
FY 2020 Regional Transportation Planning Work Program

Region 3

Southcentral Michigan Planning Council



Approved:

Southcentral Michigan Planning Council

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INTRODUCTION

The Michigan Department of Transportation (MDOT) recognizes the importance of the state-local partnership in delivering a safe and efficient transportation system. The Regional Transportation Planning Program (RTPP) was created by the MDOT Bureau of Transportation Planning (BTP) in 1974 in order to contract various planning services to be performed by the State Planning and Development Regions to assist BTP and local units of government.

The RTPP requires each participating regional planning agency to have an annual work program in accordance with a three-year Master Agreement. Since 1984, the State Legislature has set a budget of \$488,800 of Act 51's Michigan Trunk line Fund (MTF) for the RTPP. The scope of work identified in the annual work program includes specific activities identified to assist MDOT and local communities. Over the years, work elements and funding levels of the basic work program tasks have remained stable while certain elements like Byways, the Rural Task Force and Asset Management have received supplemental funding to meet the needs of those programs. In previous years the basic work program contained the following work elements: Administration, Technical Assistance to MDOT, Highway Performance Management System, Public Involvement, and Local Technical Assistance.

For FY 2019, the Regional Planning Agency work program continues to have a budget of \$488,800 for the basic work elements with \$267,000 in supplemental funding for the Rural Task Force Program and \$710,300 in state funding for the Asset Management Program. The BTP may also allocate additional state funding to provide annual transportation technical assistance in non-metropolitan areas of the state. In FY 2019, each regional planning agency, with the exception of the Southeast Michigan Council of Governments (SEMCOG), may receive supplemental funding, as needed and if available from the FY 2019 SPR program to assist MDOT and the regional planning agencies in:

- Improving public involvement and the consultation process in non-metropolitan areas of the state.
 - Providing interagency coordination and public involvement for air quality conformity in non-attainment or maintenance areas for ozone and particulate matter 2.5 (For regional planning agencies with non-attainment or maintenance areas or areas required to do conformity within RPA boundaries).
 - Preparing access management plans and ordinances
 - Non-motorized planning and mapping
 - Byway Corridor Management Plans
 - Data Collection to meet federal reporting requirements
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SOUTHCENTRAL MICHIGAN PLANNING COMMISSION FY 2020 PROGRAM

The SMPC entered into an agreement with the Kalamazoo Area Transportation Study (KATS) to provide staffing for the Transportation Program through FY 2020. SMPC and KATS will work to provide technical support to MDOT and the various agencies within the Region 3 area during FY 2020 (ending September 30, 2020).

Lee Adams, Director of the Southcentral Michigan Planning Commission, is serving as the Program Coordinator at the time of this work program's adoption.

FY 2020 BUDGET

The following is the estimated budget for FY 2020 utilizing the services of the Kalamazoo Area Transportation Study, the consulting agency for SMPC. For FY 2020, the budget was based on:

- \$26,000 in Michigan Transportation Fund (MTF) Program funds for the Regional Transportation Planning Work Program;
- \$19,000 in Michigan Transportation Fund (MTF) Program funds for the Rural Task Force Program and Small Urban Program; and
- \$55,000 in Michigan Transportation Fund (MTF) Program funds for Asset Management.

The indirect and fringe rates used to develop the FY 2020 Regional Transportation Planning Work Program are those that are part of the Kalamazoo Area Transportation Study's FY 2020 Unified Planning Work Program (UPWP). The rates have been approved by the Michigan Department of Transportation as well as the Federal Highway Administration and Federal Transit Administration. The RTPP uses estimates based on the percentage of the program for each RTPP work code.

FY 2020 BUDGET TABLE

**Fiscal Year 2020 Regional Transportation Planning Work Program
Region 3- Southcentral Michigan Planning Council
October 1, 2019-September 30, 2020**

