purpose from _____ to _____ (minimum 30 days). <small style="margin-left: 100px;">month, day, year month, day, year</small> Business name and address: _____ Signature of Examiner or Employer _____ Date _____ Title _____ Telephone No. (____) _____ <small style="margin-left: 500px;">Area Code</small>
Applicant Part 4	I hereby declare and affirm that, to the best of my knowledge and belief, the information furnished hereon is true and correct. Signature of Applicant _____ Date _____ (Present this form when making application at the Secretary of State field office.)
SOS Only Part 5	(To be completed only by the Department of State) <input type="checkbox"/> YEAR _____ MAKE _____ OF POWER UNIT LICENSE PLATE NO. _____ <input type="checkbox"/> A VALID DRIVER LICENSE ISSUED BY THE STATE OF _____ <small style="margin-left: 150px;">LICENSE NO. _____ CLASS _____</small> <input type="checkbox"/> ATTACHED IS A COPY OF CERTIFICATE OF DRIVER'S DOT OR MPSC ROAD TEST ISSUED WITHIN THE LAST THREE YEARS.

—Station Stamp—

1984 ROADEO LAYOUT



APPENDIX L

CITY-COUNTY TRANSIT EMPLOYEE POLICY MANUAL

For most people, there is no material reward without hard work. You will find that your employment with City-County Transit (CCT) does not constitute an exception to this rule. It is, however, hoped that you will find that the service you provide is an honorable one which is worthy of your best effort.

The services provided by the CCT shall be performed in an efficient, business-like, helpful, and courteous manner. The persons employed to render this service shall exemplify these characteristics.

CCT recognizes and acknowledges its responsibilities to promote, defend, and protect the rights and opportunities of all present and future employees. As is consistent with such recognition and acknowledgment, CCT will *not* discriminate against any employee or applicant for employment because of race, color, sex, age, handicap, religious preference, ancestry, marital status, national origin, or place of birth.

Date

(Signature)
Transportation Manager
City-County Transit

CITY-COUNTY TRANSIT EMPLOYEE POLICY MANUAL

	Page
CHAPTER I: LEAVE POLICY	
Overview241
Purpose241
Scope.241
Definitions.241
Employee241
Regular Employee241
Temporary Employee241
Full-Time Employee.241
Part-Time Employee241
Casual Employee241
Vacations241
Compensated Sick Leave242
Holidays242
Emergency Leave.243
Jury Duty243
Hospital & Medical Insurance243
Hiring Pay Schedule243
Hire Date/Anniversary243
Order of Layoff243
CHAPTER II: EMPLOYMENT RULES	
Personal Conduct Rules245
Use of CCT Equipment, Vehicles, and/or Facilities245

CHAPTER III: PURCHASING POLICIES

Purchase Order System247
Purpose247
Policy247
Procedure.247
Petty Cash247
Purpose247
Policy247
Disbursements248

CHAPTER IV: TRAVEL POLICY

Reimbursement for Travel Expenses249
---	------

CHAPTER V: MILITARY SERVICE

Military Service251
----------------------------	------

CHAPTER VI: MISCELLANEOUS

Work Schedules253
Work Hours253
Overtime.253
Inclement Weather-System Closing254
Grievance Procedure254
Grievance Form255
Grievance Investigations256
Receipt for Rules and Policies.257
Exceptions to this Policy258

All policies and rules contained in this publication are effective as of _____, and this manual supersedes all previous policies covering the subject matters addressed herein.

CHAPTER I

LEAVE POLICY

Overview

Purpose

To establish and maintain a procedure for the accrual and usage of Annual Leave, Compensated Sick Leave, Holidays, and other types of leave.

Scope

All employees of City-County Transit.

Definitions

Employee: All persons employed on an hourly or salaried basis by CCT.

Regular Employee: Any employee who has completed a six months probationary period.

Temporary Employee: Any employee who has not completed a six months probationary period, or who has been hired to perform for a specified period of time.

Full-Time Employee: Three independent criteria must be simultaneously and continuously met in order for an employee to be considered as a full-time employee. These criteria are:

1. The employee's position *must* be designated by CCT's Board as a full-time position.
2. The position *must* involve an average work week of at least 35 hours.
3. Full-time employees *must* be available to work up to 45 hours per week.

Part-Time Employee: Any regular employee whose position fails to meet one or more of the criteria necessary to establish the position as having full-time status.

Casual Employee: Any employee who is employed for less than one month.

Vacations

1. Each regular full-time employee shall accrue one vacation day with pay for each month worked. Employees, on completion of their probation, will be credited with six days' accrual.
 - Employees with five or more years of consecutive service shall accrue 1.25 days of vacation per month.
 - Employees with ten or more years of consecutive service shall accrue 1.5 vacation days per month.
 - Employees starting on or before the fifteenth of the month, get vacation and sick leave for that first month; starting after the fifteenth, they get one day in the following month.

2. Vacation days earned may be accumulated to a maximum of 24 days. Vacation days must be used. Employees may not receive payment in lieu of vacation.
3. Vacation days used shall be charged against an employee in units of not less than one day.
4. Vacation shall be used as determined by the employee's department head with due regard for the wishes of the employee and *particular regard for the department. If requested by the department head in writing to delay a vacation, an employee may possibly accrue vacation in excess of the stated maximum.*
5. Any employee who is terminated prior to completing six months of service shall receive no vacation pay.
6. Any employee who has served six months or more will, upon termination, receive payment for any unused vacation at the regular hourly rate.
7. Holidays falling within any employee's vacation period shall not be charged as vacation.
8. Employees on unpaid leave of absence shall accrue no vacation during the term of their leave.
9. Temporary employees shall not accrue vacation days except as noted in paragraph A above regarding probationary employees.

Compensated Sick Leave

1. Compensated sick leave shall be granted to each regular full-time employee at the rate of one-half of a day for each month worked, beginning with their date of hire. Employees on completion of their probation will be credited with three days accrual.
2. Sick leave may not be used until an employee shall have completed six months of service. At that time he/she shall be credited with three days.
3. Sick leave is to be considered a *grant*, not a *right*. Sick leave shall only be allowed in cases of necessity.
4. Employees must notify their department head prior to, or within, two hours after the regular starting time for their department, to be eligible for sick leave. The Transportation Manager will determine if an employee is eligible for sick leave.
5. When absence, due to illness, is for more than ten working days, the employee shall file a Physician's Certificate signifying his/her fitness to perform his/her duties prior to returning to work.
6. Unused sick days may be accumulated to a total of not more than 120 days (i.e., 24 work weeks).
7. An employee on sick leave, who simultaneously receives compensation under Worker's Compensation Laws, shall receive, for the duration of such compensation, but not to exceed six months, only that portion of his/her regular salary or wages which will,

together with such compensation, equal his/her regular weekly salary or monthly wage. Such additional payment shall not be paid for injuries sustained because of negligence on the part of the employee insured.

If an employee is injured during the course of his/her duties and is unable to perform, the time off, due to the injury, will not be charged to his/her accumulated Sick Leave.

8. Employees must report within 24 hours any injury sustained by him. Failure to do so shall create the presumption that such resulted from his/her own negligence.
9. If an employee is taken ill while on vacation, he/she may report this fact to the Executive Director and may be allowed to change to sick leave, the vacation time lost due to illness.
10. An employee separated from CCT employment, either voluntarily or for cause, shall not be paid for unused sick leave.
11. The CCT Office shall keep a record of employees accumulated Sick Leave Days.
12. Sick leave shall be charged against employees in units of not less than one-half days.
13. An employee injured during any other gainful employment, outside of CCT employment, shall not be eligible for sick leave.
14. Any employee found to be abusing the sick leave privilege shall be subject to disciplinary action.
15. Temporary employees shall not be granted any sick leave except as noted in item 1 regarding probationary employees.
16. Employees on unpaid leave of absence shall accrue no sick leave days for the duration of their leave.
17. In case of a prolonged absence due to illness or injury to the employee, CCT shall carry his/her hospitalization insurance for a period not to exceed 90 days. Beyond 90 days, continued insurance coverage shall be at the employee's own expense.

Holidays

1. The following shall be considered paid holidays for all full-time employees. Paid holidays (as well as sick days and vacation days) shall be based on standard full work days with the understanding that these days will not exceed eight hours.
 - New Year's Day
 - Memorial Day (Last Monday in May)
 - Independence Day (July 4th)
 - Labor Day (First Monday in September)
 - Thanksgiving Day (Fourth Thursday in November)
 - Christmas Day (December 25th)

TOTAL = six days

2. If any holiday falls on Saturday, the paid holiday shall be the preceding day, or Friday. If any holidays fall on Sunday, the paid holiday shall be the day following, or Monday.
 - To be eligible for a paid holiday, an employee must have worked the entire last scheduled work day preceding the holiday and the entire scheduled work day following the holiday or have been on an approved paid leave of absence if absent on either of said days.
 - Casual and part-time employees are not eligible for paid holidays.

Emergency Leaves

1. In case of death in his/her immediate family, a regular employee shall be granted a leave of absence with pay for the work days falling within the period between the time of death and the day of the funeral. Such leave is not to exceed three days.
2. "Immediate Family" is defined as mother, father, sister, brother, grandfather, grandmother, father-in-law, mother-in-law, husband, wife, child, grandfather-in-law, grandmother-in-law, brother-in-law, sister-in-law, and grandchildren or relative residing in the employee's household.

Jury Duty

A regular full-time employee who is called for jury duty may serve as required. He is expected to be at work at all hours when not serving as a juror.

Leave of absence for jury duty is with full pay, less the amount received by the employee for such jury duty.

Hospital and Medical Insurance

CCT carries and pays premiums for each regular full-time employee for Michigan Blue Cross/Blue Shield, or an equivalent, hospital and medical insurance. Our present policy is termed "Michigan Variable Fee I" and includes Major Medical and \$2 co-payment Prescription Rider. The policy is for single persons, two person families, or families in excess of two persons.

In addition to the above, children who have attained the age of 19 may be carried on a special rider at the employee's expense, if they meet the criteria of Michigan Hospital Service. Coverage of these children is *not* automatic. Employees must come to the CCT Office to enroll such children in a family continuation plan.

Hiring Pay Schedule

New employees will be paid at a rate of ten percent less than the standard wage for the department in which he/she shall work, for a probation period of six months.

Hire Date/Anniversary

The first day of paid employment with CCT will be your date of hire and your anniversary date for each consecutive year of employment. All vacations and sick leaves will begin to accrue on that date.

Order of Layoff

In the event that circumstances or conditions mandate layoffs, seniority within the affected department (as opposed to seniority within the system) shall be the seniority criteria used to determine the order of layoffs.

Employees on layoff by CCT, and designated by CCT as eligible for re-hire, will retain their seniority for a period of 180 calendar days.

CHAPTER II

EMPLOYMENT RULES

Personal Conduct Rules

The purpose of these rules and regulations is not to restrict the rights of anyone, but to define these rights, to protect the rights of all, and to ensure cooperation. Committing any of the following violations will be sufficient grounds for disciplinary action ranging from reprimand to immediate discharge.

1. Absence without reasonable cause (Absence must be reported to the supervisor or CCT Office no later than two hours after starting time.)
2. Reporting late for work (Anticipated lateness must be reported not later than starting time to the supervisor or CCT Office.)
3. Leaving the job during working hours without permission
4. Failure to wear presentable dress and/or uniform if required
5. Creating or contributing to unsanitary conditions
6. Possession of weapons on CCT premises, unless authorized
7. Refusal to obey orders of supervisor
8. Refusal or failure to do job assignment
9. Threatening, intimidating, coercing, or interfering with employees, supervisors, or customers
10. Gambling on CCT premises

11. Abusive language to employees, supervisors, etc.
12. Fighting on premises
13. Theft or misappropriation of property of employees or of the CCT, or any business or residence where you may be working in the name of CCT
14. Possession of, or drinking of, liquor or any alcoholic beverage on the CCT premises at any time (Includes possession or use of illegal drugs.)
15. Reporting for work under the influence of alcohol or other illegal drugs
16. Sabotage of CCT building, equipment, or operational status
17. Immoral conduct or indecency

Use of City-County Transit Equipment, Vehicles, and/or Facilities

1. Anyone operating CCT vehicles will be responsible for checking the oil and coolant levels, condition of the tires, brakes, lights, horn, and other safety equipment including hydraulic controls, etc., prior to, during and after operating such equipment.
2. Any mechanical problem discovered during these

checks will be reported to your supervisor, in writing, immediately upon noticing the problem.

