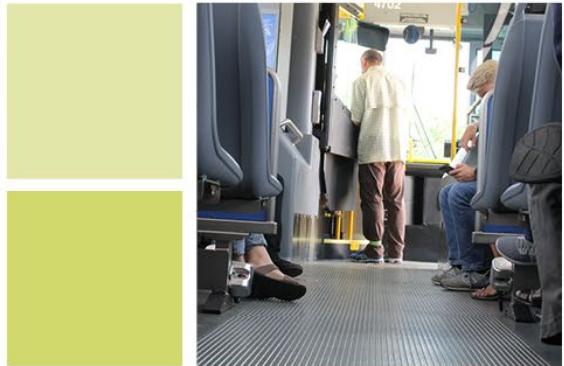


# Peer Cities Transit Report

## September 2018



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# Executive Summary

## History

This report serves as a benchmark for our regional transit system and how it compares to peer transit systems in terms of funding, ridership, service area and density. The majority of data was collected from the National Transit Database, the 5-year American Community Survey and a custom survey sent to the transit providers included in the report. It strives to provide insight into the factors that affect transit agencies around the country.

The Peer Cities Transit Research Report was created in 2011 by the Mid-America Regional Council (MARC) to support work by Johnson County’s Transit Funding Task Force (START) committee, as well as aid in ongoing discussions regarding the development of a strategy for regional transit investment in Kansas City. The report was updated in 2014 to serve as a resource for MARC’s transit committees.

## Significant Findings

### Funding

#### State and Local Spending Per Capita

Kansas City transit agencies spent \$50.15 per capita in state and local operating funds in 2016, ranking 12th out of 15 urbanized areas (UZAs). This falls below both

peer and aspirational agency averages in this measure. Population of the urbanized area was used to calculate the Kansas City UZA’s combined state and local per capita rate.

- The average combined state and local per capita funding for peer UZAs, including Kansas City, is \$62.74.
- The average combined state and local per capita funding for aspirational UZAs is \$126.12.
- Many UZAs receive the majority of their operating funding from local sources. The Minneapolis-St. Paul, Pittsburgh and Milwaukee UZAs all receive most of their operating funding from their respective states.

## PEER & ASPIRATIONAL REGIONS

**Peer transit agency** – a transit agency similar in size and landlocked geography to Kansas City’s primary transit agency, KCATA. These agencies are color-coded in green throughout the report.

Primary transit agency	Urbanized area
Capital Metro Transportation Authority (CapMetro)	Austin
Charlotte Area Transit System (CATS)	Charlotte
Southwest Ohio Regional Transit Authority (SORTA)	Cincinnati
Central Ohio Transit Authority (COTA)	Columbus
Indianapolis Public Transportation Corporation (IndyGo)	Indianapolis
Transit Authority of River City (TARC)	Louisville
Memphis Area Transit Authority (MATA)	Memphis
Milwaukee County Transit System (MCTS)	Milwaukee
Nashville Metropolitan Transit Authority (MTA)	Nashville
Metro Transit/Bi-State Development (Metro)	St. Louis

**Aspirational transit agency** – an agency that generates the degree of ridership, funding and transit-supportive culture that the Kansas City area would like to see in the future. These agencies are color-coded in blue throughout the report.

Primary transit agency	Urbanized area
Metropolitan Atlanta Rapid Transit Authority (MARTA)	Atlanta
Regional Transportation District (RTD)	Denver
Metro Transit	Minneapolis-St. Paul
Port Authority of Allegheny County (Port Authority)	Pittsburgh

**Home transit agency** – color-coded in red throughout the report.

Kansas City Area Transit Authority (KCATA)	Kansas City
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## State Operating Funding

In 2016, the Kansas City UZA received \$2.5 million in state operating funding, ranking 10th out of 15 peer and aspirational UZAs. Kansas spent \$1.9 million of this total, while Missouri spent \$610,000. Kansas City's total state operating funding is well below the peer and aspirational UZA average of \$49.4 million. Minneapolis, Pittsburgh and Milwaukee significantly drove up this average, with state operating funding levels at or above \$80.6 million.

## Transit Funding in the Kansas City Metro Area

Transit funding varies widely within the Kansas City region. In 2016, the contributing jurisdictions in the Kansas City region averaged \$25.97 per capita on transit services. Locally, Kansas City, Missouri, had the highest contribution with \$114.31 in local investment per capita. North Kansas City, Missouri, contributed \$98.63 in local investment per capita, while Kansas City, Kansas, rounded out the top three with \$30.99 in local investment per capita. The top three cities are unchanged from the previous version of this report. These top-ranking municipalities averaged more local per capita contributions than both peer and aspirational agencies, while jurisdictions totaling over 49 percent of the metro's population (Independence, Lee's Summit and Johnson County) fell significantly below the regional average.

## Sales Taxes

Sales taxes are a common local funding method used by several large primary transit agencies. Two sales taxes totaling  $\frac{7}{8}$  cent from the City of Kansas City, Missouri partially fund the KCATA. Among primary agencies, this municipality-based transit tax structure is most similar to the City of Cincinnati, where SORTA receives a 0.3 percent, or \$53,500,000, in income taxes. Other models for sales taxation from peer and aspirational transit agencies are based on a combination of city and county sales taxes or service area sales taxes, including:

- Austin: 1 percent sales tax on service area members.
- Columbus, Ohio:  $\frac{1}{4}$  percent sales and use tax on voters in the COTA service area.
- St. Louis: one-cent total sales tax in the City of St. Louis, Missouri, and  $1\frac{1}{4}$ -cent sales tax in St. Louis County, Missouri.
- Atlanta:  $1\frac{1}{2}$  percent in the City of Atlanta, Georgia, and 1 percent in Fulton, Clayton and DeKalb Counties in Georgia.
- Denver: 1 percent sales and use tax in the regional transportation district.

## Fare Comparison

KCATA (and the RideKC system as a whole) charges the second-lowest fare rate of any primary transit agency. Only CapMetro in Austin charges less at \$1.25.

## Fare Revenues

Across all modes, KCATA generated the second-lowest fare revenues, \$10.8 million, and the second-lowest farebox recovery ratio, 12 percent, of any primary transit agency in 2016. Only Austin had a lower farebox recovery ratio.

## Service

### Service Area Density

KCATA ranks 12th out of 15 peer cities in service area density at 1,730 persons per square mile. Rank in service area density did not correspond closely with rank in ridership.

- Milwaukee has the highest service area density out of all primary agencies, at 4,041 persons per square mile. It also ranks highly in terms of ridership (40.7 million trips), operating expense per bus trip (\$3.32) and trips per revenue hour (30.4). The Milwaukee UZA has a public transit ridership to work rate of 4.1 percent. (The Kansas City UZA has a rate of 1.3 percent.)
- Denver has the lowest service area density out of all primary agencies — 1,247 persons per square mile — yet experienced the second-highest ridership at 103.3 million trips. The Denver UZA has a 4.5 percent public transit ridership to work rate.

### Level of Service

Out of all 15 primary transit agencies in 2016, KCATA had the 12<sup>th</sup> in most vehicle revenue hours with 790,000 hours, and the 11<sup>th</sup> in most vehicle revenue miles at 11.6 million miles.

### Branding

Of the UZAs compared, the Kansas City UZA is currently the only one to unify its regional transit agencies under one brand — RideKC. However, in May of 2018, the Georgia state government created the Atlanta-region Transit Link Authority (The ATL) to bring the metro area transit under one branding and governing body. The branding will begin to take effect in 2019.

### Survey Results

A survey of our peer and aspirational transit agencies indicated that they consider Sound Transit in Seattle, Tri-Met in Portland and RTD in Denver as exemplary transit systems. In addition, no agencies had established a formal agreement with a ride-hailing service provider, such as Uber or Lyft.

### Performance

#### Performance Measures

Primary transit agencies were ranked on two performance measures, applied across all of an agency's modes:

- KCATA ranked 7<sup>th</sup> out of 11 peer agencies and 11<sup>th</sup> out of all primary agencies in terms of operating expense per passenger trip at \$6.60.
- KCATA ranked 5<sup>th</sup> out of 11 peer agencies and 9<sup>th</sup> out of all primary agencies in terms of unlinked passenger trips per vehicle revenue hour at 18.0.

### Ridership

In 2016, KCATA delivered the seventh-highest transit system ridership out of 11 peer primary agencies, and 11<sup>th</sup> out of all 15 agencies. Annual ridership is the number of passengers who board public transportation vehicles every year. Passengers are counted each time they board a vehicle, no matter how many vehicles they use to travel from their origin to their destination.

### Ridership to Work

The Kansas City UZA tied with the Memphis UZA for the second-lowest transit ridership-to-work rate at 1.3 percent. Out of the included UZAs, the Pittsburgh UZA had the highest ridership-to-work rate at 7 percent.



## Introduction

In the following sections, this report will make three levels of transit provider comparisons. First, in [Local Overview and Analysis](#), local Kansas City area providers will be featured. In [UZA Overview and Analysis](#), groups of transit providers will be compared at the UZA level. In [Primary Transit Agency Overview and Analysis](#), transit agencies that provide the most service to their UZA (deemed “primary” agencies) will be compared to each other in more detail. Comparisons between local Kansas City area agencies, UZAs, or primary agencies deal first with funding sources and funds expended from different levels of government. Next, the entities in each section are compared by service characteristics, such as ridership and miles and hours of service provided. The last common category are two performance measures — commonly used in the National Transit Database — that MARC staff selected to serve as benchmarks of comparison. [Peer Cities Transit Survey Analysis](#) summarizes the results of a survey distributed to the primary agencies. [Appendix A](#) lists a glossary of terms and [Appendix B](#) provides the transcribed responses to the survey.

## Primary Transit Agencies and Urbanized Areas

The urbanized areas included in this report are from the 2010 Decennial Census. All transit providers that the NTD lists as being part of the urbanized area are included. A primary agency, as defined by this report, is the transit agency that provides the majority of service in its UZA. Primary transit agencies are further designated as “peer” or “aspirational” agencies for the MARC region. Peer agencies were chosen for their similarity in agency size and land-locked geography. The aspirational agencies, also landlocked, generate the degree of ridership, funding and transit-supportive culture that the Kansas City area would like to achieve in the future. MARC staff and MARC’s Regional Transit Coordinating Council Technical Team chose the agencies. The Technical Team includes representatives from the City of Kansas City, Missouri; the Kansas City Area Transportation Authority; IndeBus; Johnson County, Kansas; United Government transit; and the Kansas City Streetcar Authority.

The selected UZAs are listed below with their primary agencies listed in bold type. Peer primary agencies are bolded in green, and aspirational primary agencies are bolded in blue. The Kansas City UZA’s primary agency, KCATA, is bolded in red. Specific locations of all agencies are also identified.

### Kansas City Region

- **Kansas City, MO-KS**
  - **Kansas City Area Transportation Authority (KCATA), Kansas City, MO**
  - United Government Transit (UGT), Kansas City, KS
  - Johnson County Transit, Johnson County, KS
  - IndeBus, Independence, MO

### Peer Regions

- **Austin, TX**
  - **Capital Metro Transportation Authority (CapMetro), Austin, TX**
  - City of Round Rock, TX
- **Charlotte, NC-SC**
  - **Charlotte Area Transit System (CATS), Charlotte, NC**
  - Mecklenburg County Department of Social Services, Mecklenburg County, NC
  - Union County Transportation, Union County, NC
  - Lancaster County Council on Aging, Lancaster County, SC

- **Cincinnati, OH-KY-IN**
  - **Southwest Ohio Regional Transit Authority (SORTA), Cincinnati, OH**
  - Transit Authority of Northern Kentucky (TANK), Boone, Campbell, and Kenton Counties, KY, Fort Wright, KY
  - Clermont Transportation Connection, Clermont County, OH
  - Butler County Regional Transit Authority, Butler County, OH
  - Warren County Transit Services, Warren County, OH
- **Columbus, OH**
  - **Central Ohio Transit Authority (COTA), Columbus, OH**
  - Mid-Ohio Regional Planning Commission, Columbus, OH
  - Delaware County Transit Board, Delaware County, OH
- **Indianapolis, IN**
  - **Indianapolis Public Transportation Corporation (IndyGo), Indianapolis, IN**
  - Central Indiana Regional Transportation Authority (CIRTA), Indianapolis, IN
  - Hancock Area Rural Transit, Hancock County, IN
- **Louisville/Jefferson County, KY-IN**
  - **Transit Authority of River City (TARC) – Louisville, KY**
  - Kentuckiana Regional Planning and Development Agency (KIPDA), Louisville, KY
  - Oldham’s Public Bus, LaGrange, KY
- **Memphis, TN-MS-AR**
  - **Memphis Area Transit Authority (MATA), Memphis, TN**
  - Shelby County Government, Shelby County, TN
- **Milwaukee, WI**
  - **Milwaukee County Transit System (MCTS), Milwaukee, WI**
  - Ozaukee County Transit Services, Ozaukee County, WI
  - City of Waukesha Transit Commission, Waukesha, WI
  - Kenosha Transit, Kenosha, WI
  - Washington County Transit, Washington County, WI
- **Nashville-Davidson, TN**
  - **Nashville Metropolitan Transit Authority (MTA), Nashville, TN**
  - Regional Transportation Authority (RTA), based in Nashville, TN
  - Franklin Transit Authority, Franklin, TN
  - Transportation Management Association (TMA) Group, Franklin, TN
- **St. Louis, MO-IL**
  - **Metro Transit/Bi-State Development (Metro), St. Louis, MO**
  - Madison County Transit District, Madison County, IL

### Aspirational Regions

- **Atlanta, GA**
  - **Metropolitan Atlanta Rapid Transit Authority (MARTA), Atlanta, GA**
  - Georgia Regional Transportation Authority (GRTA), based in Atlanta, GA
  - Gwinnet County Board of Commissioners (Gwinnett County Transit), Gwinnett County, GA
  - Cobb County Department of Transportation (CobbLinc), Cobb County, GA
  - Cherokee County Board of Commissioners (Cherokee County Transportation System), Cherokee County, GA

- Henry County Transit, Henry County, GA
- Enterprise Rideshare, based in Atlanta, GA
- vRide, Inc., based in Atlanta, GA
- Douglas County Rideshare, Douglas County, GA
- Center for Pan-Asian Community Services (CPACS), Clarkston, GA
- City of Atlanta Transit (Atlanta Streetcar), Atlanta, GA
- **Denver-Aurora, CO**
  - **Regional Transportation District (RTD), Denver, CO**
  - vRide, Inc., Denver, CO
- **Minneapolis-St. Paul, MN-WI**
  - **Metro Transit, Minneapolis, MN**
  - Minnesota Valley Transit Authority (MVTA), Bursville, MN
  - Metro Mobility (Metropolitan Council), St. Paul, MN
  - Metropolitan Council (Transit Link), St. Paul, MN
  - City of Plymouth (Plymouth Metrolink), Plymouth, MN
  - City of Maple Grove (Maple Grove Transit), Maple Grove, MN
  - SouthWest Transit, based in Eden Prairie, MN
  - University of Minnesota Transit, Minneapolis, MN
- **Pittsburgh, PA**
  - **Port Authority of Allegheny County (Port Authority), Pittsburgh, PA**
  - Beaver County Transit Authority, Beaver County, PA
  - Airport Corridor Transportation Association (RideACTA), Pittsburgh, PA
  - Washington County Transportation Authority, Washington County, PA
  - Southwestern Pennsylvania Commission, Pittsburgh, PA
  - Westmoreland County Transit Authority, Westmoreland County, PA