Work Element	Project	Salary	Fringe	Indirect	Other	Total MTF Funds	SPR/MTF Funds	Hours	Total Budget
3101	Program Management	\$4,420	\$2,608	\$1,542	\$4,170	\$12,740		160	\$12,740
3102	Technical Assistance to MDOT	\$1,900	\$1,326	\$934		\$4,160		90	\$4,160
3103	Technical Assistance to Member Agencies	\$2,948	\$1,623	\$629		\$5,200		128	\$5,200
3104	Access Management	\$145	\$75	\$40		\$260		8	\$260
3105	Pure Michigan Byway Program	\$145	\$75	\$40		\$260		8	\$260
3106	Non-motorized Mapping and Investment Plan	\$280	\$155	\$85		\$520		12	\$520
3107	Rural Safety Planning	\$1600	\$850	\$410		\$2,860		30	\$2,860
3108	Management of the Rural Task Force and Small Urban Programs	\$9,625	\$3,403	\$3,122			\$16,150	380	\$16,150
3109	Public Involvement and Consultation Process for Non-Metropolitan Areas	\$1,472	\$535	\$463			\$2,470	65	\$2,470
3110	Public Involvement for Air Quality Conformity	\$225	\$104	\$51			\$380	25	\$380
3111	Asset Management*	\$19,927	\$11,692	\$7,381	\$16,000	\$55,000		628	\$55,000
	TOTALS	\$42,687	\$22,446	\$14,697	\$20,170	\$81,000	\$19,000	1534	\$100,000

Funds classified as other have been set aside for:

3101 Work completed by SMPC staff

3111 Asset Management Training and reimbursements to local agencies for time spent on collecting Pavement and Surface Evaluation Rating (PASER) Ratings.

WORK PROGRAM OUTLINE

3101. Program Management

Objectives

- Prepare and adopt annual work program.
- Prepare monthly or quarterly invoices and progress reports.
- Ensure expenditures are well documented and cost-effective.
- Prepare a Final Acceptance Report (FAR) on the status of the work activities and products within 90 days from the end of the fiscal year.
- Assist the auditors in carrying out general and specific audits of programs annually. Send such audit reports to the program coordinator.
- Administration and coordination for the transportation planning contract between KATS staff and the Southcentral Michigan Planning Commission.

Products

1. The following will be submitted to the program coordinator by the agency for reimbursement of costs incurred in conjunction with the work activities identified in the work program.
 - (a.) Progress reports that summarize accomplishments and attendance at applicable meetings for each work item.
 - (b.) Invoices for payment, submitted quarterly or monthly, in accordance with MDOT Contracting and Invoicing Standard Operating Procedures.
 - (c.) Receipts of travel expenses and equipment purchases greater than \$2,500; i.e., traffic counters, computer hardware and software, etc.
 - (d.) Itemization of program expenses in terms of work items, including salaries, fringe benefits, indirect costs, and other direct costs.
 - (e.) Tabulation of progress by work item, indicating the amount and percent billed the current billing period and to date.
2. The FAR on the status of activities and products in the work program will be submitted to the program coordinator within 90 days following the contractual period in the work program, as specified within the Master Agreement. The FAR is a performance evaluation, not a financial audit, and must contain the following information for each work item:
 - (a.) Products completed
 - (b.) Products not completed and reason for lack of completion.
 - (c.) The amount of funds budgeted and expended.
 - (d.) Work items that are to be continued next year.

Budget: \$12,740 (MTF)

3102. Technical Assistance to MDOT

Objectives

- Assist in various tasks to update the State Long-Range Transportation Plan (SLRTP) and the State Transportation Improvement Program (STIP).
- Provide support for specific department issues and/or requests for information on transit, special projects and/or program development issues.

Activities

1. Assist in conducting transportation-related workshops and meetings, including but not limited to workshops and seminars for access management, State and National Byways, functional classification, the Adjusted Census Urban Boundary (ACUB), the Highway Performance Monitoring System (HPMS), the Model Inventory of Roadway Elements (MIRE), Fundamental Data Elements (FDE), and the Non Trunk line Federal Aid Program (NTFA) updates, non-motorized transportation, safety and non-metropolitan-area elected officials. Activities may include locating adequate facilities, registering participants, scheduling speakers, and other meeting management related activities.
 2. Provide staffing and technical planning assistance in the area of transportation.
 3. Conduct transportation studies as needed.
 4. Assist in identifying transportation interest, programs and projects as appropriate for the STIP and the SLRTP.
 - a. Participate in the development of the SLRTP, providing input and review of documents and initiatives performed as part of the SLRTP development.
 - b. Assist in the scheduling and notifying of SLRTP related activities, including but not limited to public meetings within the region.
 5. As appropriate, assist the MDOT Office of Passenger Transportation and local transit providers.
 6. Statewide Travel Demand Model:
 - a. Review and provide feedback on REMI socio-economic forecasting outputs and assist in reviewing and allocating data to statewide traffic zones.
 - b. Verify statewide model network inventories.
 - c. Provide traffic counts, as available, for model update not covered in acquiring traffic counts for the non-trunkline federal aid program.
 7. Data for meeting Federal Reporting Requirements:

Highway Performance Monitoring System (HPMS)
Collect and submit data items for HPMS in conjunction with MDOT's HPMS coordinator. Staff will review and update the HPMS database sample segments using MDOT-supplied spreadsheets that contain only the data items needing to be updated for each sample in the format provided.
-

Traffic Data Collection for Federal Reporting

Provide support to MDOT in the a-cross agency coordination effort (NTFA) to gather and report traffic data on the non-MDOT road network (federal aid and non-federal aid) to meet federal reporting requirements of HPMS, MAP 21, and the FAST Act.

Model Inventory of Roadway Element (MIRE) Fundamental Data Elements (FDE)

Provide support to MDOT in the a-cross agency coordination effort to gather and report traffic and safety on the non-MDOT road network (federal aid and non-federal aid) to meet federal reporting requirements of the safety Transportation Performance measures in MAP 21 and the FAST Act. Support is defined as (but not limited to):

Outreach

Training and education

Data coordination with local agencies

Data compilation

Data load, transfer, and/or reporting

(Conduit between local agencies and MDOT/FHWA)

Budget: \$4,160 (MTF)

3103. Technical Assistance to Member Agencies

Objective

- Provide services to local transportation agencies to improve existing and new multi-modal transportation systems, and identify actions to improve the area's transportation system.

Activities

1. Assist local units of government in obtaining grant funds to improve existing and new multi-modal transportation systems and identify actions to improve the area's transportation system.
2. Assist local agencies seeking to improve and expand the public transportation and to promote improved transportation systems for all modes.
3. Coordinate planning to promote safety, livable communities and environmental sustainability.
4. Work with local agencies to assess impacts of transportation of projected land uses in the region.
5. Review and/or develop proficiency in traffic crash data.
6. Prepare and report to regional boards and local agencies on the status of transportation planning work program activities and tasks.

Products

Provide program coordinator with a copy of any reports produced as a result of these activities.

Budget: \$5,200 (MTF)

3104. Access Management

Objective

To develop and/or conduct access management training for local client communities. Assist MDOT selected consultants in preparing access management plans and ordinances along state roadway corridors.

Activities

1. Educate local public officials, property owners and citizens what access management is and how it can benefit their community.
2. Identify local roadway corridors of significance for the development of access management plans and prepare a formal justification to MDOT for funding such plans. A corridor of significance is defined as a principal and or minor arterial that significantly impacts the state trunk line system.
3. Assist MDOT/consultant to ensure successful adoption of plans and ordinances. Assist road agencies, client communities and property owners, as required, when road and utility projects provide plan implementation opportunities. Provide follow-up consultation to communities with existing access management plans and ordinances.

Products

Educational materials provided by MDOT unless specified otherwise. Provide support to consultants conducting training, preparing corridor access management plans and ordinances along state roadway corridors.

Upon billing submittal:

Costs incurred will be reimbursed upon review and approval of documentation submitted to the MDOT Program Manager and/or the appropriate MDOT representative.

Budget: \$260 (MTF/SPR)

3105. Pure Michigan Byway Program

Objective

Implement the Pure Michigan Byway Program for MDOT. Manage or assist in the management of designated state byways and/or National Scenic Byways within your region's geographical boundaries.

Activities

1. Prepare and or assist a consultant in the development of corridor management plans.
2. Provide guidance to local "grassroots" organizations seeking to nominate a state highway as a Pure Michigan Byway or National Scenic Byway.
3. Serve as a Liaison between MDOT and the local Byway Committee on issues relating to future transportation system improvements, or local land use and zoning changes proposed for and adjacent to the Byway.
4. Provide opportunities for public involvement activities related to the Byway.
5. Ensure the Byway corridor management plan is up to date.
6. Conduct studies of the convenience of the Byway transportation and visitor-oriented facilities.
7. Attend conferences, workshops and seminars.