3. CCT equipment is to be operated at all times in a courteous and safe manner and operator is to obey all traffic laws strictly.
4. No CCT vehicle will be used for private purposes, such as transportation from CCT garage for coffee breaks, lunch, shopping, or personal errands.
5. No CCT employee will use the CCT garage or other CCT building for private purposes either during the work day or outside of working hours.

6. Due to the dangers to individual physical well-being inherent in any maintenance facility, individuals who are not CCT employees or CCT Board members *will not* be allowed to visit the CCT maintenance facility.

There are only two exceptions to this rule. The exceptions are:

1. Salespersons representing suppliers, *when accompanied by CCT management personnel*
2. The designated representatives of entities which the facility serves (These *designated representatives must be accompanied by CCT management personnel when in the shop area.*)

CHAPTER III

PURCHASING POLICIES

Purchase Order System

Purpose

To originate and establish a purchase order system and to define the approval requirements and distribution of purchase orders for CCT.

Policy

The purchase order will be the document used by all departments to obtain goods and services essential to CCT operations.

Procedure

Any employee wishing to purchase goods or services for CCT business *will complete* a purchase order. He/she will then have the purchase order approved by his/her department head. The original copy shall be sent (or taken) to the vendor. The first carbon shall be forwarded to the CCT treasurer's office. The second carbon shall be retained by the CCT department head for checking against the shipment.

A. Authorization for signature:

1. Department head – \$5 to \$250
Authorized department heads are:
Operations Managers
Office Manager
2. Executive Director – Over \$250.

B. Purchases of less than \$5 will be handled through Petty Cash unless ordered from outside the transportation office. In this case, the above procedure will be followed.

Petty Cash

Purpose

To define the methods for disbursement of funds through Petty Cash.

Policy

An imprest Petty Cash fund, operated by the CCT's office, will be maintained for payment of miscellaneous expenditures of less than \$5 by employees in connection with CCT business.

Disbursements

1. The business office will disburse funds only upon presentation of a properly prepared Petty Cash Reimbursement Voucher with appropriate receipts attached.
2. Employee submits one copy of the Petty Cash Reimbursement Voucher, prepared as follows:
 - Employee name, department, job title, and date voucher is submitted
 - The date the expenditure was made
 - The reason for the expenditure (Attach all receipts.)

- The amount of each expenditure, normally, less than \$5

- *Cash and authorization to be picked up by:* the printed name of the person who will receive the money

Signed: the signature of the person who made the expenditure

Cash received by: the signature of the person who actually received the money from the Petty Cash custodian

CHAPTER IV

TRAVEL POLICY

Reimbursement for Travel Expenses

Travel expenses will be reimbursed by CCT under the following conditions.

1. In order for travel expenses to be eligible for reimbursement, they must have prior authorization by either the Transportation Manager or the CCT Board.
2. Meals, lodging, and public carrier transit will be reimbursed for actual expenses incurred.
3. Authorized use of an employee's personal vehicle will be reimbursed at a rate approved by the CCT board (___ cents per mile).
4. A properly prepared travel voucher with attached receipts and/or documentation must be presented within five working days after completion of the trip.

Cash advances for authorized travel may be issued at the Transportation Manager's discretion.

CHAPTER V

MILITARY SERVICE

Employees who leave CCT employment for active service in one of the regular United States military or naval units shall be entitled to those re-employment rights as prescribed by federal laws and regulations.

Employees who are members of the National Guard, Army Reserve, Marine Corps Reserve, Air Corps Reserve, or Coast Guard Reserve and are called to active duty for an annual training period, not in excess of two weeks, shall be entitled to an unpaid leave of absence, for said two weeks, in addition to their annual vacation leave from their respective duties.

CHAPTER VI

MISCELLANEOUS

Work Schedules

Schedules will be based on the convenience of the CCT system, not the employee. To meet the needs of passenger transportation, all employees must be available to work 45 hours per week should it be necessary. Shift assignments will be based on the best use of personnel during peak service hours. Scheduling preference will be given to qualified regular full-time employees.

Work Hours

Office - CCT

Start at 9 a.m.
Stop at 5 p.m.

No definite coffee breaks. One hour paid lunch period, to be taken in shifts in order to keep the office open at all times.

Maintenance

Shifts as scheduled.

Operation Managers and Assistant Managers

Shifts as scheduled, with a one hour paid lunch period

Dispatch

Shifts as scheduled

Operators

Shifts as scheduled

Overtime

All hourly employees will be paid 1.5 times their rate of pay for hours worked in excess of 40 per week, which currently begins at 12 a.m. Monday and ends at 11:59 p.m. the following Sunday.

Pay checks will be available every two weeks, approximately five days after the close of the pay period.

Inclement Weather—System Closing

When weather and road conditions warrant closing the system before the first shift begins, all employees and both radio stations will be notified.

Should the system be in operation when the decision to close is made, all employees will be paid only for the hours worked. A minimum of two hours will be paid, should the hours worked be less.

Grievance Procedure

A grievance procedure generally is recognized as an institutionalized means of resolving a legitimate conflict of opinion. The act of filing is not necessarily regarded as a negative action. In fact, a well considered grievance can have a positive result for the individual and/or the system as a whole.

If a problem arises during employment with CCT and an employee has a grievance, the following steps are recommended:

The employee should request a grievance form and explain, in writing, the nature of the grievance. This form is to be presented to the Transportation Manager within one working day of the occurrence. Within five days, the Transportation Manager and the employee will discuss the matter and hopefully come to an amicable solution. If such a solution is not found, the employee will be provided with the opportunity to present his/her grievance to the CCT Board. Referral to the CCT Board may be the result of a written request initiated either by the employee or by the Transportation Manager.

The check list for grievance investigations should be used by the transportation manager during the grievance procedure to keep a record of his/her actions.

Employee Grievance Form

Name: _____

Statement of Grievance:

Recommended Solution:

Date Given to Transportation Manager: _____

Results of Decision:

Employer's Signature

Employee's Signature

Date

Date

Date Grievance Received _____

Check List for Grievance Investigations

1. Receive the Grievance Appropriately. Did I:

- a. Give the employee a hearing? _____
- b. Ask questions? _____
- c. Give the employee my full attention? _____
- d. Ask him/her to repeat the facts as he/she sees them? _____
- e. Repeat essentials in my own words? _____
- f. Assure him/her of an answer according to the collective bargaining agreement or policy? _____

2. Get the Facts. Did I:

- a. Get *all* the facts? _____
- b. Check the collective bargaining agreement for all applicable provisions? _____
- c. Check company policy? _____
- d. Examine employee's record? _____
- e. Talk with all individuals concerned? _____

3. Weigh and Decide. Did I:

- a. Fit all facts together? _____
- b. Consider their bearing on each other? _____
- c. Weigh alternative actions? _____
- d. Consider objective and effect on individual, group, and company? _____

4. Take Action. Did I:

- a. Take appropriate corrective action if employee is correct? _____
- b. Explain my position? _____
- c. Maintain my position if employee is misinformed? _____
- d. Communicate facts to my supervisor? _____

5. Follow Up. Did I:

- a. Make a written record of action taken? _____
- b. Ensure action was carried out? _____
- c. Correct conditions if necessary which caused grievance? _____
- d. Watch for changes in output and attitudes? _____
- e. Make a judgment in the best interests of the employee, other employees, and the office? _____

Policies, procedures, regulations, and/or compensation adjustments are subject to change without prior notice by CCT. Such changes, however, cannot be made without CCT Board action and/or approval. If any changes are made, current CCT employees will be provided with a written addendum, stating the changes. Each addendum is to be attached to existing copies of the employee policy manual which have not yet been distributed.



Receipt for Rules and Policies

I have received a copy of the City-County Transit's Rules and Policies.

I will read and become familiar with them. If I have any questions, I will request additional information from my department head or the City-County Transit office.

Date

SIGNATURE

CHAPTER XII

MONITORING AND EVALUATION

	Page
Overview261
Goals and Objectives261
Operations262
Monthly Operation Summary262
Dispatcher and Driver Logs.....	.262
Measuring System Effectiveness262
Measuring System Efficiency.....	.263
Productivity Standards.....	.263
Fleet Size Determination Factors.....	.263
Maintenance.....	.263
Monthly Maintenance Summary263
Finance.....	.264
Monthly Cost/Revenue Summary264
Management.....	.264
Questions for Self-Evaluation.....	.264
Surveys264
Manager's Intuition264
Appendix M – Surveys.....	.265

CHAPTER XII

MONITORING AND EVALUATION

Overview

Preceding chapters have discussed the many aspects of system management. As the system manager, it is your responsibility to pull all of these together to form an efficient, well-run organization. It is necessary to continually monitor and evaluate the system's operation. The reason is that the service is people-oriented. You provide transportation service to the people in your community for a wide variety of trip purposes. These trip purposes and the people making the trips are constantly changing. In order for you to be sure that these transportation needs are served, you must be constantly looking at your service to be sure that it is doing just that – serving your clients.

Monitoring your system's operational data is something you do on a daily, weekly, monthly, and yearly basis. The data you collect from your drivers' logs, financial books, maintenance records, and your general view of the system provides you with information about how the system is functioning.

Evaluating your system involves examining and judging the data you have collected to determine if your system is performing below, at, or even possibly above what it is expected to do. Based on your goals and objectives, performance standards and operational data, you should evaluate your system's operation. Your evaluation may lead you to then make changes to improve system performance.

You must continually monitor system operations in order to maintain a data base about the system, and then evaluate the system to be certain that it is performing in a timely and efficient manner. To do this you will want to look at four aspects of your system: operations, maintenance, finance,

and management. And, you will need to evaluate these areas in light of your goals and objectives for your system.

Goals and Objectives

As the person ultimately responsible for how well the transit system operates, the manager needs to have operational goals and objectives so that you can accomplish your mission. Your goals are the purposes toward which your service is directed. A system's goals are usually established by the agency or board that oversees the system.

An objective is a standard based on observable phenomena used to measure whether or not the goal is being met. For example, a goal and its objectives for a small transit system may be:

- **GOAL:** To promote public transportation service for the residents of the community in a timely and useful manner.
- **OBJECTIVES:** To provide transit service based on a 20-minute response time.
 - To provide transit service that is within 3 minutes of scheduled pickup time 95 percent of the time.
 - To provide service that is 98 percent reliable (less than 2 percent missed calls).

Your system may have one or more goals, with associated objectives, already established to guide your system's operations. On the other hand, do not be surprised if you have a single goal; "to serve the public." If you have a set of goals and objectives, evaluate your service to see how well these are being met. Make any necessary changes to improve on

how these goals and objectives are being satisfied. Goals and objectives should be reviewed and revised at least once a year.

Operations

A system's operational statistics are indicators of how well a system is accomplishing its mission. As system manager, you oversee the development and reporting of the statistics generated by your system. In fact, one of your important tasks is the consolidation of the system statistics into monthly reports and summaries. These information sources contribute immeasurably to your monitoring activity. The following reports and summaries should be done by each small bus system.

Monthly Operation Summary

The monthly operation summary is easily computed from the end of day summary sheets (Exhibits III-15 and III-14). This summary contains a wealth of important information about your system's productivity. This report should be used to provide information about the following:

- **Ridership data on a daily and monthly basis for each month**

The seven passenger columns allow the manager to collect data on seven different categories of transit riders: regular adult passengers, senior citizens, handicappers, school children, work trippers, college students, and site specific, high trip generators such as factories. While you should not inundate yourself in collecting data, the opportunity should be used to identify the prominent transit rider groups. Important information shown on this report may indicate that some days of the week or some parts of the month show greater or lesser usage than other times.