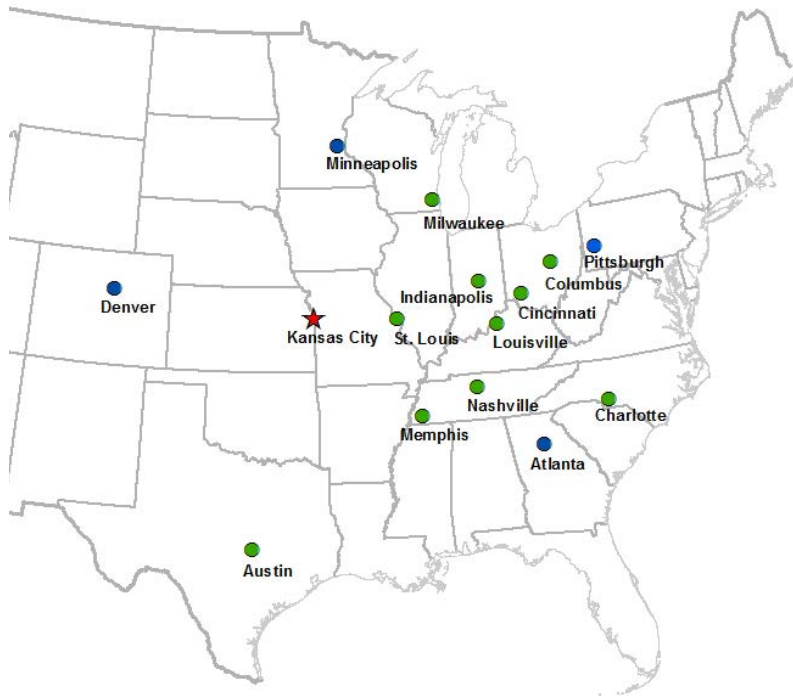


Figure 1. Map of Kansas City and Peer Regions

## Sources Overview

### National Transit Database

The National Transit Database (NTD) is a uniform reporting system containing information and statistics on transit systems in the United States. Congress established the NTD to help meet the needs of individual public transportation systems, the United States government, state and local governments and the public. Statute requires that recipients or beneficiaries of grants from the Federal Transit Administration (FTA) submit data to the NTD. Currently, more than 850 transit agencies in UZAs report to the NTD. The NTD is the most frequently cited source of data for this report.

### American Community Survey

The United States Census Bureau defines the American Community Survey (ACS) as an ongoing survey that provides vital information on a yearly basis about our nation and its people. This report uses ACS travel-to-work characteristics for the Kansas City area, as well as population and public transit ridership-to-work estimates for the selected urbanized areas. For UZA-level data, the ACS's 2016 5-year estimates were used.

### Peer Transit Agencies Survey

MARC staff distributed a survey that asked questions about practices in administration, planning, services and funding to the 18 transit agencies discussed in this report (four aspirational primary agencies, 10 peer primary agencies, and the four local Kansas City UZA agencies). Fourteen agencies responded to this survey. Analysis of these responses can be found in the [Peer Transit Agencies Survey Analysis](#) section of this report. Transcripts of responses in their entirety are located in [Appendix B](#).

## Local Overview and Analysis

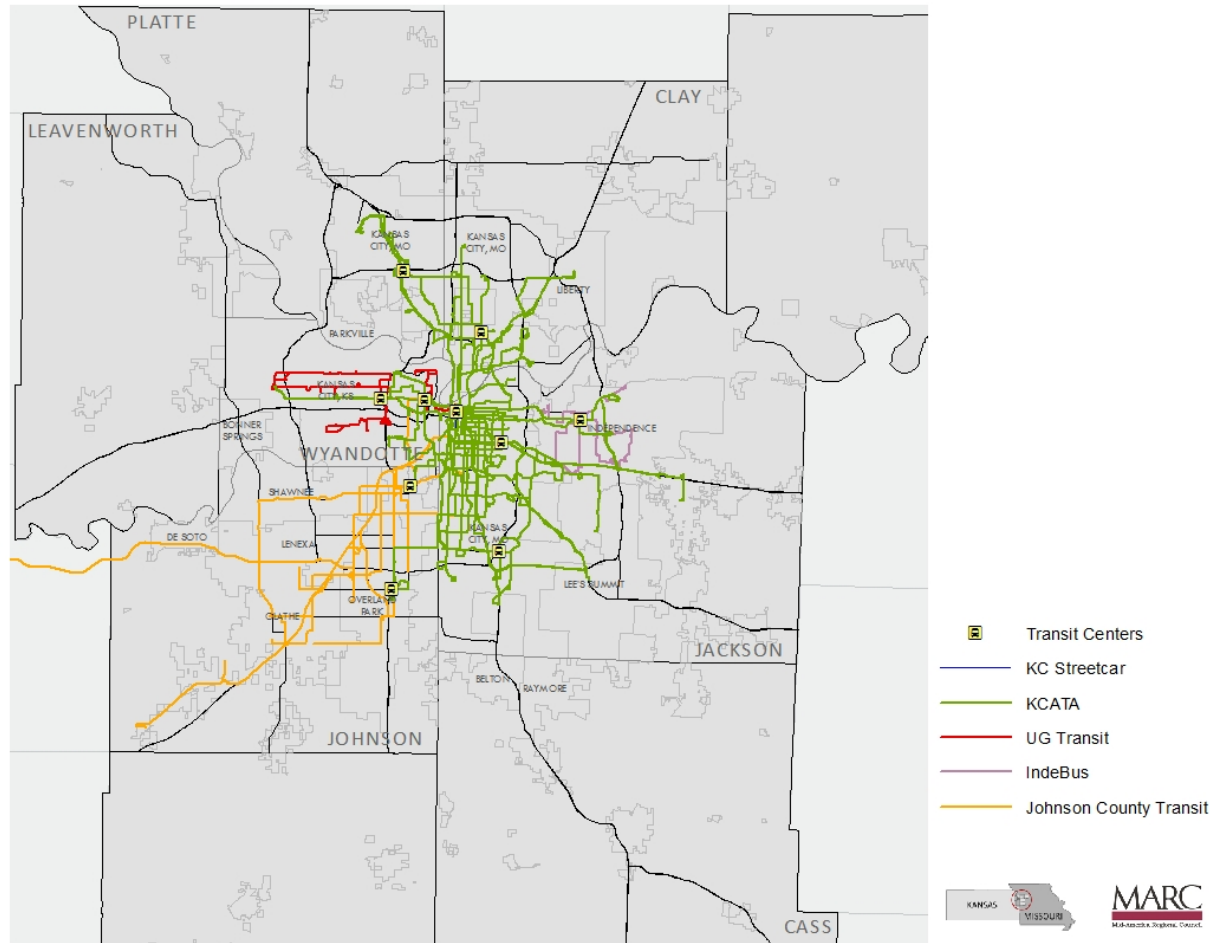


Figure 2. Map of Kansas City Region Transit Routes

### Introduction

The five public transit agencies in the Kansas City metropolitan area — Kansas City Area Transportation Authority (KCATA), Kansas City Streetcar Authority (KC Streetcar), Unified Government Transit (UGT), Johnson County Transit, and the City of Independence (IndeBus) — are collected under the RideKC brand. This branding, adopted by the KCATA Board of Commissioners in 2015, serves as a unifying approach to transit across the bistate region. This report does not look at RideKC as a single entity (as no other region has a similar association at the time of writing), but rather the individual transit agencies that are part of it. The funding, service and performance characteristics of these agencies and the travel-to-work characteristics of the Kansas City area are detailed below.

## Local Agency Profiles

### Kansas City Area Transportation Authority (KCATA)



KCATA is a bistate regional transportation authority created by a compact between Kansas and Missouri in 1965. The compact gives KCATA responsibility for planning, construction, owning and operating passenger transportation systems and facilities within the seven Kansas City metropolitan counties of Cass, Clay, Jackson and Platte in Missouri, and Johnson, Leavenworth and Wyandotte counties in Kansas. A 10-member board governs KCATA with five representatives each from Missouri and Kansas. As of 2016, KCATA operates 221 vehicles, including 168 fixed-route buses on 65 service routes, and 11 buses for its two MAX bus rapid transit lines— Main Street Orange Line (opened in 2005) and Troost Avenue Green Line (opened in 2011). These lines were later rebranded to Main Metro Area Express (MAX) and Troost MAX respectively. KCATA also operates 18 park and ride lots, five of which function dually as transit centers.

KCATA's primary revenue sources are two sales taxes levied within the city of Kansas City, Missouri. The Kansas City, Missouri sales taxes are comprised of a ½-cent general transportation sales tax (established in 1971) and a ⅜-cent KCATA sales tax (established in 2004.) In FY 2017, sales tax revenues totaled \$59.8 million. The general transportation sales tax was renewed by the Missouri Legislature in 2015, while the sales tax was renewed by voters in 2014. Secondary funding sources include federal and state contributions. In 2016, transit expenditures totaled \$94.5 million, with \$66.4 million stemming from local sources. Notably, the FTA granted KCATA \$29 million to help pay for the addition of a new bus rapid transit line, Prospect MAX, set to begin service in October of 2019.

### Kansas City Streetcar Authority (KC Streetcar)



The Kansas City Streetcar Authority (KC Streetcar) is a nonprofit corporation committed to managing and operating the publicly owned modern streetcar system in Kansas City, Missouri. The newest addition to the RideKC family, the KC Streetcar formally began operations in 2016 after two years of construction. With more than 2 miles of track and 16 platform stops, the KC Streetcar connects all of Kansas City's downtown neighborhoods from the River Market to the Union Station and Crown Center

areas. Four streetcars operate along this Main Street corridor, which is within a Transportation Development District (TDD). The KC Streetcar, which has been fare-free since its inception, is funded by federal and city general funds, as well as a 1 percent sales tax and special assessment on real estate and surface pay parking lots in the TDD. Five months after operations began, the KC Streetcar logged its one-millionth ride—a significant milestone. The Kansas City Streetcar Authority has proposed two route extensions—one going north to Berkley Riverfront, and one going south to the University of Missouri-Kansas City. In June of 2018, voters approved a new 30-year 1-cent sales tax to help fund this 3.7-mile southern extension, with services expected to begin in 2023.

## Unified Government Transit (UGT)



The original transit service in Wyandotte County operated as a private venture through the 1960s. It was absorbed by KCATA in 1972. In 1981, Wyandotte County started its own transit service, separate from services provided by the city of Kansas City, Kansas. In 1997, the city and county governments were consolidated to create the Unified Government of Wyandotte County/Kansas City, Kansas. The city and county transit departments merged into one transportation unit — Unified Government Transit (UGT) — and continue to provide transit services for local connecting routes. In coordination with KCATA, UGT provides nine local bus routes and one transit center in Kansas City, Kansas. UGT is primarily funded by local sources. Notably, in early 2018, Unified Government of Wyandotte County/Kansas City, Kansas announced a partnership with KCATA to deliver RideKC Freedom On-Demand, a 24/7 on-demand service for both ADA and nonADA customers. In 2016, UGT expended \$4.2 million in operating funds, \$3.3 million of which came from local sources.

## Johnson County Transit



Johnson County Transit, originally named “Commuteride,” has been providing public transportation services to much of Johnson County, Kansas, since 1982. In 1986, Commuteride rebranded as “The JO,” and operated under this name until KCATA assumed operations in 2015. Johnson County Transit currently operates 15 routes during weekday peak morning and afternoon hours that primarily consist of commuter express service to major employment and activity centers, including downtown Kansas City. Services have also been extended to Lawrence, Kansas, after a 2007 collaboration with Lawrence

Transit and the University of Kansas. This 40-mile, weekday route connects Johnson County Community College and its surrounding area with the University of Kansas. Johnson County Transit also operates 15 park and ride lots, two of which are listed as transit centers on the RideKC website. In 2016, \$5 million of Johnson County Transit's expended operating funds came from local sources. This is over half of the agency's \$9.3 million in operating funds that were expended in 2016.

## IndeBus



IndeBus transit service, which began operations in 2011, offers fixed route and paratransit services Monday through Saturday within the city limits of Independence, Missouri. As of 2015, IndeBus was brought under KCATA's management to operate a current fleet of five buses along six routes. Primarily designed to provide circulation throughout Independence as well as connections to KCATA commuter routes servicing downtown Kansas City, Missouri, IndeBus offers IndeAccess+, a senior para transportation service, to persons over the age of 60 during the same hours as its fixed route operations. IndeBus also operates the Independence Transit Center, the hub for all of its routes, and one point of connection to other metro area lines. In 2016, \$1.3 million, or 65 percent of its expended operating funds, came from local sources. The State of Missouri contributed \$319,000. In total, IndeBus expended \$2 million in transit funds.

## Funding

### Local Investment Levels

The following tables and graphs illustrate the degree of funding for transit that comes from the Kansas City region. The first graph shows the percentage of population of municipalities that contribute to regional transit efforts, while the second graph illustrates aggregated investment percentages by each of these contributing jurisdictions. Thirdly, a table lists local municipalities' contractually obligated contributions to local transit services. KCATA provided MARC staff with the data below.