Products

1. Designation of Pure Michigan Byways and National Scenic Byways in accordance with P.A. 69 of 1993, as amended, and Title 23 U. S. Code.
2. Corridor management plans.
3. Meeting management and facilitation of Byway Committee meetings. Serve as a Liaison between the byway committee and MDOT.
4. Marketing brochures, pamphlets, web site and other promotional/educational material to constituents.
5. Provide MDOT digital and hard copies of updated and/or new corridor management plans

Budget: \$260 (MTF/SPR)

3106. Non-Motorized Mapping and Investment Plan

Objective

Facilitate the process of completing non-motorized planning efforts for the State of Michigan by region.

Activities

1. Collect information to match the data fields in MDOT's Transportation Intermodal Management System (IMS).
2. Develop and implement aspects of a non-motorized investment plan to identify needed projects and project elements, prioritizing those projects, and determining the optimum funding arrangements for the projects within each region.
3. Promote the consideration of bicycle and pedestrian facilities in the overall transportation planning activities.
4. Coordinate with stakeholders and public input.

Products

1. Non-motorized master plans by region, including up-to-date non-motorized maps.
2. The end map product will be a ready-to-print region-wide bike map and database with the support data to go into the TMS for future planning and maps. Provide MDOT with a copy of any reports (excluding grant applications) as a result of this activity, or a copy of cover letters for products submitted to others.
3. Print a 6 to 7 year supply of Region Road and Trail Guides (bike maps) for MDOT distribution, plus stakeholders within the region.
4. The development of a comprehensive plan and the identification of priority projects within the area will help guide MDOT's investment in the region's non-motorized transportation system.

Upon billing submittal:

- Progress reports that summarize accomplishments for each work item.
- Original invoice, consecutively numbered, stating period covered, dollar amount, and work performed.
- Itemizing of program expenses in terms of work items and cost groups, including charges to direct salaries, fringe benefits, indirect costs, and other direct costs.

Budget: \$520 (SPR/MTF)

3107. Rural Safety Planning

Objective

Assist in conducting rural safety planning forums to increase or create awareness for safety, and encourage formation of cross-discipline safety partnerships at the local level and assist MDOT in the process of preparing rural safety plans.

Determine areas of safety risks (i.e., behavioral, structural) and schedule workshops to educate constituents in mitigating these risks, if appropriate.

Activities

1. Conduct rural safety forums on a biannual basis. These forums will include emergency enforcement, education and engineering staff, as well as other interested parties. Schedule specific safety workshops in other years, if appropriate.
2. Update and maintain a list of safety advocates, including mailing labels.
3. Partnerships to promote safety as an integral part of the planning and project development process.
4. Maintain updated mailing lists identifying safety groups and individuals
5. Assist MDOT in the process of preparing of rural safety plans.

Budget: \$2,860 (MTF)

3108. Management of the Rural Task Force and Small Urban Programs

Objective

- To assist MDOT in administering the Rural Task Force (RTF) and Small Urban program for MDOT

Activities

1. Regional Planning Agency staff shall communicate all MDOT correspondence to their respective RTF members.
2. Schedule, set-up room, provide materials, take meeting minutes, collect a list of meeting attendees and facilitate the logistics of the RTF project selection meetings and small urban program meetings. This duty can be coordinated with the Chairperson of the committees based on preference of the individual RTF or small urban committee.
3. The Regional Planning Agency and RTF Chairperson shall ensure a cooperative, coordinated and comprehensive planning process is followed at the regional level. This process shall be consistent with approved federal planning regulations and provide for the consideration and implementation of projects that address all modes of transportation.
4. Ensure that the fiscal constraint sheets used in the meetings are properly managed with updated allocation balances provided by the MDOT RTF coordinator as well as the decisions made by the RTF committees.
5. Ensure the required public involvement and consultation process is followed by providing citizens, affected public agencies, tribal governments, private transportation providers, and other interested parties with sufficient notice and opportunity to comment on proposed transportation projects, plans and programs.
6. Program eligible projects in JobNet as approved by the RTF committees. Ensure that 1799 and 1797 data sheets received from the local agencies match what was approved by the RTF committees as reflected in the fiscal constraint sheet and attach those data sheets to the appropriate project in JobNet
7. Submit proof of public involvement, meeting minutes, all Season Road changes, and the fiscal constraint sheet as part of monthly activity report utilizing the most current 1618 form to the MDOT RTF Coordinator. In months where there is no meetings or action taken by the committees the form should still be submitted with the "No Project Change or Meeting" box checked and submitted to the MDOT RTF Coordinator.