Other facts important to the manager may be deduced from this report. For example, if large numbers of senior citizens use the system on a given weekday, this may be the result of senior citizen social clubs or nutritional site services. An important item that can be drawn from this summary is high and low volume periods. It may be more productive for the manager to schedule more service during the high use periods and perhaps less during the low demand times.

- **Comparative data on ridership from month to month and for one month to the same month of the previous year**

This trend may indicate increasing, decreasing, or stable ridership trends. With either trend, the manager should examine possible reasons as to why the trend is the way it is. In addition, seasonal fluctuations in ridership may emerge. For example, a tourist area system may double in ridership during the high recreation months, whereas a college town may double during school sessions. These compare with communities that do not have special trip generators which may experience constant ridership year round.

- **Ridership trends which indicate areas for special marketing efforts**

Consider a community that has little or no senior citizen ridership, yet the manager knows that a large retirement center is located in his service area. Or perhaps the manager is aware of senior citizen weekly meetings, yet, on those days, the senior citizen ridership is very light. Or consider a community that is the county seat. Though these are usually county social service areas, there are few trips made to those offices. Specifically, the manager must look at ridership groups to be sure that what is expected is actually showing up on the operation sheets. If not, the manager should consider changes in marketing or services to meet ridership needs.

Dispatcher and Driver Logs

- **Driver Log**

The driver records all pickup and destination locations and the times for each. Also included is the fare paid by each client, as well as identifying senior citizens and handicappers (Exhibit III-13). Analysis of this data may be useful for identifying high ridership locations, high and low trip purposes, and high use demand locations such as work sites, social or recreational attractors, and high demand areas such as medical, dental, and shopping locations. It is a good idea to monitor the drivers' logs to better understand where passengers are coming from, the time of day the trips are being made, and the intended destinations of those passengers. It may be possible to consolidate passengers and cut down the number of trips necessary to accommodate the same number of people.

In order to maximize productivity, it may be necessary to reduce the number of vehicles on the road at any one time. This will increase ride time. Radical increases in travel time should be avoided because passenger dissatisfaction may result. However, if a pattern can be determined from a certain location to a known destination, moderate increases in travel time may very well lead to reasonable increases in vehicle productivity.

- **Comparison of Dispatcher Records and Driver Logs** will indicate the accuracy of the dispatcher's estimated time of arrival (ETA) in relation to the actual time of arrival (ATA). For example, if the dispatcher tells a client to expect the bus in 30 minutes, the bus should not arrive 50 minutes later. Errors of this magnitude will frustrate passengers because they may miss appointments which must often be scheduled a month or so in advance.

Measuring System Effectiveness

System effectiveness can be defined as how well the system is meeting needs of the consumer. High productivity means the buses are operating at or near capacity much of the time. Low productivity results in excess buses and poor use of the work force. The monthly operations summary provides data that can be used to calculate effectiveness. The following are measures of system effectiveness:

- **Passengers per Vehicle Mile (PVM)**

Total number of passengers counted divided by total vehicle miles

- **Passengers per Vehicle Hour (PVH)**

Total number of passengers divided by total vehicle hours

- **Load Factor**

The sum of the distance for all trips by all passengers divided by the sum of the seat miles provided by all vehicles (Seat miles are calculated by multiplying the number of passenger seats times the miles the vehicle traveled.)

- **Occupancy Ratio**

Total passengers per peak hours divided by total available seating capacity per peak hours

- **Utilization Ratio**

Actual vehicle hours divided by the total number of vehicle hours available

- **Annual Passengers per Service Area Population**

The number of passengers divided by the population of the service area

Measuring System Efficiency

System efficiency can be defined as the relationship between the system's output (the transit service) and the system's input (the resources put into the system). If your system is running efficiently, the result should be low cost factors. Here are some means of measuring cost efficiency:

- **Cost per Passenger Trip (One-Way)**

Total system eligible costs divided by the number of passenger trips. Cost and trips must be recorded over the same period.

- **Cost per Vehicle Mile**

Total system eligible costs divided by the total distance traveled by all vehicles in the system

- **Cost per Vehicle Hour**

Total system eligible costs divided by the sum, for all vehicles, of the number of hours that each vehicle is operated

Productivity Standards

As a system manager, you may find yourself wondering what productivity standards or values should be applied. The bottom line is quality of service versus system costs. The manager may put enough buses in service to pick everyone up in five minutes (high level of service), but this would result in very low productivity and very high costs per passenger. On the other hand, the manager may reduce the in-service vehicles to provide pickups in 60 minutes (low level of service) resulting in high productivity and low cost per passenger. Neither is satisfactory, and it is up to the manager to find the middle ground which will provide

reasonable pickup times (15-30 minutes) at a reasonable cost per passenger. Appendix B contains the Financial Summary and the Operations Summary of Michigan's 70 outstate systems. This appendix displays ridership/cost factors of Michigan's small bus systems, which may provide guidelines for your own system.

Fleet Size Determination Factors

A number of factors need to be taken into consideration when evaluating the size of your fleet. Many of them – operating effectiveness and efficiency, ridership needs, and financial condition – are discussed in this chapter. In addition, the following factors need to be considered:

- **Peak demand requirements** refer to the maximum number of vehicles on the road during peak time, which is usually early morning and late afternoon.
- **Reserve needs** are the number of reserve buses needed to guarantee that peak demand periods can be met. For fixed-route service, 10 to 15 percent back-ups are considered reasonable. For demand-response systems which utilize small buses, the number of back-ups may range from 15 to 20 percent, depending on vehicle condition and service demands.
- **Condition and age of the fleet** help determine fleet size. Preventive maintenance and inside bus storage will result in a reduced need for reserve vehicles.
- **Driving conditions** that influence the size fleet needed include the fleet daily mileage, road conditions, geography, and weather conditions.
- **Accessibility needs** also affect fleet size. The need for the number of lift buses for handicappers is determined in accordance with an accessibility plan.
- **Coordinating or consolidating** transportation services with human service agencies also affects fleet size. As these types of contracts increase, the demands on the fleet expand also.

Maintenance

Monthly Maintenance Summary

Vehicle maintenance is a key item for a successful system. Without a strong maintenance program that keeps your vehicles in good serviceable condition, your passengers will desert you. The monthly maintenance summary provides you with the maintenance activity performed on each vehicle (Exhibit VIII-8). It gives a clear indication of whether or not preventive maintenance is being performed and may be a clue to poor driving habits, e.g., continuous transmission problems, frequent brake work, or too frequent tune-ups which may be attributed to a particular driver. Sometimes a manager may not take maintenance seriously. But

you must consider that your vehicles are totally mechanical. It is a matter of typical operations that the more a vehicle is used, the more its moving parts will wear out and need replacement.

Finance

Monthly Cost/Revenue Summary

In addition to passenger transportation, the manager must also balance the books. You simply are not allowed to spend more than you have. Consequently, the manager must continually be aware of the financial condition of the system. Line item cost actually spent must be compared to the amounts budgeted for these line items. This should be done monthly. (For a sample Cost/Revenue Summary, see Exhibit II-2). Along with your monthly cost comparison, you should bring forward system accumulated cost to date for comparison to budgeted cost to date. This allows the manager to know where the budget is in relationship to the fiscal year. On a monthly basis, the board that you report to should receive a financial summary. The Finance Chapter provides detailed information for keeping accurate, up-to-date books.

In addition, Appendix B contains the Financial Summary for all of the current Michigan outstate bus systems. This exhibit will provide you with comparative data on such financial areas as revenue, cost per hour, cost per mile, and cost per passenger of all the small bus systems. These figures may provide some guidelines for your own system.

Management

In addition to recording and evaluating data about the operations, maintenance, and finances of your system, you will need to keep a clear view of the overall management of your system. As manager, then, you will need to engage in self-evaluation. The following provide some ways of looking at your system.

Questions for Self-Evaluation

First of all, ask yourself questions about your system and the decisions you make regarding it.

- **Employees**

Are employees being used effectively? Could some employees be trained to do more than one job or a different job? Would a different scheduling system work better? How could employees be encouraged to make contributions to the improvement of the system?

- **Marketing**

What groups currently not using the system might benefit from it? What marketing strategies would be most useful in reaching that group? What changes in the community – new businesses, community centers, human service agencies – might call for a change in your transit system? What new marketing strategies might reach potential riders?

- **Relationship with Governing Board**

What expertise do board members have which might be of use to you in performing your managerial duties? What additional information might you provide to the board to increase their understanding of the system's strengths and needs? What public relations efforts might you make to improve relationships with the board?

Surveys

Although not done on a regular basis, surveys are useful in finding out how your service is viewed and used by the public and the riders you serve. The first reason for conducting a survey is to determine how the public thinks about your service. This type of survey is called an attitude or perception survey. Keep in mind that many people have not used your service themselves. However, they probably have family members, neighbors, and relatives who have either used the service occasionally or depend on the service for primary transportation. The second reason for conducting a survey is to ascertain how well the service meets the needs of those people who actually ride on the system. Those people actually surveyed ride the buses, and as your clients, are the best source of information about the effectiveness of the service. Surveys may be very effective in assessing the community's willingness to approve a millage for transit.

There are a variety of types of surveys you can conduct to gather data about your system from the public. Appendix M provides you with information about how to conduct surveys and includes several samples of surveys that have been used in the field.

Manager's Intuition

The purpose of this handbook is to provide a guide to the manager for operating a small bus system. However, it is virtually impossible to include every solution to every problem that may occur. Also, solutions that may work well in one community may not work at all in another. "Manager's intuition" is something that only you can bring to the job. Consider that after you have evaluated your operational statistics and your goals and objectives, and some problem still occurs. You do not know exactly what it is but you have a "hunch." This gut level feeling or a feeling from within we call manager's intuition. Do not disregard this simply because you don't have a statistical basis for it. It comes from many years of experience and from a true sense of personal desire to do the job well. By all means, use it.

APPENDIX M

SURVEYS

Surveys of your public—both riders and nonriders—are useful for evaluating the image and the effectiveness of your system and for making decisions about marketing efforts. The first important step in developing your survey is to know what you want to find out, why you are conducting the survey. It is not wise to run a survey just to have one on hand. Rather, you should have a need to find out something about your system's status within the community. The following are some things you may want to know:

- the riders' customary frequency of use.
- the purpose for which riders are using the system.
- riders' immediate travel alternatives.
- levels of satisfaction and/or complaints.
- whether riders possess driver's licenses.
- total number of persons in their households.
- total number of unlicensed drivers in their households.
- whether riders feel they have "saved" a car trip by using the service.
- motivations of system use for frequent and infrequent riders.
- riders' ages and sexes.
- the original source of information about the system.
- how riders intend to complete the return leg of the trip.

Preparation

After you have determined what you want to know, prepare your survey. The following is a general outline of the areas that should be contained on your survey:

Heading

Name and address of your system.

Time/Date Information

Day of the week.

Operational Information

In this section, address those questions that give insight into why the person may be using the system. Examples are: number of vehicles in household; trip purpose; average number of trips per day, week; transit service rating scheme.

Demographic/Socio-Economic Information

Important to any survey is some knowledge about who is completing the survey. Here, ask questions about age, sex, employment status, handicapper status, origin-destination, number of people in household, and family income. Ask only questions that will be helpful to you. These questions should be asked near the end of the survey because they are of a sensitive nature.

Comments and Suggestions

Always include space to comment in case you have not included something that is important to the respondent. This is always a good way to solicit ideas for service improvement.

Included at the end of this appendix are some samples of surveys used by small transit systems in Michigan.

After the questionnaire is prepared, always run a short test

on a small group of people to be sure that the questions are easily understood and provide the kind of data that will be helpful to you. Once you are satisfied with the questionnaire, have it printed in sufficient quantities to meet survey requirements.

To test questions for telephone surveys, interview up to 25 people from the phone book and tell them that you are testing a questionnaire. Ask them to indicate which questions they cannot follow, which are repetitive, which instructions are unclear. Use this information to finalize your questionnaire and eliminate the poor questions.