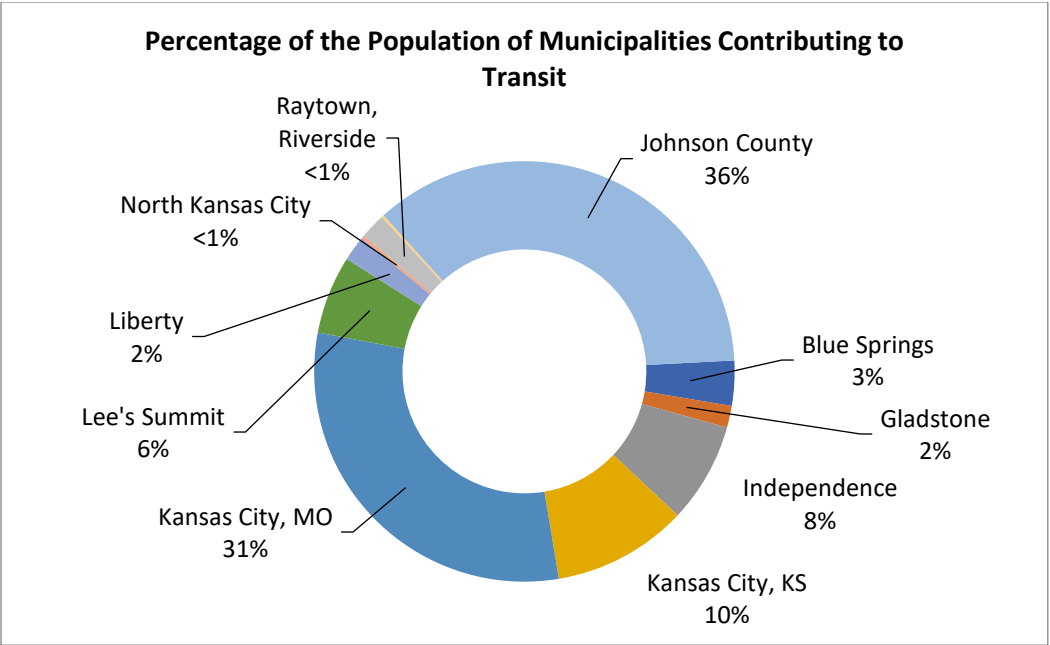


Figure 3. Source: KCATA

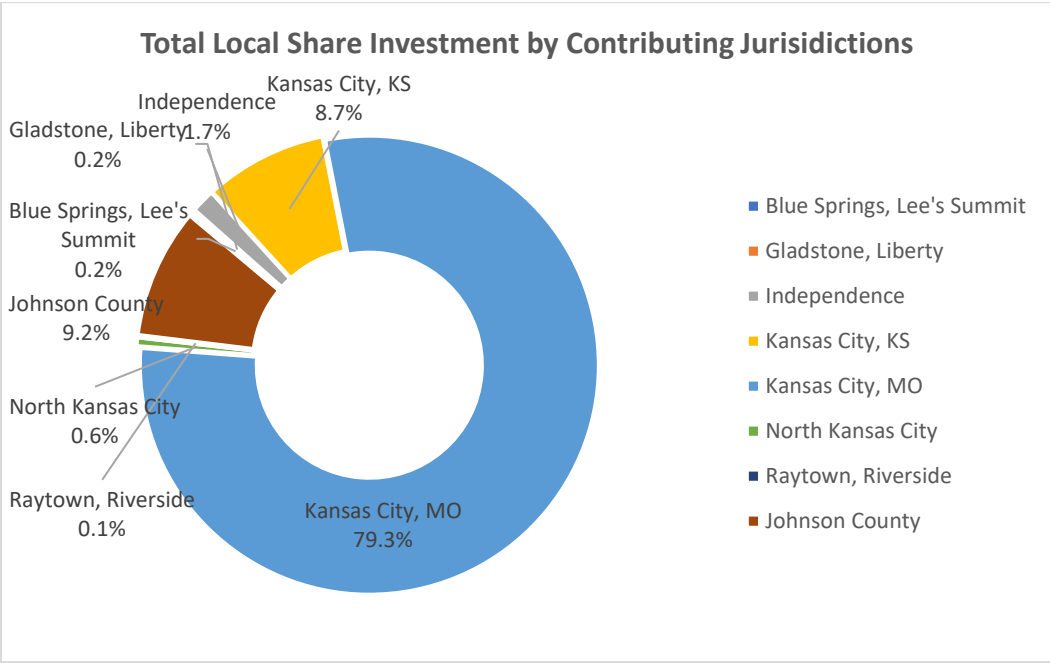


Figure 4. Source: KCATA and 2016 NTD



Local Share of Transit Funding			
Local Municipalities	Local Share (KCATA)	Local Share (Other)	Total Local Share
Blue Springs	\$50,000		\$50,000.00
Gladstone	\$96,638		\$96,638.00
Independence	\$136,460	\$1,000,000.00	\$1,136,460.00
Kansas City, KS	\$4,333,820	\$1,468,000.00	\$5,801,820.00
Kansas City, MO	\$53,073,901		\$53,073,901.00
Lee's Summit	\$95,932		\$95,932.00
Liberty	\$48,232		\$48,232.00
North Kansas City	\$415,042		\$415,042.00
Raytown	\$58,418		\$58,418.00
Riverside	\$15,828		\$15,828.00
Johnson County		\$6,143,513.00	\$6,143,513.00
<b>Totals</b>	<b>\$58,324,271.00</b>	<b>\$8,611,513.00</b>	<b>\$65,834,277.00</b>

Table 1. Source: KCATA

\*Note: All figures above are reported from KCATA for FY 2017, with the exception of Johnson County, whose data was sourced from the 2016 NTD.

### Local Per Capita Investment

Transit investment per capita is a useful measure when comparing the Kansas City region to peer and aspirational regions from around the country. Further exploration of these comparisons can be found in section IV under UZA rankings. The figure below shows local transit per capita investment using each jurisdiction's designated 2010 Census population. Data was utilized from the 2017 fiscal year for all jurisdictions except Johnson County, whose figures were gathered from the 2016 NTD. On average, the Kansas City region invests \$25.25 per capita on transit services. Of the 11 local jurisdictions listed, Blue Springs invests the least (\$0.95), and Kansas City, Missouri, North Kansas City, Missouri, and Kansas City, Kansas round out the top three highest investors with \$114.31, \$98.63, and \$30.99 respectively per capita. Generally, greater spending per capita is correlated with the availability of local funds and their allocation specifically for transit service. Accordingly, Kansas City, Missouri, the only jurisdiction in the region to contribute dedicated funding (sales tax) for transit, also invests the most per capita in the region.

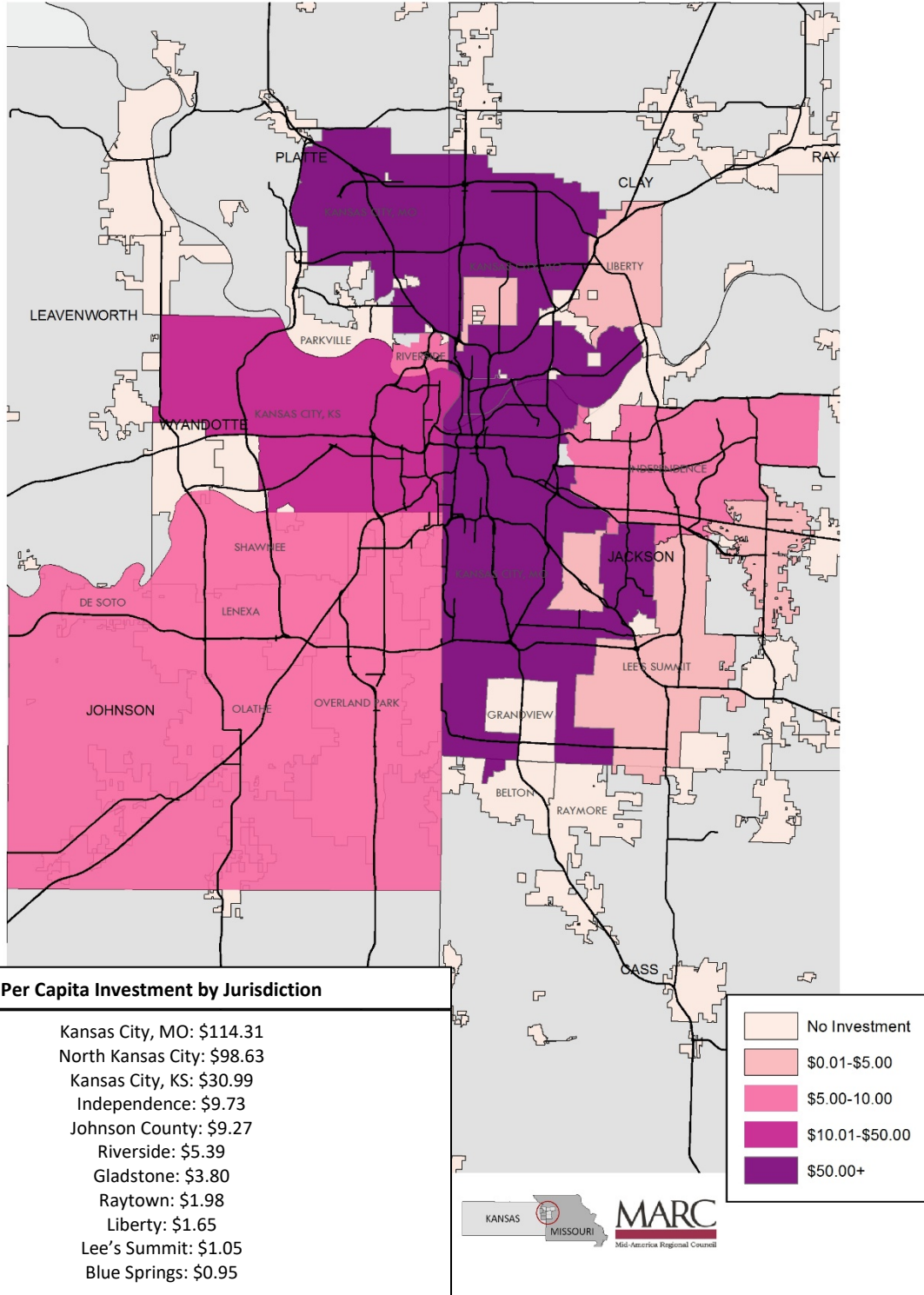


Figure 5. Map of Per Capita Investment by Jurisdiction. Source: KCATA

## Funding Sources

The tables below display the financial information for KCATA, UGT, Johnson County Transit and IndeBus. This includes funds from local, state and federal sources.

In 2016, just over one-half of Johnson County Transit's and two-thirds of the remaining agencies' expended operating funds were derived from local sources. All other sources, including federal funds and fare revenues, made up the remaining one-half and one-third, respectively, of the dollars devoted to transit. Currently, the only dedicated sources of local transit funding in the Kansas City region are two sales taxes levied in Kansas City, Missouri.

During 2016, the combined operating funds expended for the region totaled \$110.16 million, with KCATA accounting for \$94.48 million (85.9 percent); UGT, \$4.22 million (3.8 percent); Johnson County Transit, \$9.33 million (8.5 percent); and IndeBus, \$1.99 million (1.8 percent). The total capital funds expended for the region equaled \$7.97 million, with KCATA accounting for \$5.25 million (65.9 percent); UGT, \$44,278 (0.6 percent); Johnson County Transit, \$2.67 million (33.5 percent); and IndeBus, none.

Local and State Revenues Earned for Kansas City Region Transit Agencies				
Agency	Body	Type	Amount	Source
KCATA	City of Kansas City, Missouri	¾ Cent Sales Tax	\$29,291,693	2017 KCATA Budget
		½ Cent Sales Tax	\$30,519,856	
		Capital Charges	\$3,712,973	
	Missouri Department of Transportation	State Transit Assistance	\$591,932	
UGT	Unified Government of Wyandotte County and Kansas City, KS	City General Fund	\$5,622,780	2018 Budget numbers from Justus Welker, Director of Unified Government Transit
		County Aging Fund	\$1,441,842	
		KDOT Grant	\$841,633	
Johnson County Transit	Johnson County, Kansas	Interfund Transfer	\$6,313,695	2016 Actual Budget in Johnson County 2018 Adopted Budget, p. N-35
		Miscellaneous	\$120,000	
	Kansas Department of Transportation	Kansas Operating Grant	\$1,191,309	Email from Charles M. Letcher, Director of Finance, KCATA
		5311 Grant (State Portion)	\$9,359	
IndeBus	City of Independence	General Fund FY 2016-17 Actual	\$1,732,970	Independence, Missouri, Submitted Budget, Fiscal Year 2018-2019, p. 10
		Grants Fund FY 2016-17 Actual	\$239,471	
	Missouri Department of Transportation	State Transit Assistance	\$18,523 (2015)	State Transit Operating Assistance 2015 (MoDOT)

Table 2.

<b>Kansas City Metropolitan Area Transit Funds Expended (2016 NTD)</b>										
	KCATA		UGT		Johnson County		IndeBus		RideKC (Regional)	
Fare Revenues Earned	\$10,817,125		\$141,129		\$1,246,353		\$189,603		\$12,394,210	
<b>Operating Funds Expended</b>										
Fare	\$10,817,125	11.4%	\$141,129	3.3%	\$1,246,353	13.4%	\$189,603	9.5%	\$12,394,210	11.3%
Local	\$66,366,431	70.2%	\$3,255,132	77.2%	\$5,042,006	54.0%	\$1,302,382	65.4%	\$75,965,951	69.0%
State	\$290,938	0.3%	\$822,688	19.5%	\$1,101,447	11.8%	\$319,284	16.0%	\$2,534,357	2.3%
Federal	\$13,121,875	13.9%	\$0	0.0%	\$1,886,932	20.2%	\$152,188	7.6%	\$15,160,995	13.8%
Other	\$3,880,152	4.1%	\$0	0.0%	\$51,966	0.6%	\$28,365	1.4%	\$3,960,483	3.6%
Total	\$94,476,521	100.0%	\$4,218,949	100.0%	\$9,328,704	100.0%	\$1,991,822	100.0%	\$110,015,996	100.0%
<b>Capital Funds Expended</b>										
Local	\$1,050,243	20.0%	\$14,950	33.8%	\$1,215,894	45.5%	\$0	0.0%	\$2,281,087	28.6%
State	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Federal	\$4,200,971	80.0%	\$29,328	66.2%	\$1,457,817	54.5%	\$0	0.0%	\$5,688,116	71.4%
Other	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Total	\$5,251,214	100.0%	\$44,278	100.0%	\$2,673,711	100.0%	\$0	0.0%	\$7,969,203	100.0%
<b>Service Area Statistics</b>										
Square Miles	456		678		140		78		1,352	
Population	788,748		155,085		399,037		116,830		1,459,700	
Density Per Square Mile	1,730		229		2,850		1,498		1,080	
Ridership Per Capita	18		1		1		3		10	
Fare Revenues Per Capita	\$13.71		\$0.91		\$3.12		\$1.62		\$8.49	
Total Operating Funds Per Capita	\$119.78		\$27.20		\$23.38		\$17.05		\$75.37	

Table 3.

## Regional Transit Agency Operating Funds Expended by Funding Source (2016 NTD)

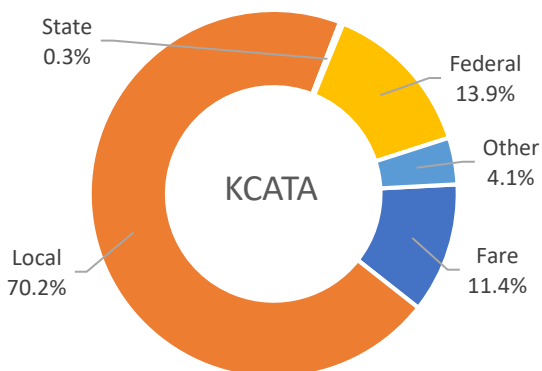


Figure 6.

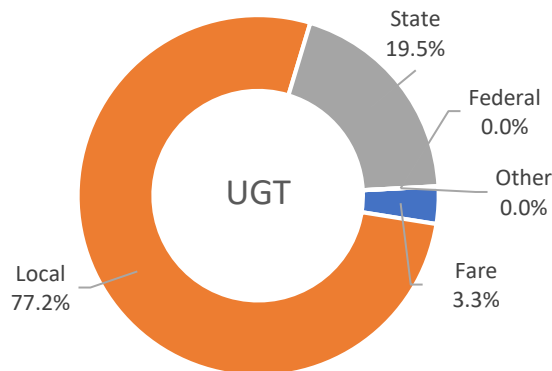


Figure 7.