Budget: \$16,150 (MTF)(SPR)

3109. Public Involvement and Consultation Process for Non-Metropolitan Areas

Objectives

- To provide for non-metropolitan local official participation in the development of the State Long-Range Transportation Plan (LRTP) and the STIP.
- To provide opportunities for the public to review and comment in the development of the LRTP and STIP.
- To manage consultation with local elected officials, local officials with responsibility for transportation, public agencies, general public, tribal governments, businesses, and organizations in accordance with the Statewide Planning Process Public Participation Plan.

Activities

1. Work with MDOT on public involvement issues, including organizing meetings, focus groups and advisory committees.
2. Conduct local program meetings and ongoing communication and technical assistance in non-metropolitan areas to provide information on various state and federal programs.
3. Document the RTF's public involvement and consultation processes.
4. Partner with educating and training local officials with regard to state and federal-funded programs, policy applications and other key information.
5. Respond to requests from both the public and private sectors to provide information on state and federal transportation programs, projects, and funding, and to stay informed on local issues.
6. Participate in statewide conferences, meetings, seminars, forums and training sessions on state and federal programs available to local communities.
7. Assist MDOT in keeping elected public officials, general public, local planning agencies, and tribal governments informed early of the list of projects in the Five-Year Program and of the investment strategies, funding assumptions, economic benefits, and impacts on the various modes.
8. Assist in the creation and maintenance of an e-mail subscription list for managing the electronic distribution of information to local elected officials.

Budget: \$2,470 (This task is funded through the RTF Program)

3110. Air Quality Conformity Planning*

Objectives

- To comply with federal and state transportation air quality regulations, specifically related to transportation conformity for non-attainment or maintenance areas or areas required to do conformity for ozone and particulate matter 2.5
- To provide coordination and support of the transportation conformity interagency work group (IAWG)
- To provide communication of air quality conformity analyses results to all interested individuals and organizations.
- To provide inputs into the air quality conformity process and facilitate input from others.

Activities

1. Attend training to become familiar with the conformity regulations, and related air quality issues.
2. Participate in and or conduct transportation conformity IAWG.
3. Participate in discussions to evaluate attainment strategies pertaining to transportation air quality for individual areas or as part of the statewide transportation planning process.
4. Communicate air quality conformity analysis results and initiatives to all interested individuals and organizations.

*** Only for Regional Planning Agencies with Ozone or particulate matter 2.5 non-attainment or maintenance areas or areas required to do conformity within RPA boundaries.**

Budget: \$380 (MTF)

3111. Asset Management

The resources allocated to the Metropolitan/Regional Planning Organization (MPO/RPO) from the Transportation Asset Management Council (TAMC) annual budget shall be utilized to assist in the completion of the TAMC Work Program. All work shall be consistent with the policies and priorities established by the TAMC. All invoices submitted for reimbursement of Asset Management activities shall utilize Michigan Department of Transportation (MDOT) standard invoice forms and include the required information for processing. The MPO/RPO shall complete the required products and perform tasks according to the timeframes and directives established within TAMC's data collection policies, which are located on the TAMC website (<http://tamc.mcgi.state.mi.us/TAMC/#/aboutus>). The MPO/RPO will emphasize these tasks to support the top 125 Public Act 51 agencies (agencies that certify under Public Act 51 a minimum of 100 centerline miles of road) within the planning area when resources are limited. The activities eligible for TAMC reimbursement include the following:

Tasks

I. Training Activities

- A. Attendance at training seminar(s) on the use of Pavement Surface Evaluation and Rating (PASER) and Inventory-based Rating System for unpaved roadways.
- B. Represent MPO/RPO at TAMC-sponsored conferences and seminars, including attending either the Spring or Fall TAMC Conference.
- C. Attend TAMC-sponsored Investment Reporting Tool (IRT) training seminars.
- D. Attend TAMC-sponsored Asset Management Plan Development training seminars.