Printing

If your survey is one which will be printed, consider the following ways in which it may be made usable and attractive:

- Have your survey printed on stock that incorporates the system colors. For instance, if the colors are blue and white, use a light blue colored stock with standard black ink. The only extra charge is for the colored stock.
- If your system has a logo, use it on one or two corners to help personalize the form.
- Always use heavy stock rather than regular paper. It is easier to write on while riding on the bus and it is more durable if mailed.
- If the survey is intended to be filled in and returned while on the bus, always provide pencils.
- Use large enough type so that seniors can read the form.

Administering a Survey

There are several ways in which you can get your answers from the people you wish to survey. Consider the following:

• Ridership Survey

This technique involves distribution of your questionnaires to all passengers boarding your buses on a given day. Have a person, either the bus driver or a volunteer, hand the survey to the passengers as they board the bus. Because many trips may be too short to complete the questionnaire, provide some options for returning the completed form. These options include mail back to the transit office, return to the bus driver at a later time, and return to the driver when disembarking. (Exhibits M -1 and 2 are samples of surveys administered using this technique.)

• Telephone Survey

In order to do a random sampling of people in your community, you will need to do a Systematic Sampling. To do so, two things are needed:

- A Sampling Interval
- A Random Start

To determine the sampling interval, divide the number of

households in the community (for example 15,000) by the number of persons to be interviewed (500). The sampling interval would be 30 (15,000 divided by 500 = 30), so every 30th household should be included in the survey.

To obtain a random start, choose any two digit number which is not the same as your sampling interval. After the first number (household) is chosen, mark every 30th household (the sampling interval in this case) in the phone book.

Legibly print the name and phone number for each selected household on the first page of each of your questionnaires. This will save your interviewers time when they start calling.

Interviewers should ask to talk to the adult head of the household. If that person is not available, the interviewer should find out when that person will be available. Then, thank the person who answered the telephone and call back later. Indicate this information on the questionnaire.

Another method of survey is to interview persons calling for transit information. This has the advantage of eliminating responses from persons who have no intention of using the service, since everyone calling for information is a probable user. (See Exhibit M-3 for an example of a phone survey questionnaire.)

• Newspaper Interview

This survey is included as a part of your ad in the newspaper. Ask readers to clip the questionnaire, complete it, and return it by mail. Another method is to have a flyer inserted into the newspaper which, when completed by the respondent, may be folded to form a business reply envelope with your address printed on it.

• Mail-back Survey

This is similar to the newspaper survey above. The questionnaire may be circulated by means other than a newspaper ad, with request for the respondent to mail it back. A business reply card is a good device for such a questionnaire. It may be disseminated through mailing lists, bulletin boards, at supermarkets, at bus stops, or included in the monthly city utility bills.

• Personal "Drop-Off" Interview

The interviewer visits the respondent with questionnaire in hand. The interview may be conducted at this point on a person-to-person basis, if the respondent so desires. Otherwise, the questionnaire is left with the respondent to be completed and picked up by the interviewer later.

• Human Service Agency

Agencies in your area which are providing or purchasing transportation for clients should receive questionnaires from the system. These may be conducted as a personal or telephone interview, or questionnaires may be mailed back to you (Exhibit M-4).

• Expense

The entire process of conducting a survey can be an expensive venture but it does not have to be. Because your budget for surveying is probably small, you will

probably want to use available resources and volunteers. The following list contains ideas for completing your survey while keeping costs at a minimum.

- Use on-duty bus drivers.
- Use a local volunteer group to pass out surveys and do interviews. Examples are senior citizen groups, a friends-of-transit volunteer group, a local nonprofit organization, local church groups or youth groups, high school journalism classes, local boy/girl scout troops.
- Local newspaper and radio stations sometimes will provide free printing and advertising.
- The local welcome wagon might see this as a valuable community service and be willing to distribute surveys related to attitudes or needs for transit service.

- Ask local political leaders who openly support public transit to give their aid.
- College students in your area may be willing to undertake surveying as a class project.
- Local labor unions with print shops may give low cost or free service.
- Ask local print shops if they might exchange services for advertising on the buses.

Because your budget is small, do not feel that a survey is impossible. As you can see from the above list, a little salesmanship can go a long way.



TRANSIT ONBOARD USER SURVEY



1. Day of the week this trip is made: (1)___ Monday (2)___ Tuesday (3)___ Wednesday (4)___ Thursday
(5)___ Friday
2. Sex: (1)___ Male (2)___ Female
3. Age: (1)___ 18 or under (2)___ 19-24 (3)___ 25-54 (4)___ 55-59 (5)___ 60-64
(6)___ 65 or over
4. Employment Status: (1)___ Employed Full Time (2)___ Employed Part Time
(3)___ Unemployed (4)___ Homemaker (5)___ College Student
(6)___ Other Student (7)___ Retired (8)___ Other
5. Are you Handicapped? (1)___ Yes (2)___ No (3)___ Yes, Require a Wheelchair Lift
6. Origin-Destination: Where did this trip begin? _____
Where will this trip end? _____
(Nearest Intersection, Business, Place)
7. How many people are in your household? _____
(Nearest Intersection, Business, Place)
8. What is your family income range (before taxes)?
(1)___ Under \$10,000 (2)___ \$10,000 - \$19,999 (3)___ \$20,000 - \$29,999
(4)___ \$30,000 - \$39,999 (5)___ \$40,000 - \$49,999 (6)___ \$50,000 or more
9. How many operating cars, vans or light trucks are in your household?
(1)___ None (2)___ One (3)___ Two or more
10. What is the purpose of this trip? (1)___ Work (2)___ College (3)___ School (other)
(4)___ Medical/Dental (5)___ Personal Business (6)___ Recreational
(7)___ Visit Friends/Relatives (8)___ Shopping (9)___ Workshop/Senior Center (10)___ Other
11. How many one-way trips a week do you usually make by transit? _____
12. Please rate your transit service regarding the following: (1)-Poor (2)-Fair (3)-Good (4)-Very Good (5)-Don't Know

(1) Operating Hours	_____	_____	_____	_____	_____
(2) Frequency of Service	_____	_____	_____	_____	_____
(3) Waiting Time/On Time	_____	_____	_____	_____	_____
(4) Availability of Information	_____	_____	_____	_____	_____
(5) Announcement of Schedule Changes	_____	_____	_____	_____	_____
(6) Condition of Transit Vehicles	_____	_____	_____	_____	_____
(7) Fare Structure	_____	_____	_____	_____	_____
(8) Acceptance of System by Community	_____	_____	_____	_____	_____
(9) Courtesy of System Employees	_____	_____	_____	_____	_____
13. Comments/Suggestions: _____

14. Is intercity bus service (Greyhound) available in your community: (1)___ Yes (2)___ No (3)___ Don't Know
15. How often do you use intercity bus service? (1)___ Not at all (2)___ Once a Year
(3)___ 2-6 Times a Year (4)___ Once a Month (5)___ More than Monthly
16. If intercity bus service is not available to you, how often would you use it if it served your community? (1)___ Not at all
(2)___ Once a Year (3)___ 2-6 Times a Year (4)___ Once a Month (5)___ More than Monthly



MOUNT PLEASANT RIDERSHIP SURVEY

INSTRUCTIONS:

THE CITY OF MOUNT PLEASANT TRANSPORTATION DEPARTMENT IS CONDUCTING THIS SURVEY TO HELP EVALUATE OUR COMMUNITY'S PRESENT DIAL-A-RIDE SERVICE AND PAST ROUTE SERVICE. YOUR ANSWERS TO THESE QUESTIONS WILL AID US IN IMPROVING YOUR TRANSPORTATION SERVICE. ALL DATA WILL BE KEPT IN STRICTEST CONFIDENCE AND USED ONLY FOR STATISTICAL ANALYSIS. NO NAMES ARE NEEDED.

IF YOU HAVE PREVIOUSLY COMPLETED THIS QUESTIONNAIRE YOU NEED ONLY ANSWER QUESTIONS 1-5.

	FOR OFFICIAL USE ONLY												
<p>1. MY HOME ADDRESS IS:</p> <p>_____</p> <p style="text-align: center; font-size: x-small;">(STREET NUMBER) (STREET NAME) (CITY)</p>	<p>1 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/></p> <p>6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 <input type="checkbox"/></p>												
<p>2. I CAME FROM:</p> <p>_____</p> <p style="text-align: center; font-size: x-small;">(STREET NUMBER AND NAME OR BUILDING NAME)</p>	<p>11 <input type="checkbox"/> 12 <input type="checkbox"/> 13 <input type="checkbox"/> 14 <input type="checkbox"/></p>												
<p>3. I CAME FROM:</p> <p style="text-align: center; font-size: x-small;">(CHECK THE SINGLE BEST ANSWER)</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">1 <input type="checkbox"/> HOME</td> <td style="width: 50%;">7 <input type="checkbox"/> MEDICAL</td> </tr> <tr> <td>2 <input type="checkbox"/> WORK</td> <td>8 <input type="checkbox"/> PERSONAL BUSINESS</td> </tr> <tr> <td>3 <input type="checkbox"/> SHOPPING</td> <td>9 <input type="checkbox"/> SOCIAL SERVICE AGENCY</td> </tr> <tr> <td>4 <input type="checkbox"/> SCHOOL (College)</td> <td>10 <input type="checkbox"/> DINING</td> </tr> <tr> <td>5 <input type="checkbox"/> SCHOOL (Other Than College)</td> <td>11 <input type="checkbox"/> OTHER _____</td> </tr> <tr> <td>6 <input type="checkbox"/> SOCIAL/RECREATIONAL</td> <td style="text-align: right; font-size: x-small;">(PLEASE SPECIFY)</td> </tr> </table>	1 <input type="checkbox"/> HOME	7 <input type="checkbox"/> MEDICAL	2 <input type="checkbox"/> WORK	8 <input type="checkbox"/> PERSONAL BUSINESS	3 <input type="checkbox"/> SHOPPING	9 <input type="checkbox"/> SOCIAL SERVICE AGENCY	4 <input type="checkbox"/> SCHOOL (College)	10 <input type="checkbox"/> DINING	5 <input type="checkbox"/> SCHOOL (Other Than College)	11 <input type="checkbox"/> OTHER _____	6 <input type="checkbox"/> SOCIAL/RECREATIONAL	(PLEASE SPECIFY)	<p>15 <input type="checkbox"/> 16 <input type="checkbox"/></p>
1 <input type="checkbox"/> HOME	7 <input type="checkbox"/> MEDICAL												
2 <input type="checkbox"/> WORK	8 <input type="checkbox"/> PERSONAL BUSINESS												
3 <input type="checkbox"/> SHOPPING	9 <input type="checkbox"/> SOCIAL SERVICE AGENCY												
4 <input type="checkbox"/> SCHOOL (College)	10 <input type="checkbox"/> DINING												
5 <input type="checkbox"/> SCHOOL (Other Than College)	11 <input type="checkbox"/> OTHER _____												
6 <input type="checkbox"/> SOCIAL/RECREATIONAL	(PLEASE SPECIFY)												
<p>4. I AM GOING TO:</p> <p style="text-align: center; font-size: x-small;">(CHECK THE SINGLE BEST ANSWER)</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">1 <input type="checkbox"/> HOME</td> <td style="width: 50%;">7 <input type="checkbox"/> MEDICAL</td> </tr> <tr> <td>2 <input type="checkbox"/> WORK</td> <td>8 <input type="checkbox"/> PERSONAL BUSINESS</td> </tr> <tr> <td>3 <input type="checkbox"/> SHOPPING</td> <td>9 <input type="checkbox"/> SOCIAL SERVICE AGENCY</td> </tr> <tr> <td>4 <input type="checkbox"/> SCHOOL (College)</td> <td>10 <input type="checkbox"/> DINING</td> </tr> <tr> <td>5 <input type="checkbox"/> SCHOOL (Other Than College)</td> <td>11 <input type="checkbox"/> OTHER _____</td> </tr> <tr> <td>6 <input type="checkbox"/> SOCIAL/RECREATIONAL</td> <td></td> </tr> </table>	1 <input type="checkbox"/> HOME	7 <input type="checkbox"/> MEDICAL	2 <input type="checkbox"/> WORK	8 <input type="checkbox"/> PERSONAL BUSINESS	3 <input type="checkbox"/> SHOPPING	9 <input type="checkbox"/> SOCIAL SERVICE AGENCY	4 <input type="checkbox"/> SCHOOL (College)	10 <input type="checkbox"/> DINING	5 <input type="checkbox"/> SCHOOL (Other Than College)	11 <input type="checkbox"/> OTHER _____	6 <input type="checkbox"/> SOCIAL/RECREATIONAL		<p>17 <input type="checkbox"/> 18 <input type="checkbox"/></p>
1 <input type="checkbox"/> HOME	7 <input type="checkbox"/> MEDICAL												
2 <input type="checkbox"/> WORK	8 <input type="checkbox"/> PERSONAL BUSINESS												
3 <input type="checkbox"/> SHOPPING	9 <input type="checkbox"/> SOCIAL SERVICE AGENCY												
4 <input type="checkbox"/> SCHOOL (College)	10 <input type="checkbox"/> DINING												
5 <input type="checkbox"/> SCHOOL (Other Than College)	11 <input type="checkbox"/> OTHER _____												
6 <input type="checkbox"/> SOCIAL/RECREATIONAL													
<p>5. I AM GOING TO: (RECORD FINAL DESTINATION)</p> <p>_____</p> <p style="text-align: center; font-size: x-small;">(STREET NUMBER AND NAME OR BUILDING NAME)</p>	<p>19 <input type="checkbox"/> 20 <input type="checkbox"/></p> <p>21 <input type="checkbox"/></p>												