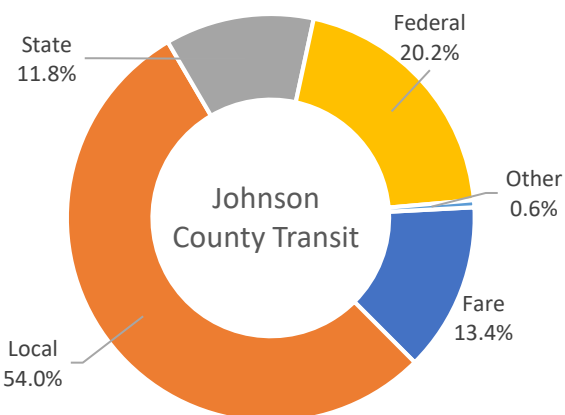


Figure 8.

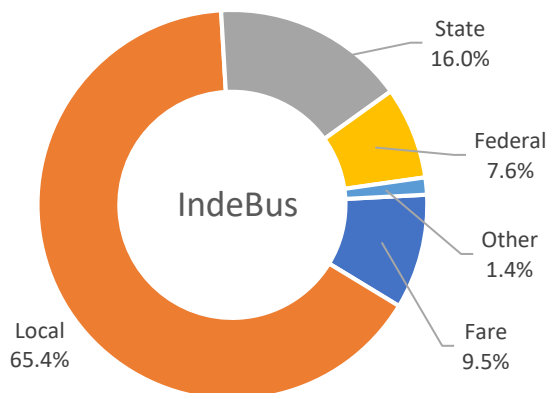


Figure 9.

### Fare Revenues

In 2016, the Kansas City region collected \$12.4 million in fare revenues, with KCATA earning \$10.8 million in fare revenues; Johnson County Transit earning \$1.2 million; IndeBus earning \$190,000; and UGT earning \$141,000. When comparing 2016 figures to 2012 numbers found in MARC's previous Peer Cities Report, regional fare revenues have decreased from \$14.1 million to \$12.4 million—a change of 12 percent. Between 2003 and 2013, regional fare revenues were on an upward trend. Peaking in 2013, fare revenues have since declined by almost 14 percent between 2013 and 2016—a parallel to decreasing ridership levels. The figure below depicts annual fare revenues earned between 2000 and 2016 for the entire Kansas City region, as well as aggregated fare revenue amounts for RideKC branded transit agencies with available data.

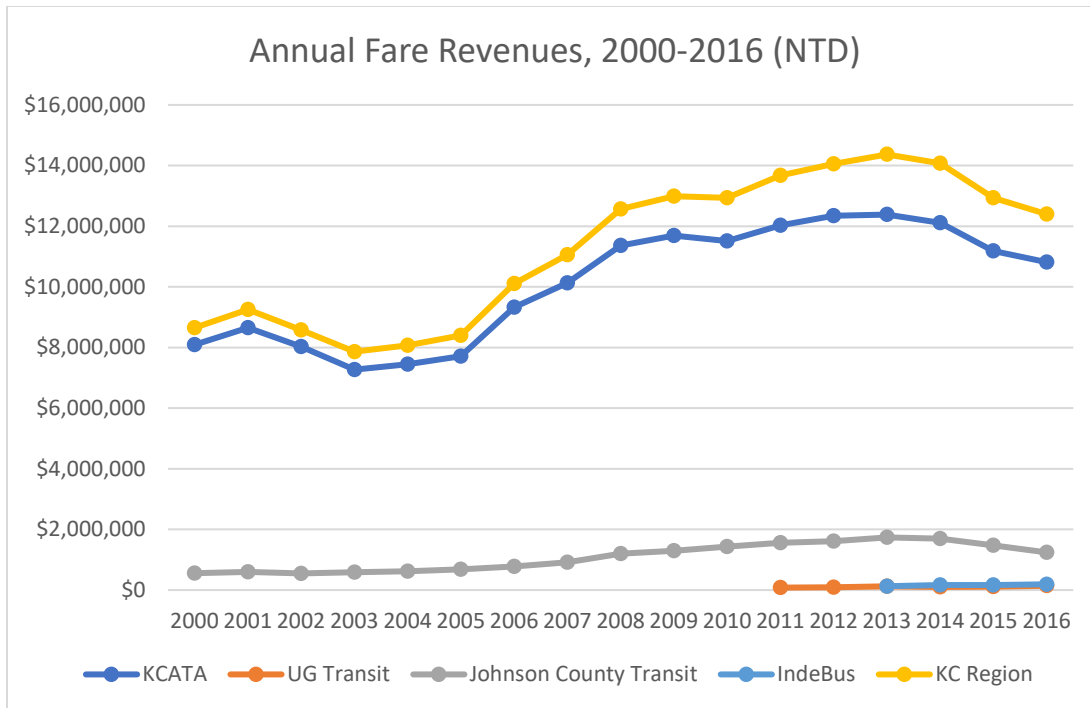


Figure 10.

## Local Agency Service Characteristics

The following charts and graphs show travel-to-work characteristics, annual ridership data, vehicle revenue miles (VRM) and vehicle revenue hours (VRH) data for the entire Kansas City metropolitan area and for jurisdictions served by RideKC transit operators. Data for this section was sourced from ACS 2012-2016 5-year estimates and the NTD.

### Travel-to-Work Characteristics

The travel-to-work characteristics of the primary service areas of each RideKC agency reflect the mode choice patterns of the Kansas City region as a whole. Like many Midwestern cities, the Kansas City metropolitan area has a relatively dense urban core surrounded by a pattern of lower-density, suburban land use that defines the metro’s edges. During the past few decades, much of the population and employment growth in the Kansas City region have taken place beyond the urban core, outside of Kansas City, Missouri. While Kansas City’s core continues to support a robust transit and mobility system, it is more difficult to deliver cost-effective transit as residential and commercial densities decrease. This lack of density in areas like Johnson County; Kansas, Independence, Missouri; and Kansas City, Kansas has enabled dependency on car ownership and a reduced ability to support the levels and types of transit service that are typically more successful in a region’s core. Unsurprisingly, Kansas City, Missouri, had the highest percentage of public transit ridership in the region (3.1%), and the lowest percentage of commuters who opted to drive alone (80.1%). In contrast, suburban Johnson County had the lowest percentage of public transit ridership in the region (0.4%), and Independence had the highest percentage of drivers who commuted alone (86.2%).

The category “other” varies, but generally includes motorcycle, taxi and additional modes of travel not identified separately by the ACS. Data was attained from ACS 2012-2016 5-year estimates and displays characteristics of the population aged 16 years and over.



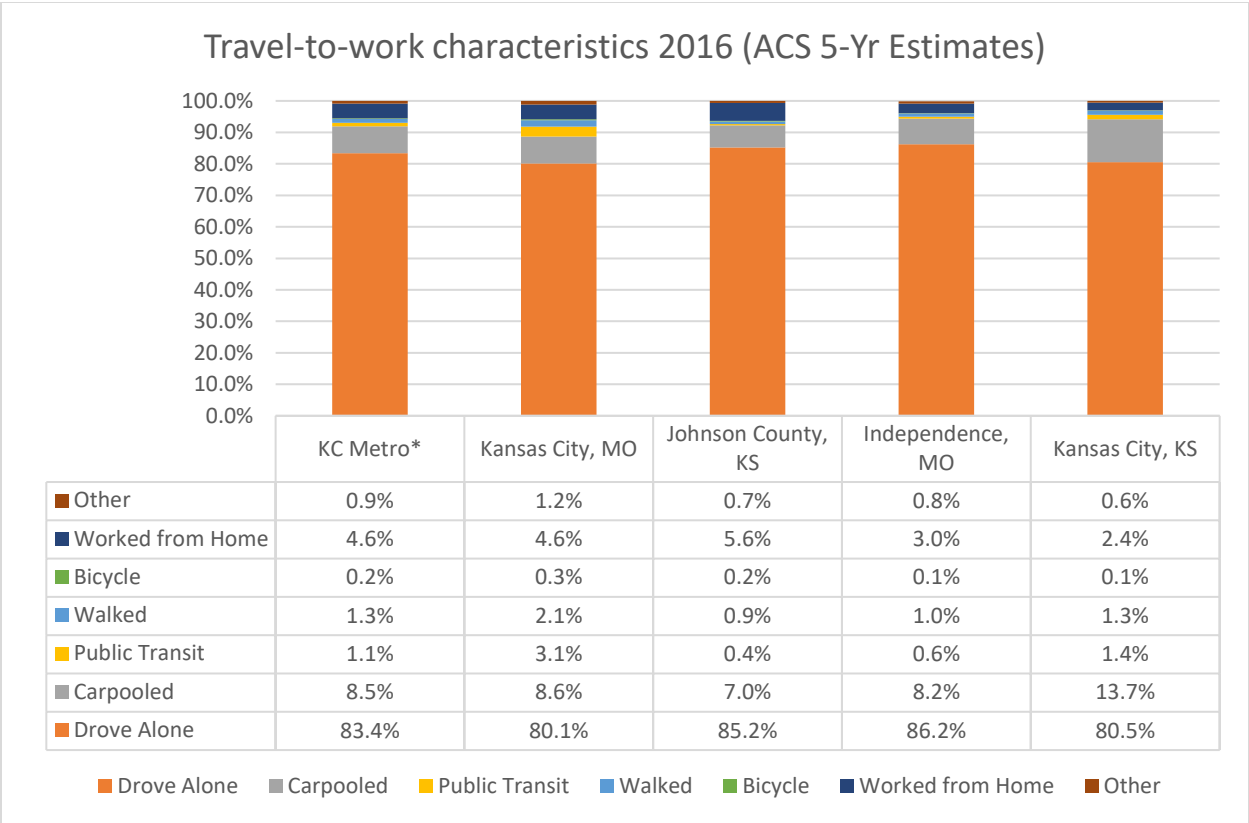


Figure 11.

\*Metropolitan Statistical Area

### Annual Ridership

In 2016, total annual ridership in the region amounted to 15.3 million rides. KCATA has been the main provider of service in the region, consistently logging more than 90 percent of the region’s unlinked passenger trips between 2000 and 2016. Ridership in the region reached its peak in 2008 when unlinked passenger trips exceeded the region’s 9-year average of 15.9 million by 11 percent. However, regional ridership has steadily declined by approximately 6 percent annually since 2014, with an overall 2 percent decrease in ridership between 2000 and 2016.

Breaking down the data by transit agency sometimes reveals different patterns than are present in the whole. Despite year-to-year changes influenced by gas prices and other economic factors, UG Transit has experienced a steady 53 percent increase in ridership between 2011 and 2016, while regional trends reflected a 9 percent decrease. Johnson County Transit also saw an overall increase in ridership of 42 percent between 2000 and 2016. It is difficult to compare ridership data for the entirety of the 2000-2016 time period, as IndeBus and UGT only reported ridership data to the NTD for portions of this time. This is because transit agencies are not required to submit data to the NTD unless they are receiving funding from the Urbanized Area Formula Program or Rural Formula Program. As such, comparing ridership trends directly during the years of 2013-2016, when all four agencies have available data, is an appropriate snapshot of the region. Between 2013 and 2016, the region saw a sharp decrease in ridership of 11 percent. KCATA and Johnson County Transit followed regional trends with a decrease of 12 and 13 percent respectively. IndeBus and UG Transit differed from regional trends, displaying ridership increases of 36 percent and 8.5 percent.

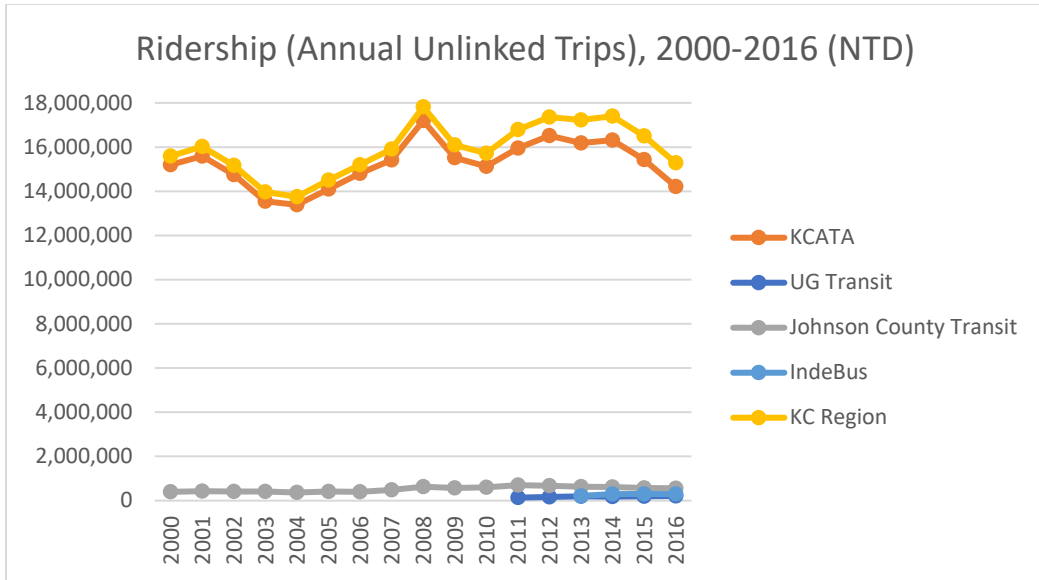


Figure 12.

### Vehicles Revenue Miles

The following figures represent annual vehicle revenue miles logged by KCATA, UGT, Johnson County Transit and IndeBus between 2000 and 2016. KCATA, as the largest provider of transit services in the Kansas City region, consistently records a majority of the region’s vehicle revenue miles. Across the entire Kansas City region, vehicle revenue miles have been on a steady, upward trend since 2003. Between 2000 and 2016, annual vehicle revenue miles in the region have increased by 15 percent.

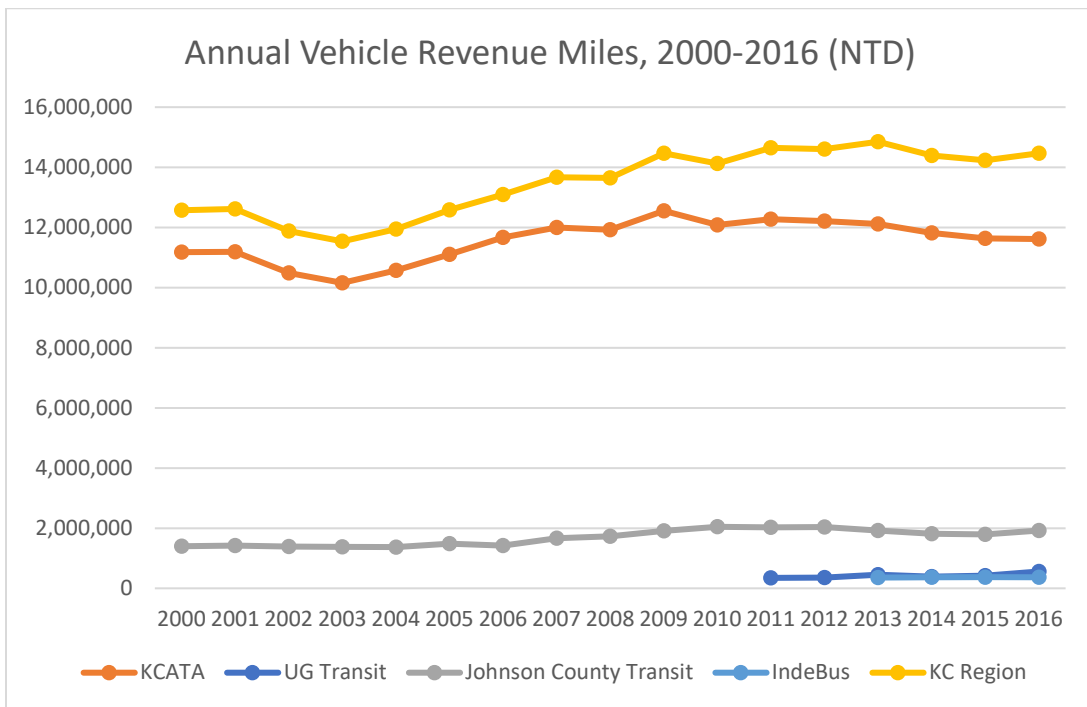


Figure 13.