II. Data Collection Participation and Coordination

A. Federal Aid System:

1. Organize schedules with Public Act 51 agencies within MPO/RPO's boundary for participating in Federal Aid data collection efforts; ensure all participants of data collection have access to State of Michigan travel reimbursement rates.
2. Coordinate, participate and facilitate road surface data collection on approximately one-half of the Federal Aid System in accordance with the TAMC Policy for the Collection of Roadway Condition Data on Federal Aid Eligible Roads and Streets.
3. Collect unpaved roadway condition data on approximately half of any unpaved Federal Aid eligible roadways using the Inventory-based Rating System developed by the Michigan Technological University's Center for Technology and Training.

B. Non-Federal Aid System:

1. The RPO/MPO may allocate reimbursements for Non-Federal Aid data collection to Public Act 51 agencies according to the resources available to them in the manner that best reflects the priorities of their area and supports the TAMC work.
 2. Coordinate Non-Federal Aid data collection cycles with Public Act 51 agencies with an emphasis on the top 125 agencies.
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3. Ensure all participants of data collection understand procedures for data sharing with TAMC as well as TAMC policy and procedures for collecting Non-Federal Aid data.
4. Participate and perform data collection with Public Act 51 agencies on an as-needed basis for the data collection of Non-Federal Aid roads when requested.

III. Equipment

- A. Ensure rating teams have the necessary tools to complete the federal aid data collection activity by maintaining a laptop compatible with the Laptop Data Collector and Roadsoft programs, a functioning Global Positioning System (GPS) unit, and other required hardware in good working order.
- B. Communicate any equipment needs and purchases with the TAMC Coordinator; laptops are eligible for replacement on a three-year cycle.

IV. Data Submission

- A. Develop and maintain technical capability to manage regional Roadsoft databases and the Laptop Data Collector program; maintain a regional Roadsoft database that is accurate and consistent with local agency data sets.
- B. Coordinate Quality Assurance/Quality Control activities and data submission tasks according to protocols established in TAMC Data Collection Policies for Federal Aid and Non-Federal Aid Roads.
- C. Monitor and report status of data collection efforts to TAMC Asset Management Coordinator through monthly coordinator calls and/or monthly or quarterly program updates that are mailed with invoices.
- D. Provide links on agency websites and reports to the TAMC website, interactive maps and dashboards for the dissemination of roadway data.

V. Asset Management Planning

- A. Participate and attend TAMC-sponsored training and workshops in order to provide technical support for Asset Management Plan development activities.
- B. Provide an annual reporting of the status of Public Act 51 agency Asset Management Plans and keep abreast of the status of these plans for updates and revision.
- C. Provide technical assistance and training funds to Public Act 51 agencies during the development of local Asset Management Plans using TAMC templates when applicable; coordinate these tasks with an emphasis on the Top 125 agencies.

VI. Technical Assistance

- A. Provide technical assistance to local agencies in using the TAMC reporting tools for planned and completed infrastructure investments or any other TAMC Work Program Activity.
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B. Integrate PASER ratings and asset management into project selection criteria:

1. Analyze data and develop road preservation scenarios.
2. Analyze performance of implemented projects.

Required Products

- I. PASER data for Federal Aid System submitted to TAMC via the IRT.
- II. PASER data for Non-Federal Aid System submitted to TAMC via the IRT.
- III. Quarterly or monthly activities reports submitted with invoices to TAMC Coordinator.
- IV. Create an Annual Report of Asset Management program activities as well as a summary of annual PASER condition data by local agency, functional classification, and Public Act 51 Legal System; provide links to the Regional Annual Report on agency website and submit copies to TAMC Coordinator by April 1 of each year.
- V. Prepare a draft status report of Public Act 51 agency Asset Management activities and plans within MPO/RPO boundary by September 30 of each year.
The Michigan Transportation Asset Management Council approved this language on June 6, 2018.

Budget: \$55,000 (MTF)

APPENDIX A: SOUTHCENTRAL MICHIGAN PLANNING COUNCIL BOARD

Branch County:

Randall Hazelbaker, Vice Chair

Vacancy

Calhoun County:

Jen Bomba, Secretary

Steve Frisbie

Art Kale

Kalamazoo County:

Vince Carahaly, Chair

Christine Morse

Mark Reynolds, Treasurer

Vacancy

St Joseph County:

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APPENDIX B: SOUTHCENTRAL MICHIGAN PLANNING COUNCIL STAFF AND CONTACT INFORMATION

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APPENDIX C: KALAMAZOO AREA TRANSPORTATION STUDY STAFF AND CONTACT INFORMATION

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