IF YOU HAVE PREVIOUSLY COMPLETED THIS QUESTIONNAIRE YOU NEED NOT COMPLETE QUESTIONS 6-19.
THANK YOU FOR YOUR ASSISTANCE.

Exhibit M-2 (cont'd)

PAGE 2

6. APPROXIMATELY HOW MANY TIMES PER WEEK DO YOU USE DIAL-A-RIDE?

(A ROUND TRIP WOULD COUNT AS 2 TIMES) _____

7. WHY ARE YOU USING DIAL-A-RIDE FOR THIS TRIP? (CHECK THE SINGLE BEST ANSWER)

- | | |
|---|--|
| 1 <input type="checkbox"/> SAVE TIME | 6 <input type="checkbox"/> NO DRIVERS LICENSE |
| 2 <input type="checkbox"/> SAVE MONEY | 7 <input type="checkbox"/> NORMAL RIDE NOT AVAILABLE |
| 3 <input type="checkbox"/> DRIVING IS NOT ENJOYABLE | 8 <input type="checkbox"/> ONLY TRANSPORTATION AVAILABLE |
| 4 <input type="checkbox"/> CAN'T PARK CLOSE TO MY DESTINATION | 9 <input type="checkbox"/> TO SUPPORT PUBLIC TRANSIT |
| 5 <input type="checkbox"/> NO CAR AVAILABLE | 10 <input type="checkbox"/> OTHER _____ |

8. HOW WOULD YOU MAKE THIS TRIP IF DIAL-A-RIDE WAS NOT AVAILABLE?

- | | |
|---|--|
| 1 <input type="checkbox"/> WOULDN'T MAKE TRIP | 4 <input type="checkbox"/> WALK |
| 2 <input type="checkbox"/> DRIVE CAR | 5 <input type="checkbox"/> BICYCLE |
| 3 <input type="checkbox"/> WOULD HAVE SOMEONE ELSE DRIVE ME | 6 <input type="checkbox"/> OTHER _____ |

9. WHAT IS YOUR SEX?

- 1 MALE
2 FEMALE



10. WHAT IS YOUR AGE?

- | | |
|--|---------------------------------------|
| 1 <input type="checkbox"/> 17 OR UNDER | 4 <input type="checkbox"/> 55-64 |
| 2 <input type="checkbox"/> 18-24 | 5 <input type="checkbox"/> 65 OR OVER |
| 3 <input type="checkbox"/> 25-54 | |

11. HOW MANY OPERATING CARS ARE THERE IN YOUR HOUSEHOLD? _____

12. HOW MANY PERSONS ARE THERE IN YOUR HOUSEHOLD? _____

13. HOW MANY LICENSED DRIVERS ARE THERE IN YOUR HOUSEHOLD? _____

14. WHAT IS YOUR OCCUPATION?

- | | | |
|--|--|---|
| 1 <input type="checkbox"/> CRAFTSMAN | 5 <input type="checkbox"/> PROFESSIONAL | 9 <input type="checkbox"/> STUDENT (Other Than College) |
| 2 <input type="checkbox"/> LABORER | 6 <input type="checkbox"/> SALES | 10 <input type="checkbox"/> HOMEMAKER |
| 3 <input type="checkbox"/> MANAGERIAL OR ADMINISTRATOR | 7 <input type="checkbox"/> SERVICE | 11 <input type="checkbox"/> RETIRED |
| 4 <input type="checkbox"/> OFFICE OR CLERICAL | 8 <input type="checkbox"/> STUDENT (College) | 12 <input type="checkbox"/> OTHER _____ |

15. WHAT IS YOUR APPROXIMATE FAMILY INCOME RANGE (BEFORE TAXES)?

- | | | |
|--|--|--|
| 1 <input type="checkbox"/> LESS THAN \$ 6,000 | 3 <input type="checkbox"/> \$ 9,000 - \$11,999 | 5 <input type="checkbox"/> \$15,000 - \$24,999 |
| 2 <input type="checkbox"/> \$ 6,000 - \$ 8,999 | 4 <input type="checkbox"/> \$12,000 - \$14,999 | 6 <input type="checkbox"/> \$25,000 OR MORE |

16. IS THIS ONE-WAY TRIP PART OF A ROUND TRIP BY DIAL-A-RIDE?

- 1 YES 2 NO

A. IF NOT, HOW WAS THE OTHER PORTION OF THE TRIP MADE?

- | | | |
|--|------------------------------------|--|
| 1 <input type="checkbox"/> DRIVING A CAR | 3 <input type="checkbox"/> WALK | 5 <input type="checkbox"/> CAB |
| 2 <input type="checkbox"/> BEING PICKED UP AND DRIVEN IN A CAR | 4 <input type="checkbox"/> BICYCLE | 6 <input type="checkbox"/> OTHER _____ |

B. IF THIS TRIP IS NOT PART OF A ROUND TRIP BY DIAL-A-RIDE, WHAT CHANGES IN SERVICE WOULD ENCOURAGE YOU TO MAKE THE OTHER PORTION OF THE TRIP BY DIAL-A-RIDE?

FOR OFFICIAL USE ONLY

18

20

22

23

24

25

26

27

28

30

31

32

1745 (12/75)
PAGE 3

17. BETWEEN JULY 1, 1975 AND SEPTEMBER 30, 1975, MOUNT PLEASANT OPERATED A COMBINED ROUTE AND DIAL-A-RIDE SYSTEM. DID YOU RIDE ON THE SYSTEM DURING THIS PERIOD?

YES * NO

* IF YES, PLEASE ANSWER BOTH PARTS A AND B; IF NO, ANSWER JUST PART A.

A. HOW DO YOU RATE THE PRESENT DIAL-A-RIDE SYSTEM?

	POOR	FAIR	GOOD	VERY GOOD	DON'T KNOW
1 FARES					
2 EASE OF MAKING TELEPHONE CONTACT					
3 WAITING TIME TOO LONG					
4 EVENING SERVICE					
5 SATURDAY SERVICE					
6 EASE OF OBTAINING INFORMATION ABOUT THE SERVICE					
7 EASE OF BOARDING OR GETTING OFF VEHICLE					
8 CONDITION AND CLEANLINESS OF VEHICLE					
9 LENGTH OF TRIP (Time)					
10 DRIVER COURTESY					

B. HOW DO YOU RATE THE FORMER COMBINED ROUTE/DIAL-A-RIDE SYSTEM? (JULY 1 THROUGH SEPTEMBER 30, 1975)

	POOR	FAIR	GOOD	VERY GOOD	DON'T KNOW
1 FARES					
2 BUS ROUTES WHERE YOU NEED THEM					
3 WAITING TIME TOO LONG					
4 VEHICLES RUNNING ON TIME					
5 EVENING SERVICE					
6 SATURDAY SERVICE					
7 EASE OF READING SCHEDULES AND ROUTE MAPS					
8 EASE OF OBTAINING INFORMATION ABOUT THE SERVICE					
9 ANNOUNCEMENT OF CHANGES IN SCHEDULES AND ROUTES					
10 EASE OF BOARDING OR GETTING OFF VEHICLE					
11 CONDITION AND CLEANLINESS OF VEHICLE					
12 LENGTH OF TRIP (Time)					
13 DRIVER COURTESY					

18. WHICH HOURS OF SUNDAY DIAL-A-RIDE SERVICE DO YOU PREFER?

1 9 - 1:00 PM 2 1 - 5:00 PM 3 9 - 5:00 PM 4 NONE

19. ARE YOU AWARE OF OUR VAN EQUIPPED TO TRANSPORT THE MOBILITY-HANDICAPPED?

1 YES 2 NO

PLEASE WRITE ANY ADDITIONAL COMMENTS OR SUGGESTIONS IN THE SPACE BELOW

THANK YOU FOR YOUR ASSISTANCE IN COMPLETING THIS FORM
AND FOR SUPPORTING MOUNT PLEASANT DIAL-A-RIDE.

FOR OFFICIAL
USE ONLY

33

34

40

44

50

55

57

58

CRAWFORD COUNTY PUBLIC TRANSIT
PHONE SURVEY

1st 2nd 3rd 4th 5th 6th

2

OCTOBER 1977

RESPONDENT: _____

REFUSAL: _____

PHONE NUMBER: _____

COMPLETION: _____

3-5

STREET ADDRESS: _____

DAY: _____ START: ____:____

INTERVIEWER INITIALS: _____

END: ____:____

***** INSTRUCTIONS TO INTERVIEWERS *****

RESCHEDULE:

ALL INSTRUCTIONS TO INTERVIEWERS ARE CAPITALIZED.
DO NOT READ THESE THINGS TO THE RESPONDENT.
EVERYTHING PRINTED IN lower case IS TO BE READ TO
THE RESPONDENT. BELOW RESPONDENT IS INDICATED BY
R.

1. _____
 2. _____
 3. _____
- DAY TIME

EACH TIME YOU TRY A PHONE NUMBER, NOTE IN THE BOXES (UPPER LEFT CORNER THIS SHEET) WHETHER ITS FRI (F) OR SAT (S) AND THE HOUR (EXAMPLES 10a OR 2p). IF NO ONE ANSWERS, GO ON TO THE NEXT PERSON TO BE CALLED. IF THE PHONE IS ANSWERED, BUT THE R NAMED ABOVE IS NOT THERE, TRY TO FIND OUT THE BEST TIME TO CALL AGAIN AND NOTE THAT TIME AND DAY IN THE RESCHEDULE BOX (MID RIGHT OF THIS SHEET).

IF R DOES ANSWER, INTRODUCE YOURSELF AS A REPRESENTATIVE OF CRAWFORD COUNTY PUBLIC TRANSIT AND SAY. . . .

We are interested in finding out what county residents think about public transportation. We've selected the names of several hundred residents and your name was one of them. We'd like to interview you so your views will be represented. Of course, everyone's answers will be confidential. The interview will take only a few minutes. Is this a convenient time for your interview?

R NOW CAN DO SEVERAL THINGS REFUSE. . . (MARK REFUSAL BOX) OR INDICATE A BETTER TIME. . . (MARK RESCHEDULE BOX APPROPRIATELY) . . . OR SAY "YES." IF "YES," PROCEED ON. NEXT PAGE.