## Vehicle Revenue Hours

The graph below illustrates annual vehicle revenue hours amassed by RideKC branded transit agencies during the 16-year period between 2000 and 2016. Overall, the Kansas City region saw an almost 22 percent increase in vehicle revenue hours during this time. However, regional vehicle revenue hours reached their lowest annual totals between 2001 and 2004 (a 9 percent decrease,) before steadily recovering after. In similar fashion to other 2000-2016 regional ridership characteristics, KCATA has consistently accounted for the largest portion of vehicle revenue hours.

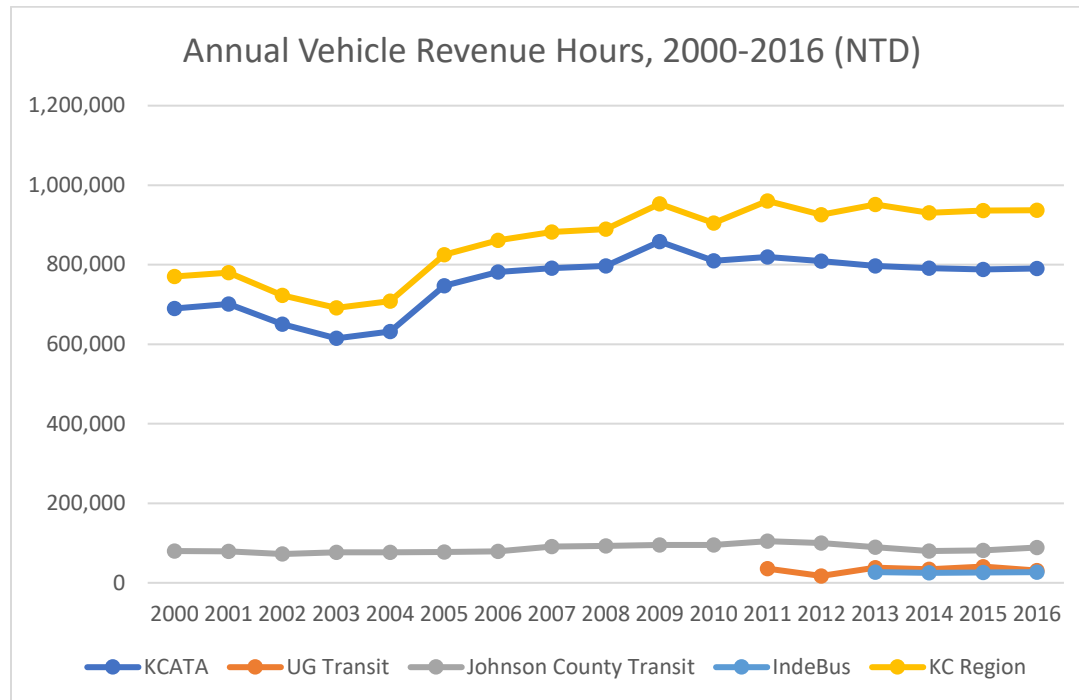


Figure 14.

## Local Agency Performance Measures

The NTD's performance measures give different perspectives on how a transit agency is performing overall. For this report, two of the NTD's six service effectiveness measures were chosen for comparison of the primary agencies:

- Operating Expense per Unlinked Passenger Trip
- Unlinked Passenger Trips per Vehicle Revenue Hour

These two measures illustrate how many passengers an agency's system is moving per hour, and how much it costs the system to move each of these passengers one time.

### Operating Expenses per Unlinked Passenger Trip

This performance measure is useful in showing cost effectiveness of transit services. Generally, lower operating expense per passenger trip is indicative of a more cost-effective system. The following figures depict 2016 operating expenses per unlinked passenger trip for paratransit and bus services in the Kansas City UZA and for the aggregated transit agencies, as well as comparisons between current data and numbers highlighted in the previous Peer Cities Transit Report.

Paratransit services typically cost more per passenger trip to operate than fixed-route services, attributed mainly to system capacity. The Kansas City UZA is no anomaly, where paratransit operating

expenses per trip are seven times more than bus operational costs. Notably, operating expenses have been higher for KCATA after the RideKC rebranding in 2015 when KCATA took on the management of the transit operations for Johnson County, Kansas, Unified Government and Independence, Missouri.

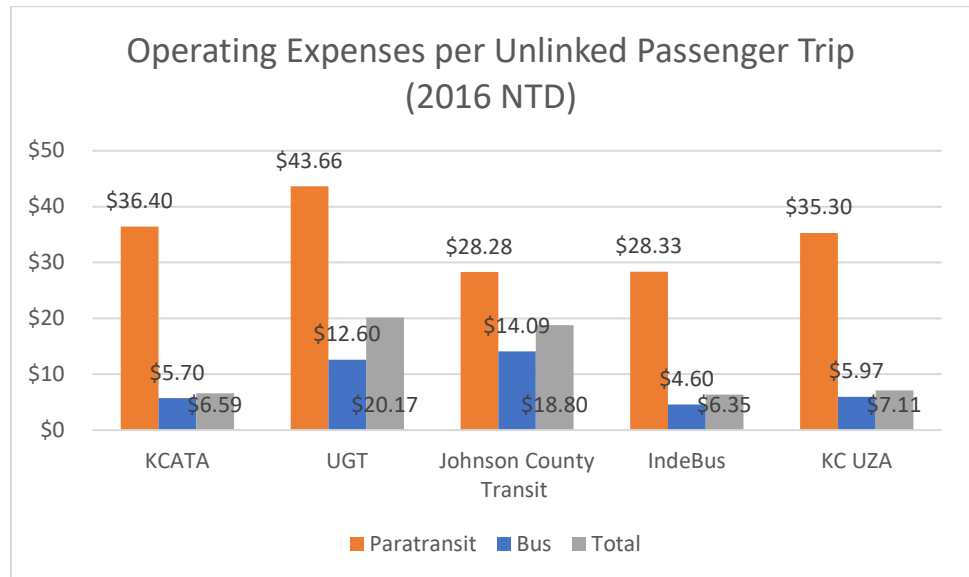


Figure 15.

Operating Expenses per Unlinked Passenger Trip- Bus			
	2012	2016	Difference (%)
<b>KCATA</b>	\$4.18	\$5.70	↑ 36%
<b>UGT</b>	\$28.00	\$12.60	↓ 55%
<b>Johnson County Transit</b>	\$11.27	\$14.09	↑ 25%
<b>IndeBus</b>	\$7.72	\$4.60	↓ 40%

Table 4.

Operating Expenses per Unlinked Passenger Trip- Paratransit			
	2012	2016	Difference (%)
<b>KCATA</b>	\$20.41	\$36.40	↑ 78%
<b>UGT</b>	\$36.80	\$43.66	↑ 19%
<b>Johnson County Transit</b>	\$11.27	\$28.28	↑ 151%
<b>IndeBus</b>	\$21.53	\$28.33	↑ 32%

Table 5.

\*Note: Although IndeBus was not included in the performance measures section of MARC's 2014 Peer Cities Report, its data was gathered from the NTD for comparison. Corresponding with the use of 2012 NTD figures in MARC's previous report, 2012 data for IndeBus was also applied in this updated report.

### Unlinked Trips per Vehicle Revenue Hour

The correlation between unlinked passenger trips and vehicle revenue hours is a measure of service effectiveness. Effective transit is transit that travels fast, is reliable, and is given precedence at intersections to reduce transit delays. A larger number of unlinked passenger trips per vehicle revenue hour indicates a more effective transit service. As is typical with most regional transit service, paratransit

does not compete with fixed-route service in terms of ability to log the most amount of passenger trips while the vehicle is in revenue service. Because buses carry more passengers than paratransit vehicles, the number of unlinked passenger trips per vehicle revenue hour is commonly much higher. Notably, in 2016, KCATA’s bus services logged 11 times more passenger trips per vehicle revenue hour than its paratransit services. The graph below depicts this measure of service effectiveness for paratransit and bus services for all regional transit agencies.

\*Note: Johnson County Transit is the only RideKC branded agency that operates commuter bus services. The bus figures below reflect the combination of both motor bus and commuter bus services.

\*Note: The bus figures for KCATA are a combination of both motor bus and bus rapid transit. KCATA is the only Kansas City metropolitan transit agency that provides bus rapid transit services.

\*Note: While vanpool data is included below in KCATA’s overall total unlinked passenger trips per vehicle revenue hours, it is not been explicitly listed as a mode. KCATA is the sole provider of vanpool services in the region.

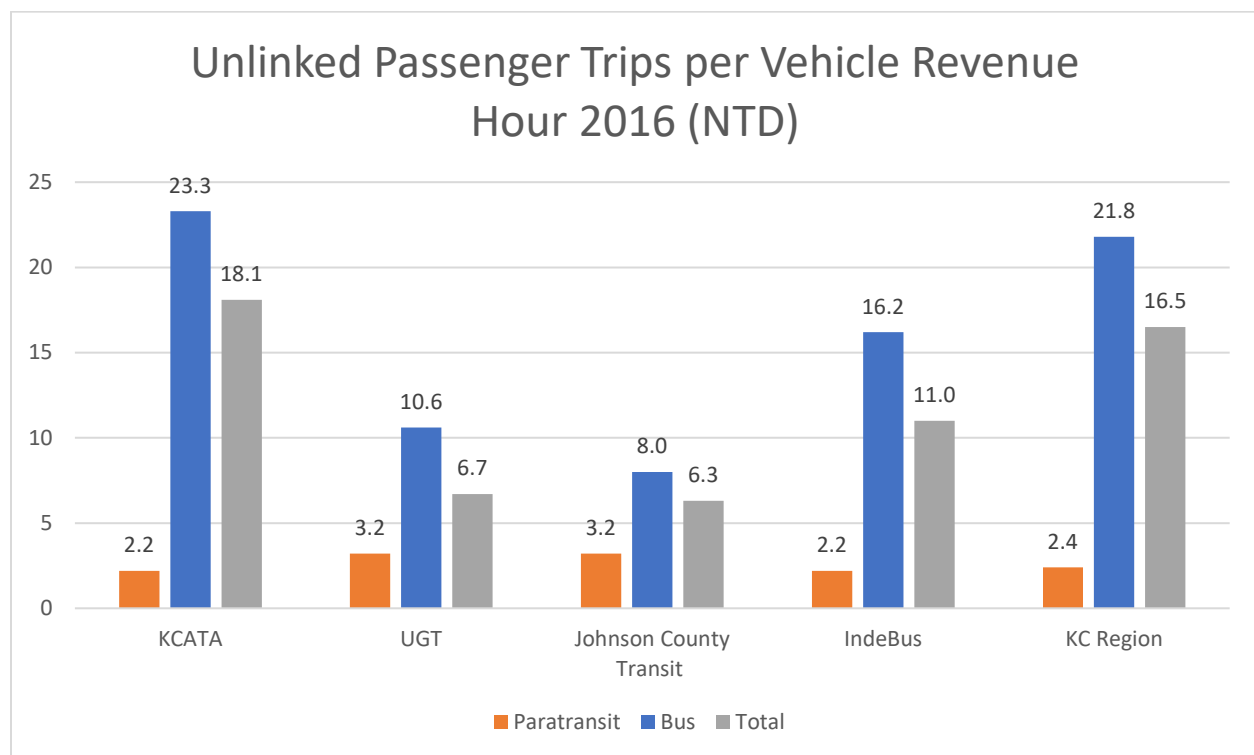


Figure 16.

<b>Unlinked Trips per Vehicle Revenue Hour- Bus (NTD)</b>			
	2012	2016	Difference (%)
<b>KCATA</b>	27.61	23.3	↓ 16%
<b>UGT</b>	12.52	10.6	↓ 15%
<b>Johnson County Transit</b>	9.22	8	↓ 13%
<b>IndeBus</b>	8.1	16.2	↑ 100%

Table 6.

<b>Unlinked Trips per Vehicle Revenue Hour- Paratransit (NTD)</b>			
	2012	2016	Difference (%)
<b>KCATA</b>	1.55	2.2	↑ 42%
<b>UGT</b>	2.78	3.2	↑ 15%
<b>Johnson County Transit</b>	9.22	3.2	↓ 65%
<b>IndeBus</b>	1.65	2.2	↑ 33%

Table 7.

\*Note: Although IndeBus was not included in the performance measures section of MARC's 2014 Peer Cities Report, its data was gathered from the NTD for comparison. Corresponding with the use of 2012 NTD figures in MARC's previous report, 2012 data for IndeBus was also applied in this updated report.



# Overview and Analysis of UZAs

## Introduction

The RideKC brand attempts to instill a sense of regional transit cohesion. However, comparing the aggregated data of the RideKC agencies to the single, primary agency of each peer region risks comparing unlike entities. For this reason, this report displays funding and service data for all the agencies that the NTD lists as operating under a given UZA. Charts in this section refer to each UZA by its largest and best-known city.

## Population

The Kansas City UZA has less, in some cases significantly less, population than the regions with an aspirational primary transit agency. This reality can make absolute measures such as total ridership feel unattainable for the future. Other measures, however, such as percent ridership to work, may feel more attainable, since the sheer size of the UZA is not the only factor for improvement.