1. DETERMINE (WITHOUT ASKING) IF R IS:

MALE ___ FEMALE ___

2. You may have heard or read about the Crawford County bus system. The system provides door-to-door bus service in Grayling and throughout the rest of the county. To use it a person living within a five-mile radius of Grayling simply calls the dispatch center 30 to 45 minutes before they wish to leave. A person outside that five-mile radius calls the day before they wish to make their trip.

Have you or anyone in your household ever used CCPT services?

YES ___ NO ___ NOT SURE ___

CONTINUE BELOW & #3 GO TO #4 GO TO #4

R ___

OTHERS ___

3. About how often do you (or they) ride it?

ONCE OR TWICE PER DAY ___ ONCE OR TWICE PER WEEK ___

3 OR 4 TIMES PER WEEK ___ LESS THAN ONCE PER WEEK ___

4. How many persons including yourself are there in your household?

___ MEMBERS

PUT NUMBER HERE.

5. How many are licensed to drive a car?

___ DRIVERS

PUT NUMBER HERE.

Exhibit M-3 (cont'd)

I will now read some statements people have made about public transportation to you. Please categorize your own feelings about the statement as follows... Strongly Agree, Agree, Disagree, Strongly Disagree, or Don't Know . . . (REPEAT CATEGORIES FOR R)

- | | SA | A | D | SD | DK |
|--|----|---|---|----|----|
| 6. Public transportation is inconvenient and time-consuming to use | | | | | |
| 7. Public transportation is mostly for old persons | | | | | |
| 8. Public transportation is fast and dependable transportation | | | | | |
| 9. Public transportation is only for large cities | | | | | |
| 10. Public transportation is needed in Crawford County | | | | | |
| 11. Public transportation costs too much | | | | | |
| 12. Public transportation saves gasoline | | | | | |

IF R SAID "YES TO USING CCPT READ THE QUESTIONS ON THE LEFT SIDE ON THE FOLLOWING SHEET (QUESTIONS #13 AND #14) . . . IF R SAID "NO" OR "NOT SURE" TO USING CCPT READ THE QUESTIONS ON THE RIGHT SIDE OF THE FOLLOWING SHEET (QUESTIONS #15 AND 16).

CRAWFORD COUNTY P.T. USERS

CRAWFORD COUNTY PT NONUSERS

13. Do trips on CCPT ever replace any trips that would otherwise be made by car?

YES ___ NO ___

14. Are there any improvements or additional services that you would like to see CCPT offer the public?

NO _____

(COMMENTS, IF ANY)

YES _____

15. How do you and your family normally get around town or the country?

DRIVE _____

WALK/HITCH _____

FRIEND DRIVES _____

CARPPOOL _____

COMMERCIAL CARRIER

(GREYHOUND) _____

SENIOR CIT. BUS _____

OTHER _____

(SPECIFY)

16. Are there some changes in CCPT service which would cause you to begin using it?

NO _____

(REASON, IF GIVEN)

YES _____

Well, this is the end of my questions and thank you so much for your time!!

Goodbye . . .

6. Vehicle Characteristics. Special transportation service is provided by (enter the number of vehicles in each category).

	Buses					
	Large (36-53 Seats)	Medium (26-35 Seats)	Small (up to 25 Seats)	Vans	Station Wagons	Autos
Agency owned vehicles	(2) _____	(4) _____	(6) _____	(8) _____	(10) _____	(12) _____
Volunteer vehicles	(14) _____	(16) _____	(18) _____	(20) _____	(22) _____	(24) _____
Leased vehicles	(26) _____	(28) _____	(30) _____	(32) _____	(34) _____	(36) _____
Transit authority vehicles	(38) _____	(40) _____	(42) _____	(44) _____	(46) _____	(48) _____
Private company vehicles	(50) _____	(52) _____	(54) _____	(56) _____	(58) _____	(60) _____
Other *	(62) _____	(63) _____	(64) _____	(65) _____	(66) _____	(67) _____

* Please explain _____

7. Operational Features. Indicate the operational features of your special transportation service.

- (2) _____ Scheduled service on a regular basis
- (3) _____ Service provided upon call. How much advance notice is required?

(4)	(5)

_____ Hours

- (6) _____ Other (please explain) _____

8. Operating Characteristics. Check all of the periods in which you provide service including periods of high demand on weekdays.

	<u>Weekdays</u>	<u>Weekday High Demand Periods</u>	<u>Saturday</u>	<u>Sunday</u>
6-9 A.M.	(7) _____	(8) _____	(9) _____	(10) _____
9-12 Noon	(11) _____	(12) _____	(13) _____	(14) _____
12-3 P.M.	(15) _____	(16) _____	(17) _____	(18) _____
3-6 P.M.	(19) _____	(20) _____	(21) _____	(22) _____
6-9 P.M.	(23) _____	(24) _____	(25) _____	(26) _____
9-12 Mid-night	(27) _____	(28) _____	(29) _____	(30) _____

9. Fare Structure. What is the average fare that you charge your riders?

\$ _____
(31-33)

10. Ridership Levels. Indicate the typical number of one-way trips, persons served and vehicle miles traveled.

	<u>One-Way Person Trips</u>	<u>Persons Served</u>	<u>Vehicle Miles Traveled</u>
Weekday	(2) _____ (5)	(6) _____ (9)	(10) _____ (13)
Week Night	(14) _____ (17)	(18) _____ (21)	(22) _____ (25)
Saturday	(26) _____ (29)	(30) _____ (33)	(34) _____ (37)
Sunday	(38) _____ (40)	(41) _____ (43)	(44) _____ (46)
Monthly	(47) _____ (50)	(51) _____ (54)	(55) _____ (58)
Annual	(59) _____ (62)	(63) _____ (66)	(67) _____ (70)

11. Wheelchair Lifts. How many of your vehicles are equipped with wheelchair lifts?

- (2) _____ Number of vehicles

How many persons in wheelchairs are served during an average day and how many one-way trips are made?

- (4) _____ Number of persons served
- (6) _____ Number of one-way person trips

Exhibit M-4 (cont'd)

MD HT 1743-4 (N 11/78)

12. Funding. Estimate your average annual funding sources for providing special transportation services.

			<u>Name of Organization(s) - Grant Category</u>
Federal	(8) \$ _____	(14)	_____
State	(15) \$ _____	(21)	_____
Local	(22) \$ _____	(28)	_____
Donations	(29) \$ _____	(35)	_____
Other	(36) \$ _____	(42)	_____
User Revenues	(43) \$ _____	(49)	
Total	(50) \$ _____	(56)	

13. Budget. Estimate the average annual costs actually incurred for the following special transportation budget items.

- (2) \$ _____ (8) Driver Wages
- (9) \$ _____ (15) Maintenance
- (16) \$ _____ (22) Gas and Oil
- (23) \$ _____ (29) Garage Facilities
- (30) \$ _____ (36) Other Operating Costs
- (37) \$ _____ (43) Vehicle Costs (annualized)
- (44) \$ _____ (50) Administrative Costs
-
- (51) \$ _____ (57) TOTAL (should be consistent with the total in question 12 above)

14. Are there any unmet transportation needs of your clientele? Any other comments you have are also welcomed.

THANK YOU. YOUR COOPERATION IS GREATLY APPRECIATED!

GLOSSARY

ACCESSIBILITY

The adaptation of buses and facilities for passengers in wheelchairs and passengers with other special needs.

ALLOCATION

A method of separating expenses and revenues attributable to different programs. Also, a method of determining the cost of shared facilities and services.

ANNUAL APPLICATION

The yearly application required of all transit systems for state and federal operating and capital funds.

BACKUP BUSES

Buses used for temporary replacement in case of breakdowns or maintenance.

BRAKE RETARDER

Optional bus equipment which assists the brakes and extends brake life.

CENTRAL TRANSFER

A convenient place at the center of the service area where riders can be transferred for dropoff in other zones.

CHARTER SERVICE

Transportation provided to members of a group, to a single destination. Buses are operated full, usually at a profit to the transit agency.

CHECKPOINT SERVICE

A bus driver periodically stops in a busy area (e.g., shopping mall, downtown) and picks up all waiting passengers.

CLASS 3 ENDORSEMENT

A Department of State Endorsement on a chauffeur's

license that qualifies a driver to operate a bus.

DE-5 WAIVER FORM

A Michigan Department of State form which must be signed by the transit manager or driving instructor before a driver can receive a Class 3 endorsement.

DEADHEAD TIME/MILEAGE

Vehicle hours and miles spent in waiting for dispatches and returns to the garage or transfer point.

DEMAND-RESPONSE

A bus operating plan in which the riders telephone for pickup at a particular address.

DEMAND-RESPONSE FEEDER

A small community or center of activity which requires frequent pickup.

DEMONSTRATION PERIOD

The first three years of a transit system's operation.

DISPATCH

To assign passenger pickups and route changes to the bus drivers by radio.

DRIVER LOG

A driver's daily record of pickup and destination addresses, passenger categories, fares, and operating information.

END OF DAY SUMMARY

A daily form used to summarize ridership statistics, fares, tickets, mileage, and hours of operation for the fleet.

FARE

The fee charged for a bus ride.

FAREBOX

The device for collecting bus fares. Also, the term used to describe revenues from passenger fares and local services.

FARE POLICY

Policies developed by the transit agency to regulate fares in accordance with the need for local revenues.

FARE STRUCTURE

The relationship between full adult fares and other fare categories such as demand-response, seniors, handicappers, and students.

FLEET

All buses belonging to a transit system.

FUNDING FORMULA

The funding percentages used to determine federal, state, and local contributions to transit system operating funds.

GROUP SERVICE

The transit agency provides buses for a trip to a single destination. The trip may be planned for a particular group (e.g., senior citizens) but it is open to the general public.

HEADWAY

The time-lapse between buses running on the same route.

INTERMODAL FACILITY

A building that serves the needs of more than one transportation company—such as a local transit company and an intercity bus line or passenger rail line.

JITNEY

Buses move along a fixed route with no time schedule, picking up riders wherever they are waiting. Headways between buses must be very short.

LIMITED DEMAND-RESPONSE

Demand-response bus service on a part-time basis or restricted to areas near a fixed route.

LINE-HAUL SERVICE

Buses travel along a fixed route and make scheduled stops.

LOANER VEHICLES

Buses temporarily assigned to a transit agency while other buses are out of service.

LOCAL ADVISORY COUNCIL

A state-mandated council including seniors, handicappers, and other community members, formed to assure that bus accessibility needs are met.

LOCAL SHARE

The portion of a transit system's operating costs contributed by local government.

MAINTENANCE AND COST SUMMARY

A monthly report of preventive maintenance, repairs, and fuel consumption for each bus.

MICHIGAN SMALL BUS ROADEO

An annual event co-sponsored by Michigan Department of Transportation and the Michigan Public Transit Association in which qualified drivers compete in three categories: written test, pretrip inspection, and driving competition.

OFF-PEAK HOURS

Hours when passenger demand and vehicle use is low, usu-

ally in the middle of the day and in the evening.

OPEN-DOOR SERVICE

Bus services available to the general public.

OPERATING ASSISTANCE REPORT

The monthly report of revenues, expenses, and operating statistics required for all transit systems.

OPERATION SUMMARY

A form used to summarize monthly ridership statistics, fares, mileage, and hours of operation for the transit system.

PEAK DEMAND REQUIREMENTS

The maximum number of vehicles on the road during peak hours, usually in the early morning and late afternoon.

PEAK HOURS

The hours of service with heaviest ridership and maximum use of buses, usually in the early morning and late afternoon.

PRETRIP INSPECTION

A daily mechanical inspection of buses performed by drivers.

PREVENTIVE MAINTENANCE SCHEDULE

A list of bus maintenance activities and when they must be performed.

PREVENTIVE MAINTENANCE WORKSHEET

A report on the monthly maintenance inspection of each bus.

PRIME CONTRACT

A contract between MDOT and the local transit agency for transportation services or other transit projects.

PROJECT MANAGER

An official in the Bus Transit Division assigned to advise and oversee the local transit systems in a geographical area.

REPAIR CODE

The number assigned to each maintenance task for use in the computerized preventive maintenance program.

RESERVE NEEDS

The numbers and types of buses needed to guarantee that full service can be provided when buses break down.

RIDERSHIP

The numbers and types of passengers using a public transit system.

ROUTE DEVIATION

Buses move along a fixed route on schedule and also pick up demand-response riders who live near the route.

ROUTE DEVIATION CORRIDOR

The area near a fixed route where the driver will pick up demand-response passengers.

STARTUP SYSTEMS

New small bus systems during the first three years.

SUBSCRIPTION

Passengers have a standing order for rides, usually to work, school, or daily programs.

SURVEYS

A means of gathering information from the general public and from the transit users about how the transit system is perceived and used by the respondents.

SYSTEM EFFECTIVENESS

The ability of the transit system to meet the needs of the consumer.

SYSTEM EFFICIENCY

The cost-effectiveness of the transit system or the relationship between input (funds) and output (service).

SYSTEM IDENTITY

The image people in the community have of the transit system when they think, hear, or read about it.

TACHOGRAPH

An optional bus device which records bus speed continuously on a graph.

THIRD-PARTY CONTRACT

A contract between the local transit agency and a third-party for products or services.

TRANSPORTATION ADVISORY COMMITTEE

A committee created by local government to advise and assist the transit system manager.

TRIP GENERATOR

A high traffic area (e.g., hospital, downtown, shopping mall) which requires frequent bus service.

REVENUE RECOVERY RATIO

A percentage of total operating costs which the system plans to recover from farebox revenues.

WORK TRIP SERVICE

A standing order for rides to and from work.

ZONE

A portion of the service area. Demand-response buses operate within the zone and transfer passengers at the boundaries.

ABBREVIATIONS

APTA:	American Public Transit Association
ATA:	Actual Time of Arrival
CAA:	Community Action Agency
COA:	Council on Aging
CPA:	Certified Public Accountant
CTF:	Comprehensive Transportation Fund
DART:	Dial-A-Ride Transportation
DBE/MBE/WBE:	Disadvantaged/Minority/Woman Business Enterprises
ETA:	Estimated Time of Arrival
FCC:	Federal Communications Commission
FHWA:	Federal Highway Administration
LAC:	Local Advisory Council
MDOT:	Michigan Department of Transportation
MPSC:	Michigan Public Service Commission
OSHA:	Occupational Safety and Health Administration
MPTA:	Michigan Public Transit Association
PTA:	Public Transit Association
RFP:	Request for Proposal
RFQ:	Request for Quotation
UMTA:	Urban Mass Transit Administration
UPTRAN:	Bureau of Urban and Public Transportation

INDEX

A

Absentee ballots, millage 119
Act 7, transportation authority 42, 46
Act 35, intergovernmental contractors 46
Act 51, public acts of 1951 3, 21-31
Act 55, Transportation Authority 42
Act 94, revenue bond (direct operation) 45
Act 204, metropolitan transportation authority 42, 45
Act 279, home rule (direct operation) 41, 45
Act 284, private non-profit 42, 45
Act 312, metropolitan transportation authority 46
Accessibility
 bus garage 189
 LAC 36, 155
 legal requirements 30, 155, 263
 plan 155
Accidents
 insurance 69-70
 report form 59-60
 reporting 55
Account conversion chart 147-152
Accrual accounting 128
Acoustics, garage 188
Administrative structure 38, 41
Advance reservation 49, 54
Advance reservation card 54
Advertising 197
 agency services 109
 budget 194-195
 direct mail 198
 for bids 68, 73
 for insurance bids 70
 millage 112, 118
 newspaper 197, 211-214
 on buses 109, 110-111
 radio 198, 207-210
 sales agreement 109, 110-111
 television 198
Affirmation of equal employment 70
Affirmation of equal opportunity 70
Affirmative action 70-71
Age, condition of fleet 156, 263

Allocation requirements 131
Allocations 131
Alternating days service 52
American Public Transit Association 7
Analysis, operating plan 155, 156
Annual application 20, 36, 38, 66, 221
 budget 66-67
Annual passengers per service area population 263
Annual physical exam, drivers 221, 227-228
Application and interview process 219, 220, 223-226
Application form 220, 223-226
Application questions 219
Applicants, search for 220
Architect, bus garage 189
Architectural and engineering services, bid 69
Asset accounts, general ledger 131, 136, 143-144
Asset register 131
Attitude survey 114, 264
Audit 38, 136
"Audit Guide for Transportation Authorities in Michigan"
 136
Availability of records 136
Awards Banquet 222
Awareness of services 194

B

Backup/Reserve needs 156
Bad publicity 197
Balance sheet 136, 142
Ballot language, millage 112, 113
Barrier free standards, bus facility 189
Behavioral statistics 193
Behind-the-wheel driving test 221, 233
Bidders' mailing lists 69
Bidders' qualifications 75
Billboards 198
Body repair and paint room, garage 186
Brochures
 millage 114-117
 service information 196, 200-206

- Budget
 - advertising 194-195
 - local appropriations 109, 112
 - hearings 112
 - planning 20, 66, 127
 - projections 36, 37, 136, 141
 - work session 112
 - worksheet 66, 135
- Building renovations 66, 183-184
- Bus
 - advertising on 109
 - component reports, computerized 177
 - equipment 156, 157
 - selection 155
- Bus garage
 - cost savings 184
 - fund application 183, 189
 - new 183, 184
 - planning 36, 183-189
 - renovated 183-184
- Bus prices 156, 157
- Bus rehabilitation
 - application 161-162
 - program description 159
- Bus sizes 156, 157, 158
- Bus washing, garage 186
- Bus transit accounting specialist 127
- Bus transit communications specialist 159
- Bus transit computer maintenance program 168, 174, 178-179
- Bus transit computer program 44
- Bus Transit Division 7
- Bus transit equipment specialist 165
- Bus transit goals 35
- Bus transit specialists 7, 127
- Businesses, relationships 108, 196

————— C —————

- Cable television, advertising 198
- Capital program 19, 66
- Capital requests 67, 155, 156
- Cash disbursements journal 127, 128, 129, 135
- Cash flow analysis 136, 141
- Cash receipts journal 128, 129
- Categories of expense 135
- Ceiling height, garage 188
- Central transfer 51
- Charter service 49, 55
- Charter
 - billing 55, 62
 - legal restrictions 55
 - request form 55, 61
 - costs 55
 - cost allocations 55, 134
 - rates 134
- Chauffeurs' license 218, 221
- Checkbook 127, 128
- Checkpoint service 51
- Citizens' committee, marketing 193
- Class 3 endorsement 218, 221

- Closing the books 136
- Collision, upset insurance 70
- Combination facilities 189
- Communications specialist 159
- Communications systems 159
- Community needs 36
- Community events 196
- Competitive bids 42
- Complaints 195
- Compliment/complaint card 195
- Comprehensive insurance 70
- Comprehensive Transportation Fund 3
- Computer
 - applications 43
 - buying 43-44
 - leasing 43-44
 - maintenance program 168
 - transit management 42
- Condition of fleet 156, 263
- Conference room, garage 186
- Consolidation of services 38, 263
- Construction contracts 68
- Construction supervision 69
- Contract approval 38, 67-68
- Continuation budget 67
- Contract procedures
 - local 67
 - state 67-68
- Contracting Opportunities' worksheet, DBE/WBE 71
- Contracts 67, 99-103
- Contracts Division, UPTRAN 68, 70
- Coordination/consolidation of services 38, 263
- Cost
 - per passenger trip 263
 - per vehicle hour 38, 156, 263
 - per vehicle mile 38, 156, 263
- Cost allocations 131
- Cost principle 134
- Cost/revenue summary 264
- Cost/ridership factors, Michigan systems 11-18
- Council on aging 42, 109
- CPA audit 136
- CTF administrative rules, draft 65, 79-96

————— D —————

- DBE, definition 103
- DBE/MBE/WBE
 - certification 71
 - contracting goals 71-72, 103-104
 - contracting opportunities 71-72, 103-104
 - contracting requirements 71, 103-104
 - lists 69, 72
 - policies 71, 103-104
 - reporting requirements 38
 - quarterly report 38, 71-72, 78-79
- DE-5 waiver form 221, 234
- Deductible levels, insurance 70
- Delivery, packages 50
- Demand-response card 54
- Demand-response service 49, 54

Demographic studies 72, 193, 265
 Department of Management and Budget, purchasing program 160
 Department of Mental Health 109
 Department of Social Services 109
 Depreciation schedule 131, 133
 Design development, bid 69
 Developing driving skills, film 222
 Dial-a-Ride Transportation services 3
 Direct mail advertising 198
 Direct operation 41-42
 Disadvantaged, Minority, Women Business Enterprises 71-72, 103-104
 Discount coupons 199
 Dispatcher
 attributes 218
 duties 218
 records 54, 262
 Doors, garage 188
 Draft CTF administrative rules, 65, 79-96
 Driver log 55, 56, 136, 194, 262
 Driver
 appearance, image 194
 attributes 218
 awards program 70
 duties 218
 knowledge test 218, 221, 229-232
 license 218, 221
 physical exam 218, 221, 227-228
 public relations 197
 qualifications 218
 records 55
 retraining 221-222
 test, behind-the-wheel 218, 221, 233
 training, insurance company 222
 training programs 221
 Driver records, market research 194
 Driving conditions, fleet size 263
 Driving skills films 222

————— **E** —————

Editorials, millage 118
 Elderly and handicapper program 4
 Emergency procedures, film 222
 Employee
 application and interview process 219, 220, 223-226
 characteristics 217
 lounge, garage 186
 newsletter 197
 policies and procedures manual 217, 237-258
 protection, federal assistance guidelines 220-221
 public relations 197
 selection process 219
 work hours, internal control 135
 End of day summary 55, 57, 262
 Engineering architect, garage 184
 Equal opportunity employment guidelines 69, 221
 reports 38, 70-71, 76
 Equipment
 needs 185-186

optional, bus 156, 157
 garage 185-186
 Expansion budget 67
 Expense accounts, general ledger 131, 132, 136, 146
 Extended purchasing program 160
 Evaluation
 marketing strategy 199, 264
 definition 261

————— **F** —————

Facility
 cost savings 184
 new 183, 184
 planning 183-189
 renovated 184
 tours 199
 Fares
 planning 107
 policy 108
 structure 107-108
 Farebox
 internal control 135
 revenues 55
 totals 55
 FCC
 licensing 159
 notice of violation 159
 regulations 159
 Federal Communications Commission 159
 FICA deductions 128
 Filing paid bills 128
 Films, driver training 222
 Films, publicity 196
 Finance committee, local government 112
 Financial and operations summaries 11-18
 Financial
 planning 127
 statement 36, 37
 summary, Michigan systems 14-16
 First year marketing 199
 Fixed routes 53
 Fixed schedule 49, 51
 Fleet
 maintenance report, computerized 168, 174
 size determination factors 155, 263
 Floor plan, garage 186, 187
 Floors and apron, garage 188
 Formal advertisement for bids 68, 73
 Format, job interview 220
 Fuel pump island, garage 184
 Fund raising, millage 114
 Funding formula 20

————— **G** —————

Garage
 equipment 185-186
 planning 183

size 184
work areas 184-185
Gasoline, internal control 135
General election, millage 112
General journal 128, 129, 131, 136
General ledger 128, 131, 136
General ledger accounts 131, 132, 136, 143-146
Geographical studies 193
Goals/objectives
 marketing 194
 operations 38, 261
 planning 35, 108
 surveys 193, 194
Grant allocations 134
Grant, for garage
 federal 183
 state 183
Group service 49
Grant-in-aid contract procedures 68

H

Handicapper fares 107
Heating, garage 186
Hoists, pits, garage 185
Holiday promotions 198
Hourly maintenance cost 168, 171, 174
Human services agency contract 49, 111
 billing 55, 109
 fares 109
 sample contract 99-101
 search for 109, 121-123
Human services agency survey 276-278