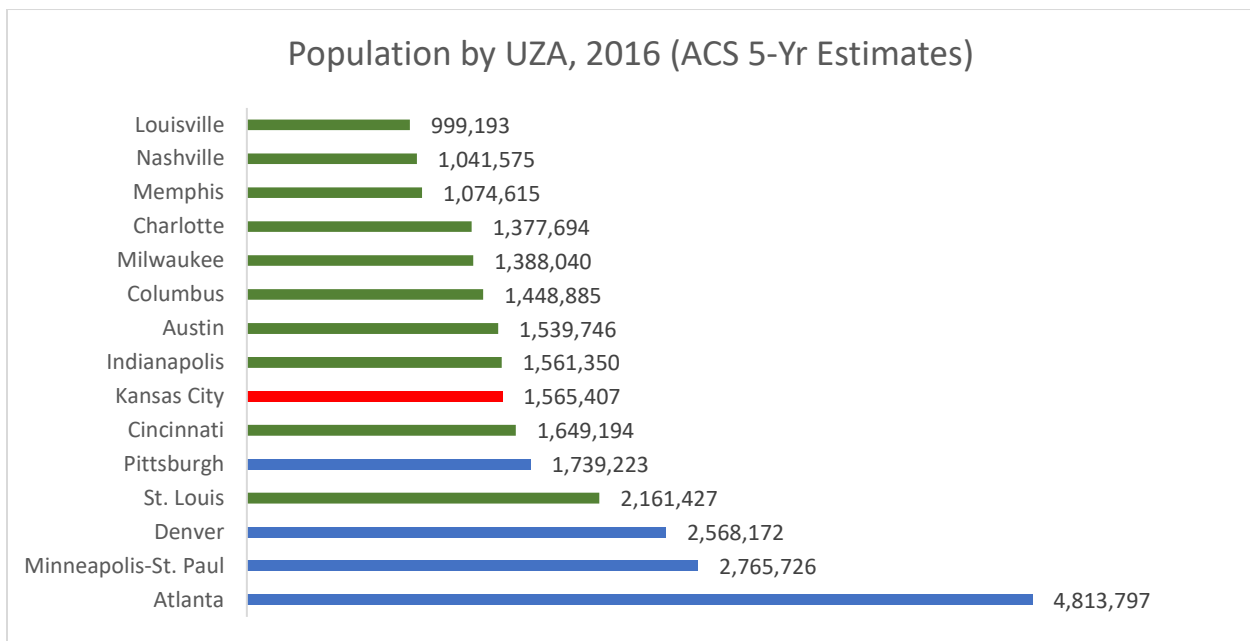


Figure 17.

## UZA Profiles

### Kansas City

The individual RideKC transit agencies are discussed in detail earlier in this report. While data for the Kansas City Streetcar Authority was not finalized in the NTD for 2016, detailed ridership information is available [here](#), and an explanation of the KC Streetcar’s funding sources is available [here](#).

### Austin

The capital city of Texas has two transit agencies listed within its UZA. The Colorado River does not act as a geographic barrier to the UZA, as Austin and its transit cross to both sides of it.

- [Capital Metro \(CapMetro\)](#) is the primary transit agency for the Austin UZA. It operates 14 high-frequency routes, two of which are classed separated as “MetroRapid” due to their limited

number of stops. It also operates one commuter rail line, “MetroRail”, which has a northern terminus in Leander and a southern terminus in downtown Austin.

- [The City of Round Rock](#), north of Austin, directly operates a paratransit service. The City has coordinated with CapMetro to establish a seamless fare system.

## Charlotte

CATS provides the vast majority of fixed-route service for the Charlotte UZA. However, Iredell County, NC, which is north of Charlotte, also provides fixed-route service to and between the cities of Statesville and Mooresville. The remaining agencies listed, Mecklenburg County DDS, Union County Transportation and Lancaster County Council on Aging, are demand-response services.

- [The Charlotte Area Transit System \(CATS\)](#) is the primary transit agency for the Charlotte UZA. In addition to a radial-patterned bus network, CATS also operates the LYNX Blue Line light rail, and the CityLYNX Gold Line streetcar.
- [Mecklenburg County’s Department of Social Services](#) operates several demand-response services that it classifies by trip purpose, such as “Medicaid Transportation,” “Elderly Disabled Transportation Assistance,” and “Rural General Public.”
- [Iredell County, NC](#) operates the Iredell County Transportation System (ICATS). It provides three routes in and between the cities of Statesville and Mooresville, a VA hospital shuttle, and an express route to Charlotte that provides connections to CATS.
- [Union County, NC](#), southeast of Charlotte, provides demand response service to eligible Union County residents. Union County defines “eligible” as those residents over the age of 60 years old, physically or developmentally disabled, Medicaid clients, and veterans seeking to visit the VA.
- [The Lancaster County Council on Aging](#) is located in Lancaster County, South Carolina, south of Charlotte. It provides demand response services through a program called Lancaster Area Ride Service (LARS) to Lancaster County residents. All residents are eligible.

## Cincinnati

In the Cincinnati UZA, the City of Cincinnati is surrounded by a small constellation of transit agencies in Ohio to its north and east. The Transit Authority of Northern Kentucky operates directly to the south, across the Ohio River.

- [Southwest Ohio Regional Transportation Authority\(SORTA\)](#) is the Cincinnati UZA’s primary transit agency. Its fare structure is divided into zones based on regional political boundaries. Much of the core city of Cincinnati is designated as zone 1, and most of the surrounding Hamilton County falls into zone 2. Outlying cities and counties, which are provided with commuter route services (the City of Harrison, Butler County, Warren County, and Clermont County), have their own zones. “Metro” is the designation that SORTA has given its fixed-route bus service.
- [The Transit Authority of Northern Kentucky \(TANK\)](#) serves Boone, Campbell and Kenton counties in Kentucky, south of the Ohio River from Cincinnati. TANK operates both local bus routes and express bus routes. Many of these routes travel to downtown Cincinnati. TANK also operates a short-range shuttle to and from downtown Cincinnati.
- [The Clermont Transportation Connection](#) provides one local route and two express routes, as well as paratransit service, in Clermont County, OH, to the east of the City of Cincinnati.
- The [Butler County Regional Transit Authority](#) provides both local and intra-county transit services in Butler County, Ohio, north of the City of Cincinnati.

- The [Warren County Transit Service](#) provides demand response service in Warren County, OH, northeast of Cincinnati. It does not have any eligibility restrictions. It also advertises a flex route service that serves the city of Lebanon.

## Columbus

The Columbus UZA's public transit service is dominated by COTA. Delaware County, Ohio, north of the City of Columbus, operates fixed-route and demand response services, known as the Delaware Area Transit Agency.

- [The Central Ohio Transit Authority \(COTA\)](#) is the primary transit agency for the Columbus UZA. It offers a high number of frequent service routes, 12 in all, which run every 15 minutes or better.
- [The Mid-Ohio Regional Planning Commission \(MORPC\)](#), the Columbus area MPO, supports a vanpool program through its [Gohio Commute](#), a free commute management platform. It offers vanpool placement support, subsidies and an emergency ride home program.
- [The Delaware County Transit Board](#) governs the Delaware Area Transit Agency (DATA). This agency operates fixed route and demand response services for Delaware County, Ohio, north of Columbus.

## Indianapolis

The Indianapolis UZA's primary transit agency delivers less service than many of its peers. However, this primary agency has planned for service improvements in the next few years.

- [The Indianapolis Public Transportation Corporation \(IndyGo\)](#) is a Municipal Corporation of Indianapolis—Marion County and the primary transit agency for the Indianapolis UZA. IndyGo currently operates fixed-route and demand-responsive services and has plans for three bus rapid transit routes. The Red Line, which runs north to south, will begin service in 2019. The Purple Line, set to open in 2021, will run southwest to northeast. The Blue Line will run east to west, and begin service in late 2022.
- The [Central Indiana Regional Transportation Authority \(CIRTA\)](#) administers a vanpool service and a small commuter service, which connects to certain IndyGo routes. CIRTA is a governmental organization focused on bringing more transportation options to central Indiana.
- [Hancock County Senior Services](#), based in Greenfield, Indiana, to the east of the city of Indianapolis, operates a demand-response service called Hancock Area Rural Transit. This service is primarily for seniors age 60 and over, though younger people can pay a fare to use it.

## Louisville

The City of Louisville, Kentucky, is another central city aligned along a river that also constitutes a state line. The primary transit agency, TARC, operates into the smaller Indiana municipalities across the Ohio River in addition to Louisville itself.

- [The Transit Authority of River City \(TARC\)](#) is the primary transit agency. Its newest features are two fare-free electric buses operating along downtown circulator routes, and a smartcard system. Formerly, these routes were known as ZeroBus, but they are now known as LouLift. TARC operates three high-frequency routes.
- The Louisville area MPO, the [Kentuckiana Regional Planning and Development Agency](#), operates a vanpool program as well as coordinating carpools and other alternative transportation.
- [Oldham's Public Bus](#) serves the City of La Grange, Kentucky, northeast of Louisville. LaGrange is connected to the city of Louisville by one TARC express route.

## Memphis

The Memphis UZA has one fixed-route transit provider, the Memphis Area Transit Authority. Its routes extend north, south and east from the city of Memphis's downtown along the Mississippi River.

- The [Memphis Area Transit Authority \(MATA\)](#) is the primary transit agency. MATA's streetcar rail, in the form of the Madison Avenue trolley line, ceased operations in April 2014 after the second trolley fire in six months. The process of upgrading the trolley system is currently ongoing.
- The government of [Shelby County, Tennessee](#), in which the City of Memphis is located, partnered with Enterprise Rideshare to provide vanpool services.

## Milwaukee

The Milwaukee UZA features some regional connections, but not every entity in the UZA is connected. No express busses connect the city of Kenosha, which is in the UZA and has its own local transit system, to the city of Milwaukee to the north. Other areas in the UZA, such as Ozaukee County, Washington County and the city of Waukesha, connect to the city of Milwaukee through either an express route or transit center.

- The [Milwaukee County Transit System \(MCTS\)](#) is the primary transit agency. MCTS has implemented both a mobile application and a smart card system to give users alternatives to paying in cash. The presence of these payment options is not very common among peer primary agencies.
- [Ozaukee County Transit Services](#), to the north of the city of Milwaukee, operates a shared ride taxi service, and contracts with MCTS to provide Route 143, an express route from Ozaukee County to Milwaukee.
- [The City of Waukesha Transit Commission \(Waukesha Metro Transit\)](#), to the west of the city of Milwaukee, operates fixed-route and commuter bus services, as well as demand-response service. Waukesha Metro Transit connects to MCTS at Brookfield Square, along highway US-18, and at the city of Waukesha's downtown transit center. Waukesha Metro Transit also administers intercity routes for Waukesha County Transit (not listed in the NTD), which are operated by Wisconsin Coach Lines.
- [The City of Kenosha, WI](#), to the south of the city of Milwaukee, operates Kenosha Transit, a local fixed-route and demand response service. Uniquely for the area, Kenosha Transit also operates a 2-mile long streetcar route in its downtown.
- [Washington County Transit](#) in Washington County, WI, is located to the northwest of the city of Milwaukee. It operates a commuter bus service, the Washington County Commuter Express, and a demand-response service, the Shared Ride Taxi.

## Nashville

The recently rebranded Nashville MTA, with supporting commuter service provided by the Regional Transportation Authority, dominates the Nashville UZA. On May 1, 2018, Nashville voters defeated an ambitious transit plan that would have raised local taxes in order to make transit improvements including light rail lines, bus rapid transit lines and a downtown tunnel.

- [The Nashville Metropolitan Transit Authority \(MTA\)](#) is the primary transit agency. It recently began operating the Music City Circuit bus through downtown Nashville, which is free to use. As of July 12, 2018, MTA rebranded itself to "WeGo Public Transit." The rebranding was part of a process that started with the adoption of the Nashville MTA Strategic Plan, "nMotion," in 2016.

- A board comprised of members from nine area counties leads [The Regional Transportation Authority \(RTA\)](#). The RTA's commuter bus routes are arrayed around the city of Nashville in order to serve surrounding outlying communities. The RTA operates the Music City Star, a commuter rail service that travels east from Nashville to Lebanon, TN.
- [The Franklin Transit Authority](#) is part of the Transportation Management Association (TMA) Group, based in Franklin, TN, located to the south of Nashville. The Franklin Transit Authority operates fixed-route service with two routes, as well as a demand-response service. Route deviations on the fixed routes within three-quarters of a mile are available for ADA and Medicare customers for an additional fee. An RTA commuter bus route connects the City of Franklin to Nashville. The TMA Group also operates vanpool services.

## St. Louis

Similar to Kansas City and Cincinnati, the St. Louis UZA's transit network connects across state-level political and natural boundaries. The Bi-State Development Agency delivers the majority of this UZA's service. However, other outlying regions, like Madison County, Illinois, have transit systems in place to meet their needs.

- Bi-State Development operates St. Louis's primary transit agency, [Metro](#). Metro operates across the Mississippi River to serve St. Louis, Missouri, and the suburbs to the west, as well as East St. Louis in Illinois and the suburbs to the east. Its two Metro Link light rail lines have extensive spans on both sides of the river.
- [The Madison County Transit District](#) provides the only additional transit service in the St. Louis UZA besides the Bi-State Development Agency's Metro service. Located in Madison County, IL, northeast of St. Louis, the Transit District divides Madison County into five zones. The central and northeast areas of the county are considered out of district. The Transit District runs fixed routes within and between these zones, demand-response service and a vanpool service called RideFinders.

## Atlanta

The Atlanta UZA is one of the largest discussed in this report. The NTD lists 11 agencies. The primary agency, MARTA, provided 133 million trips — or 94 percent of the Atlanta UZA's ridership in 2016 — using fixed-route, demand-response and heavy rail modes. Two agencies, Enterprise Rideshare and vRide, are vanpool-only services. The city of Atlanta's NTD data refers to its streetcar. MARTA assumed ownership and day-to-day operations of the Atlanta Streetcar from the city on July 1, 2018.

- The [Metropolitan Atlanta Rapid Transit Authority \(MARTA\)](#) is the primary transit agency. It is the only transit agency featured in this report to operate the heavy rail mode as a primary feature of its transit system. It has four heavy rail lines, two of which run north to south, and two of which run east to west.
- [Georgia Regional Transportation Authority](#) operates commuter bus services under the brand of "Xpress." It runs routes in a radial pattern surrounding the city of Atlanta.
- [Gwinnett County Transit](#), under the Gwinnett County Board of Commissioners, operates both local bus service and commuter bus service to and from Atlanta from Gwinnett County, GA. Gwinnett County is located to the northeast of the City of Atlanta.
- The [Cobb County Department of Transportation \(CobbLinc\)](#) operates local bus service and commuter bus service to and from Atlanta. Cobb County is located to the northwest of the City of Atlanta.

- The Cherokee County Board of Commissioners operates the [Cherokee County Transportation System](#) (CATS, not to be confused with the Charlotte Area Transit System, a peer primary agency). CATS runs two local fixed-route lines in the city of Canton and demand-response service throughout Cherokee County. Cherokee County is located north of the city of Atlanta.
- [Henry County Transit](#) provides only demand-response service. The service costs \$2 for seniors over 60 years old, and doubles to \$4 for passengers under 60 years old. Henry County is located to the southeast of the city of Atlanta.
- [Douglas County Rideshare](#) offers vanpool services, as well as a carpool matching service and a transportation voucher program. It keeps a schedule of established vanpools, and each vanpool has a route number. Douglas County Rideshare is in the middle of a rebranding campaign to change its name to “Connect Douglas.” Douglas County is located west of the city of Atlanta. Connect Douglas plans to establish fixed-route bus service in Douglas County by the end of March 2019.
- [The Center for Pan Asian Community Services \(CPACS\)](#) focuses on its mission of “promot[ing] self-sufficiency and equity for immigrants, refugees, and the underprivileged.” In line with that mission, CPACS runs one fixed-route service (CPACS Express) and a demand-response service (CPACS Mobility). CPACS’s transportation services are based in Clarkston, GA, east of the city of Atlanta.

A recent development in Atlanta’s regional transit is the creation of a unified regional transit branding, similar to that of RideKC, called the Atlanta-region Transit Link (ATL). However, unlike RideKC, the ATL includes additional governance structures on top of the transit agency leadership already in place created by an act of the state legislature of Georgia and signed into law by its governor on May 3, 2018.