I

Identification, transit system 195
Image, system 194
Increasing ridership 194
Information
 brochures 196, 200-206
 centers 195
 kit, marketing 196
 on vehicle 195
 phones 194
 racks 195
Inspection of records 136, 159
Insulation, garage 186
Insurance
 bids for 70
 bus garage 189
 required levels 69-70
 reducing costs 70
 specifications 70
Insurance company, driver training 222
Intermediate school district 109
Intermodal facilities 189
Internal control 135
Interpreting ridership statistics 262, 263

Interview questions 219
 techniques 220
Inventories 135
Invitation to bid 69

J

Jitney 52
Job
 applicant search 220
 application and interview process 219, 220, 223-226
 descriptions 217-219
 interview format 220
 interview techniques 219, 220

L

Labor costs, maintenance 168, 171, 174
Labor negotiations 220
LAC, Local Advisory Council 36, 155
 committee makeup 36
 rights and responsibilities 36
 role in marketing 193
Letters to editor, millage 118
Liability accounts, general ledger 131, 136, 145-146
Liability insurance 70
License
 chauffeur's 218, 221
 suspension, revocation 221
Licensing, communications system 159
Life cycle cost standards 168
Lift operation film 222
Lighting, garage 188
Limited demand-response 52
Load factor 263
Loaner vehicles, maintenance 168
Local Advisory Council, LAC 36, 155
Local funding sources 107, 108-112
Local government appropriations 109, 112
Local Public Transit Revenue and Expense Manual
 134, 136
Local transportation program 66
 annual application 66
 application budget 66-67
Log, driver 55, 56, 136, 194, 262
Logo 194, 195
Loop 51

M

Maintenance
 bays, garage 184-185
 bulletins 165, 168, 173
 computerized program 168
 costs 127, 171
 equipment requests 67, 185-186
 labor cost 168, 171

of loaner vehicles 168
 printouts 168, 174, 178-179
 program evaluation 168
 record keeping 165
 service allocations 134, 171
 schedule 165, 166
 work area, garage 184-185
 "Making Michigan Move", film 196
 Management evaluation 264
 Manager
 attributes 218
 duties 217
 Manager's intuition 264
 Master planning bid 69
Marketing Public Transit 193
 Marketing activities
 budget 194, 195
 goals, objectives 194, 198
 new system 199
 survey 193
 MDOT structure 3, 7, 8
 MDOT chart of accounts 128, 135, 147-152
 Measures of system
 effectiveness 262-263
 efficiency 263
 productivity 263
 Mechanic
 attributes 219
 duties 219
 qualifications 219
 Media 196-198
 Medical exam, driver 218, 221, 227-228
 MESC affirmative action information report 70
 Merchandising 199
 Michigan Public Transit Association 9
Michigan Small Bus Program: Operator's Manual 55,
 221, 222
 Michigan Small Bus Roadeo 222
 Millage 112
 ballot language 112, 113
 brochures 114-117
 committee 112
 election 112
 eligible expenses 114
 fund raising 114
 newspaper articles 118
 posters 117
 renewals 112
 surveys 114
 volunteer workers 114, 118, 119
 Minority and female status report 70, 76
 Minority and female utilization analysis 70
 Monitoring, definition 261
 Monthly fleet maintenance report, computerized 174,
 179
 Monthly maintenance and cost summary 174, 175, 263
 Monthly operating assistance report 36, 38, 128, 131,
 135, 137-140
 Monthly operations summary 55, 194, 262
 Monthly passes 199
 Monthly preventive maintenance worksheet 165, 168
 Monthly vehicle maintenance report, computerized
 174, 175, 178

————— **N** —————

Negotiation method, procurement 68, 69
 New services
 application 38, 65-66
 budget 38-41, 66
 contract 38
 public information 199
 New small bus services 19, 38, 65-66
 News value, transit articles 196
 Newsletter, employees 197
 Newspaper advertising 197, 211-214
 Newspaper articles
 millage 118
 publicity 196
 Noise requirements, garage 184
 Nonfinancial operating data 136, 139
 Northeast Michigan Managers Association 9

————— **O** —————

Objectives, goals
 marketing 194
 operations 38, 261
 planning 35
 surveys 193, 194
 Occupancy levels 156
 Occupancy ratio 263
 Office of Small Business Liaison, MDOT 70
 Offices, garage 186
 Open door transportation 109, 111
 Open-house, transit facility 199
 Operating
 costs 38, 156
 efficiency 263
 plans 50
 Operating Assistance Report 36, 38, 128, 131, 135,
 137-140
 Operation/financial summaries, Michigan 11-18
 Operation summary 11-13, 17-18, 55, 58
 Operational statistics 55, 262, 265
 Operations
 forms 54
 record keeping 54-62
 Optional bus equipment 156, 157
 Outdoor advertising 198
 Outstate systems 5

————— **P** —————

Package delivery 50
 Paid bill files 128
 Parking space, garage 184
 Parts room, garage 186
 Part-time service 52
 Payroll journal 128, 131
 Payroll taxes 128

Passenger
 categories 55, 262
 count 4
 loads 263
 Passenger stops/railroad crossings film 222
 Passengers per vehicle hour 263
 per vehicle mile 263
 per service area population 263
 Peak demand requirements 155-156, 263
 Peak demand, backup needs 156, 263
 Peak hours 155, 156
 Perception survey 114
 Periodic inventory 135
 Permissible questions, job interview 219
 Perpetual inventory 135
 Persistent maintenance problems 177
 Personal injury protection insurance 70
 Personnel
 application and interview process 219, 220, 223-226
 interview techniques 219, 220
 selection process 219
 search 220
 Petty cash, internal control 135
 Phone, information 194
 Pits, hoists, garage 185
 Planning
 facility 183-189
 new system 38-39
 system 35-36
 Points limit, drivers 221
 Policies and procedures manual, employees 217, 237-258
 Preaward surveys 69
 Preschool riders 109
 Press relations 196-197
 Pretrip inspection and maintenance report 165, 167
 Pretrip inspection/maintenance film 222
 Preventive maintenance
 schedule 165, 166
 worksheet 169
 Prime contracts 67-68
 Private for profit contractor 42
 Private nonprofit contractor 42
 Procurement procedures 68
 Productivity 55, 156, 262
 Productivity standards 156, 263
 Project manager 7
 Promotions 198-199
 Property protection insurance 70
 Property tax millage 4, 112
 Protection of employees, federal assistance guidelines 220-221
 Psychographic studies 193
 Public information kit 196
 Public relations
 bad publicity 197
 media 196-199
 Public speaking, schools 196
 Public Transit Association 9
 Publicity film 196
 Purchasing program 160
 Pure demand-response 50

— Q —

Questions, job interview 219

— R —

Radio
 advertising 198, 207-210
 dispatching procedures film 222
 licensing 159
 operation 160
 systems 159
 types 159
 Reducing insurance costs 70
 Rehabilitation program, buses 159, 161-162
 References, job applicants 220
 Renovation contracts 68
 Rent allocations 134, 135
 Repair code 168, 174, 176
 Repair Type/Task List Coding Sheet 174, 176
 Reporting Requirements 38
 Reports to local government 38, 264
 Request for proposal 69, 74
 Request for quotation 69
 Required reports 38
 Reserve needs 156, 263
 Residual bodily injury liability insurance 70
 Retraining program, drivers 221-222
 Revenue
 accounts, general ledger 131, 132, 136, 146
 local 107
 projections 38
 recovery ratio 108
 Ridership
 effects of fare increase 108
 increased 194
 projections 155
 statistics 36, 55, 262
 trends 262
 Ridership/cost factors, Michigan systems 11-18, 263
 Route deviation 51-52
 Route deviation corridors 53
 Route promotions 198
 Roadeo, small bus 222
 activities 222
 driver qualifications 222
 handbook 222
 purposes 222
 sample course 235
 selecting participants 222
 Role-playing, labor negotiations 220
 Rural operating plans 52-53
Rural Transportation Employee Protection Guidebook
 221

— S —

Safety
awards, drivers 70, 222
inspections 165, 168, 172
record 70, 197
requirements, garage 189
Sample funding formula 20
School presentations 196
Seasonal campaigns 198
Seasonal fluctuations, ridership 198, 262
Secretary/bookkeeper
attributes 219
duties 218-219
qualifications 219
Section 3, UMTA 20, 38, 66, 183
application 183, 189
Section 16(b)(2), UMTA 20, 38, 42, 66
Section 18, UMTA 20, 66-67, 71, 221
application 66
contract 67
DBE/WBE policy 103-104
Section 504, UMTA 155
Selection, personnel 219
Selection, rodeo contestants 222
Self-evaluation, manager 264
Senior citizen, handicapper service statistics 55
Senior services
fares 107
tours 198
Service awareness 194
Service changes, public information 195
Sign brackets 109
Signs on buses 109
Site selection, facility 183-184
Slide presentation 196
Small Bus Safety Inspection Check list 165, 168, 172
Small bus
driver knowledge test 218, 221, 229-232
rehabilitation program 159, 161-162
rodeo 222
Small community operations 50-52
Small Bus Program: Operator's Manual 55, 221, 222
Soil requirements, garage 184
Southwest Michigan Transit Managers Association 9
Speaker services 196
Special election, millage 112
Special events, transportation for 50
Special interest groups 196
Specialized services 4, 6, 19, 66, 97-98
Standardized vehicle replacement schedule 168
State office of purchasing 160
State funding formula 20
State Transportation Commission 68, 71
State Uniform Chart of Accounts 128, 147-152
Statement of expense 36, 37
Statutory Operating Assistance 19, 66
Startup marketing activities 199
Structural requirements, garage 188
Subscription
card 54
service 49, 54

Subsidiary ledgers 128, 131
Surveys 36, 108, 264, 265-278
attitude 114, 264
human services agency 276, 278
interview 266
mail-back 266
marketing 193
newspaper 266
millage 114
printing 266
sampling 266
telephone 266, 272-275
test run 266

Suspension of license 221
System manager
attributes 3, 218
duties 217
marketing 196
millage 112, 119
operations record keeping 55, 57
System
effectiveness 262-263
identity 194, 195
image 194
information 194
planning 35-36

— T —

Telephone
campaigning, millage 119
information service 194
survey 272-275
survey, millage 114
Television advertising 198
10 codes, radio 160
10e(19) plan 30, 155
Third-party transportation contracts 41, 42, 68, 99-103
Third-party contracts 68
Title VI 70-71, 221
package 70
required reports 38, 70-71, 76
status determination 71
Tokens, tickets, internal control 135
Tool boards, garage 188
Tours of facility 199
Tours, special trips 198
Traffic patterns, garage 184
Training films, drivers 222
Transportation advisory board 41, 264
Transportation Authority 41
Transportation advisory committee 36
Transportation coordinator 42
Transportation week 199
Trends in ridership 262
Trial balance 136
Twenty-four hour advance reservation 52

— U —

UMTA organization 7, 9
UMTA Act of 1964 46
UMTA requirements, garage 184-186
Under-the-threshold 71
Unions, labor negotiation 220
Uniform Chart of Accounts, Michigan 128, 147-152
UPTRAN organization 3, 7
Urban programs section, MDOT 38, 70
Utility services, garage 188
Utilization ratio 263

— V —

Vehicle
 information 195
 maintenance report, computerized 168, 174,
 178-179
 productivity 156
 replacement schedule 168
 Ventilation, garage 186
 Vocational rehabilitation, client transportation 42
 Volunteer workers, millage 119
absentee ballots 119
brochure distribution 118
drivers 119
telephone campaign 114, 119

— W —

Wage allocations 134
Wage and tax statements 128
Walk-in job applicants 220
Walkways, garage 188
Waiver form 234
Washing area, garage 186
Washroom/locker rooms, garage 186
WBE, definition 103
Work areas, garage 184-185
Work order 165, 168, 170

— Y —

Year-end maintenance summary 174, 177
Yearly audit requirements 136

— Z —

Zonal demand-response 50
 with central transfer 51
 with fixed route connectors 51
Zone to zone transfer 50
Zones 55