## Denver

The Regional Transportation District (RTD) stretches across the Denver UZA. As a result, the RTD agency is the only bus and rail service in the region.

- [The Regional Transportation District \(RTD\)](#) is the primary transit agency, with an extensive bus and rail transit network, supported through the operation of park-and-ride lots. RTD embarked on a large transit expansion program in 2004, and many additions to its service have opened since 2016 (the Flatiron Flyer Bus Rapid Transit line, and rail lines A, B and R). The G Line will be the next rail line to open. The A and B Lines use commuter rail vehicles, as will the future G and N Lines.
- vRide is a vanpool brand under [Enterprise Rideshare](#).

## Minneapolis-St. Paul

The Minneapolis UZA features Metro Transit, a high-performing, aspirational agency. However, a number of suburban agencies, including MVTA, Plymouth Metrolink, Maple Grove Transit and SouthWest Transit also serve the UZA. These agencies formed in the 1980s, enabled by state legislation giving Minneapolis-St. Paul area suburbs the option to opt-out of the central transit system.

- [Metro Transit](#) is the primary agency. It features an extensive bus network, including one bus rapid transit line, as well as two light rail lines and one commuter rail line. It has plans to expand its light rail and bus rapid transit offerings in the 2020s.
- The [Minnesota Valley Transit Authority \(MVTA\)](#) operates 33 local and express route services to the area south and southwest of the central Minneapolis-St. Paul area.

- [Metro Mobility](#) is a paratransit service provided by the [Metropolitan Council](#), the MPO for the Twin Cities metro area. The service is only available to those who qualify under ADA guidelines, and not the general public. The Metropolitan Council also operates other services, one of which is [Transit Link](#), which is a shared-ride service for the places where regular route transit service is infrequent or unavailable. Another is [Metro Vanpool](#), intended to provide vanpool options where the area's otherwise strong transit network is unavailable. Metropolitan Council's NTD profile notes that it has a purchased transportation relationship for bus service with MVTA. Metro Mobility reports in the NTD separately from Transit Link and Metro Vanpool, both of which are reported under the Metropolitan Council.
- [Plymouth Metrolink](#), a department of the City of Plymouth, MN, provides express transit service out of and into the city of Plymouth, to the west of the city of Minneapolis.
- [The city of Maple Grove](#), northwest of the city of Minneapolis and directly north of the city of Plymouth, operates Maple Grove Transit. Like Plymouth Metrolink, Maple Grove Transit operates commuter express routes to downtown Minneapolis.
- The suburbs of Chaska, Chanhassen, and Eden Prairie, which lie to the southwest of the city of Minneapolis, formed [SouthWest Transit](#). Like similar transit agencies in the area — Plymouth Metrolink and Maple Grove Transit — SouthWest Transit focuses on express bus service from the suburbs to downtown Minneapolis.
- [The University of Minnesota](#) reports its transit service to the NTD within the Minneapolis-St. Paul UZA, so it is included here. The University operates four routes between three campus areas.

## Pittsburgh

The Port Authority of Allegheny County anchors transit in the Pittsburgh UZA. The UZA often organizes its transit outside the central city in county-based transit agencies. These agencies send routes into Allegheny County and may operate local routes for themselves, as well.

- The [Port Authority of Allegheny County](#) is the primary transit agency. In addition to bus and rail, the Port Authority's system includes three dedicated busways and two inclined planes.
- The [Beaver County Transit Authority \(BCTA\)](#) operates local and express routes in Beaver County, northeast of Pittsburgh.
- [The Airport Corridor Transportation Association \(RideACTA\)](#) is a nonprofit transportation management association (TMA) located in Robinson Township in Pittsburgh's western suburbs. ACTA serves businesses along the Parkway West from the western portal of the Fort Pitt Tunnel through Beaver County. This service charges a remarkably low fare, \$0.25 (\$0.15 for reduced fare), and even has an Employee Fare Program in which certain businesses participate.
- [Washington County Transportation Authority](#), located in Washington County, southwest of Pittsburgh, runs Freedom Transit. It operates a mix of local fixed routes, express routes, and demand-response service.
- The [Southwestern Pennsylvania Commission](#) is the MPO that serves the 10-county Pittsburgh region. It runs a vanpool program through its CommuteInfo Program.
- [Westmoreland County Transit Authority \(Westmoreland Transit\)](#) is based in Westmoreland County, to the east of the City of Pittsburgh. It operates routes that go between Westmoreland County municipalities, express routes to Pittsburgh and demand response service.



## UZA Funding

Inclusion of smaller transit agencies in each UZA does not alter the rankings for fare receipts and funding very much. The Kansas City UZA collects more local operating funding than two aspirational UZAs, Minneapolis and Pittsburgh. However, both of these UZAs make up the difference at the state level. In addition, the aspirational UZAs of Atlanta and Denver receive generous amounts of operating funding at the federal level. As the regional profiles have shown, the largest amounts in each category of funding are driven by the UZA's primary transit agency. The last chart shows the ratio between the combined state and local funding of a UZA's combined transit agencies to that UZA's population.

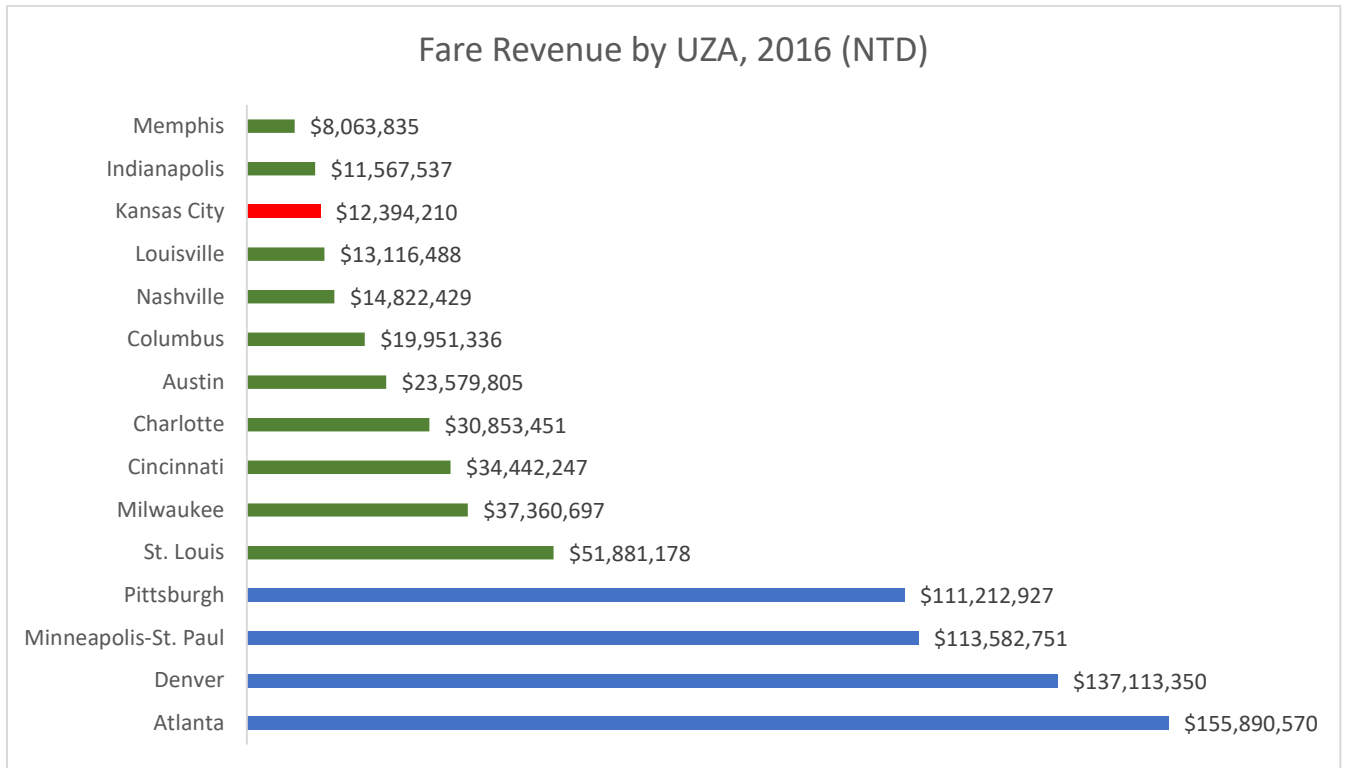


Figure 18.



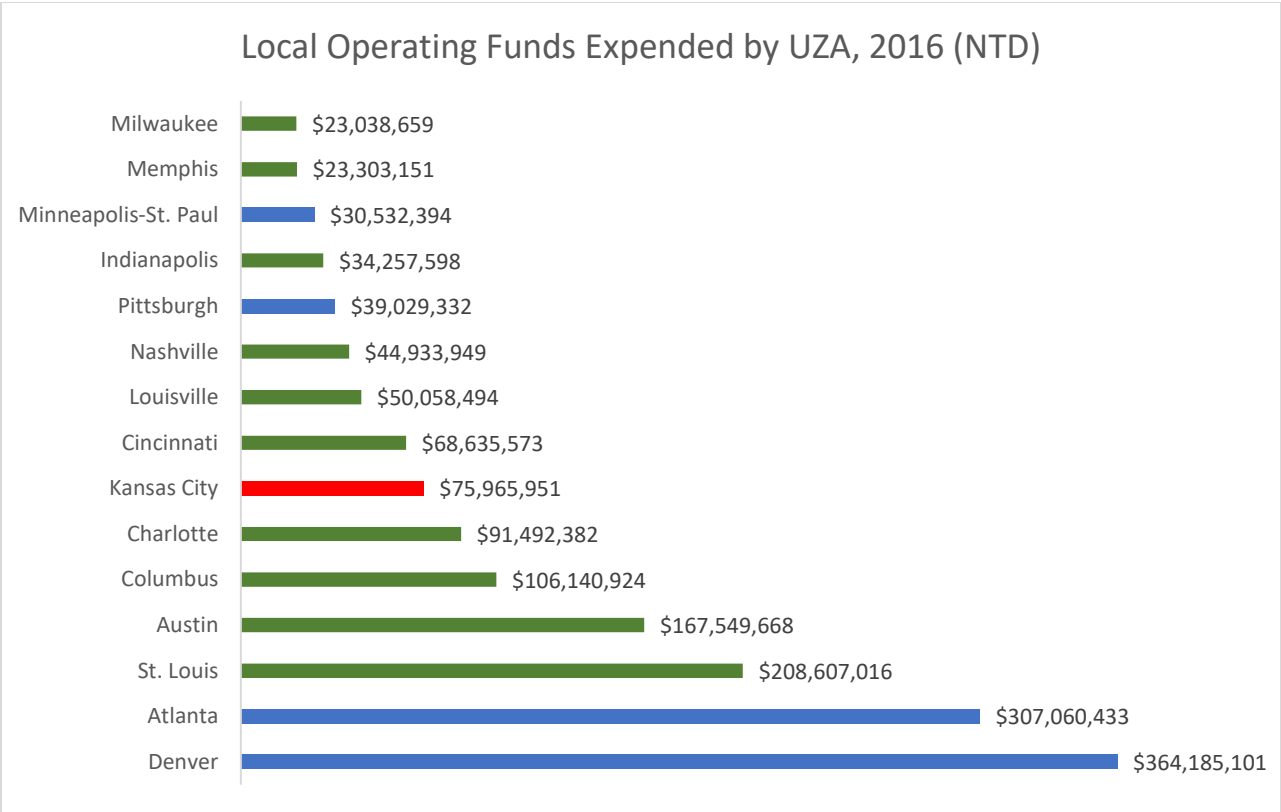


Figure 19.

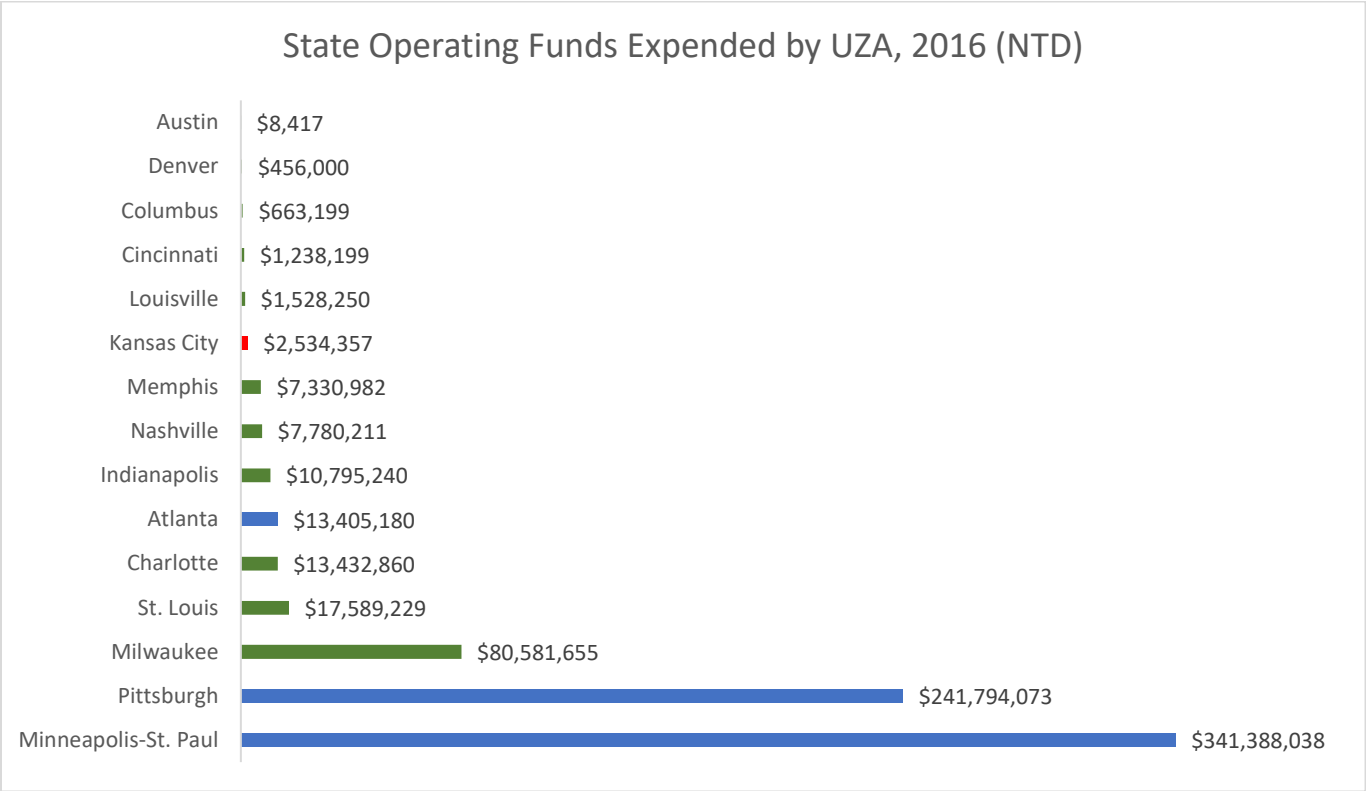


Figure 20.

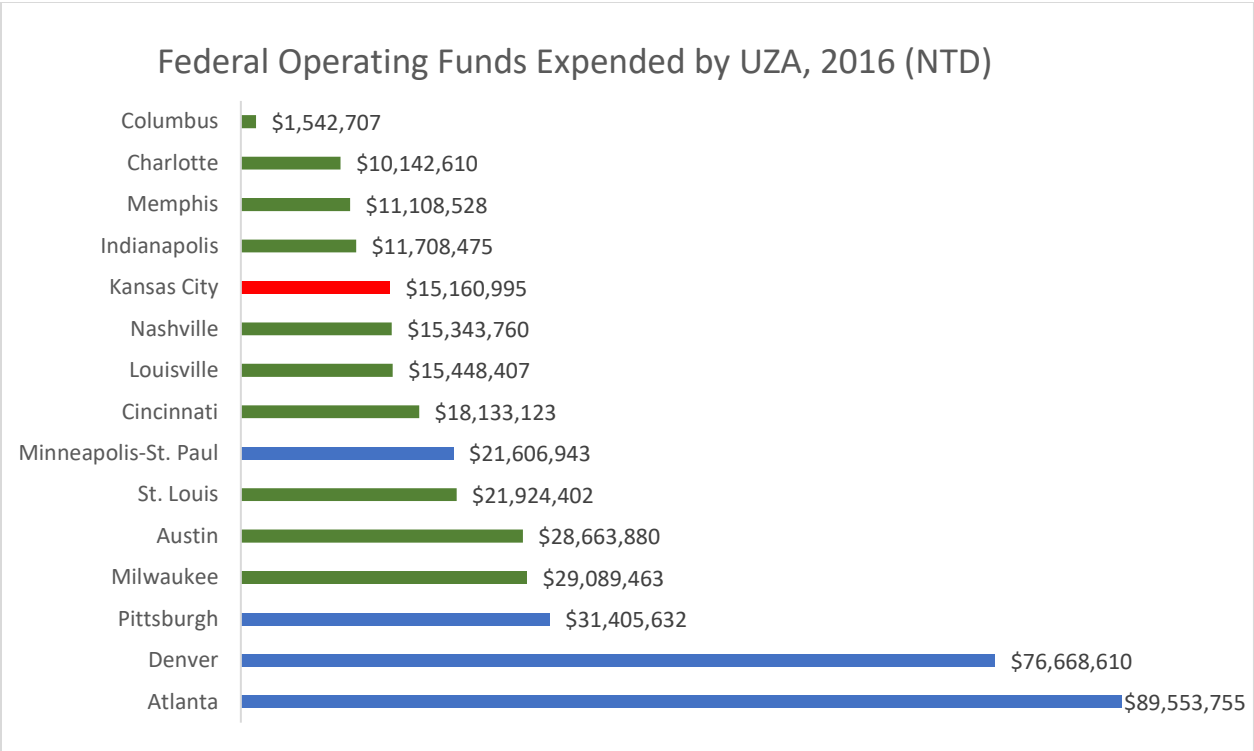


Figure 21.

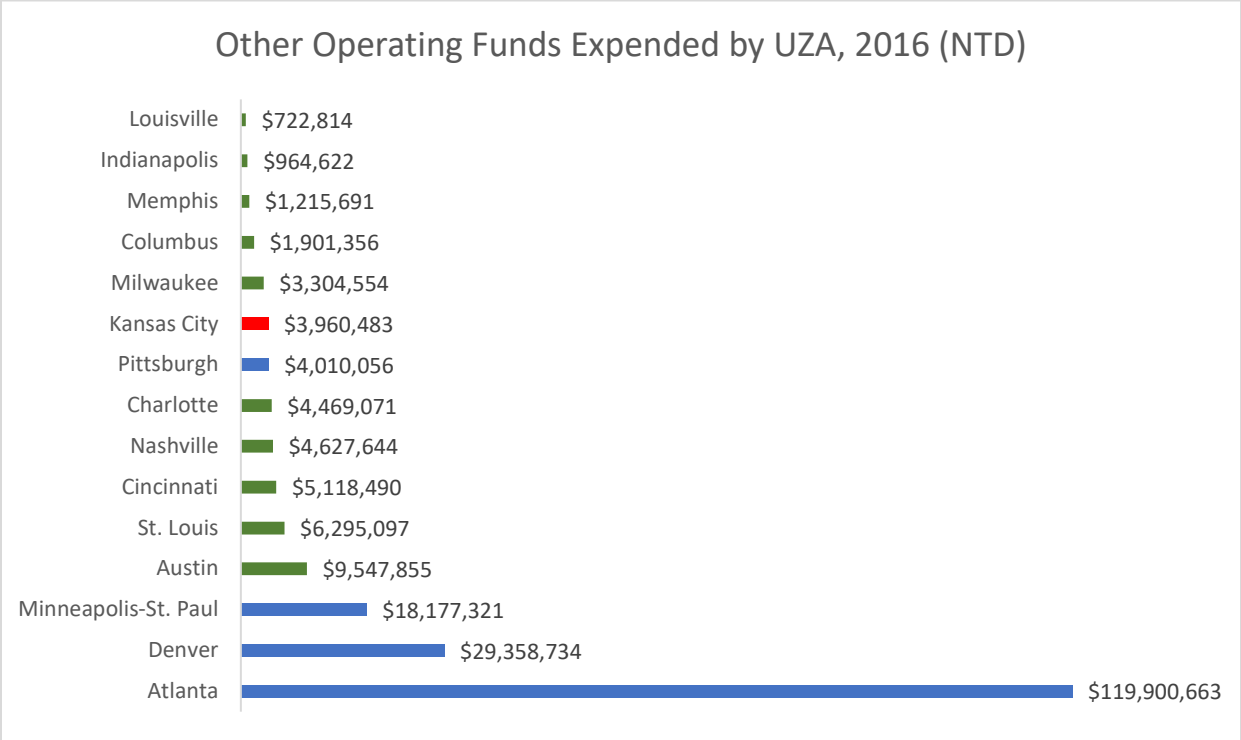


Figure 22.

### Total Operating Funds Expended by UZA, 2016 (NTD)

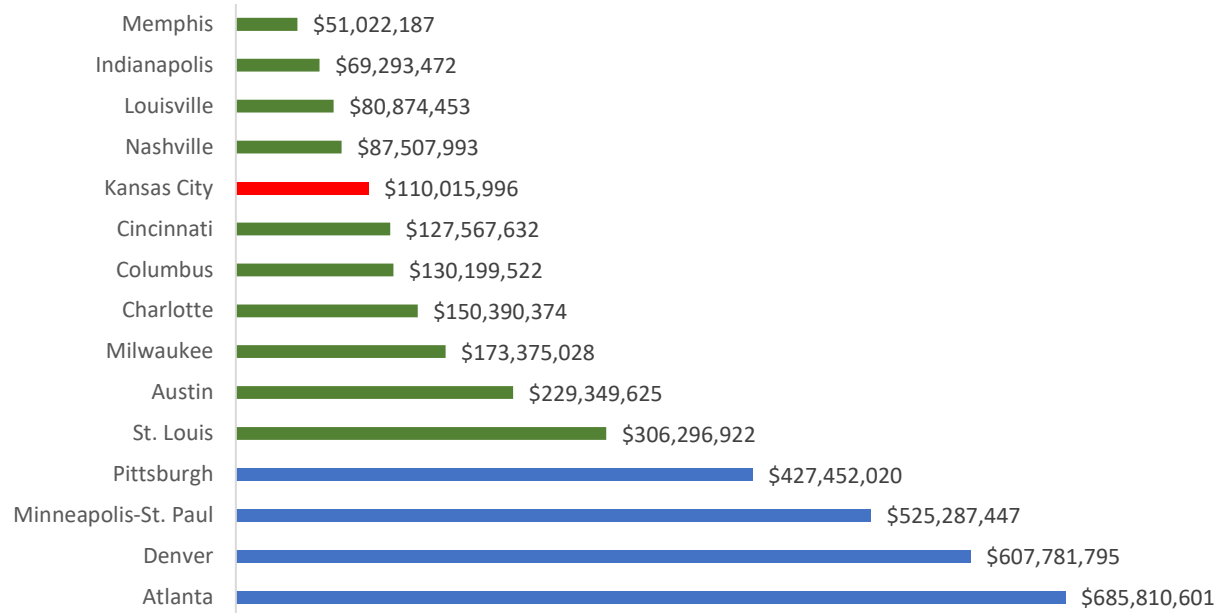


Figure 23.

The chart below adds the local and state operating funding amounts and divides the totals by the UZA population to get the operating funding per capita for the UZA. The Pittsburgh, Minneapolis and Cincinnati UZAs are funded by their states at a similar magnitude to the local funding of other UZAs, so both local and state amounts were included. This method attempts to paint a picture of transit spending per person at a regional level. The Kansas City UZA expends funds for transit operations at a level of about \$50 per person. Among peer UZAs, including Kansas City, the average per capita spending is \$63. Among aspirational UZAs, the average is \$126.

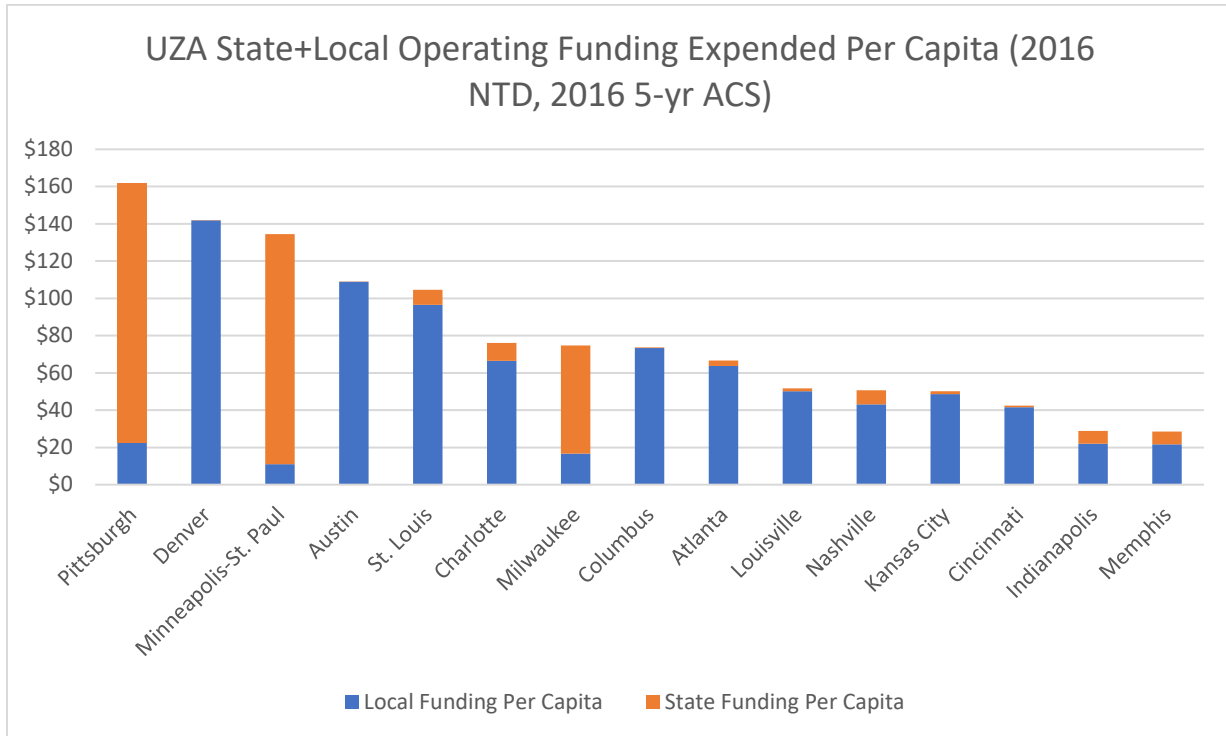


Figure 24.

## UZA Service Characteristics

Below are graphs ranking the annual unlinked trips, vehicle revenue miles and vehicle revenue hours for the combined transit agencies of each UZA. Most non-primary transit agencies do not contribute service to make a significant difference in the rankings in a comparison between UZAs and primary agencies.

### Annual Ridership

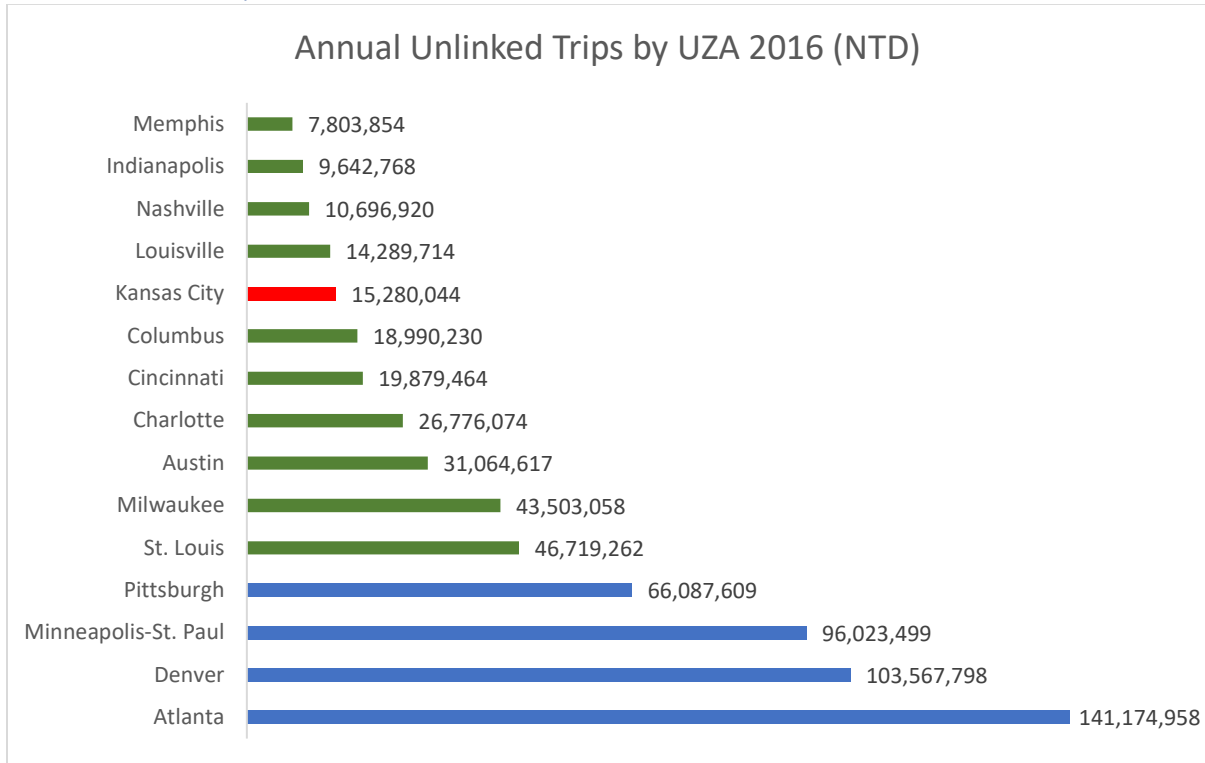


Figure 25.

## Vehicle Revenue Miles

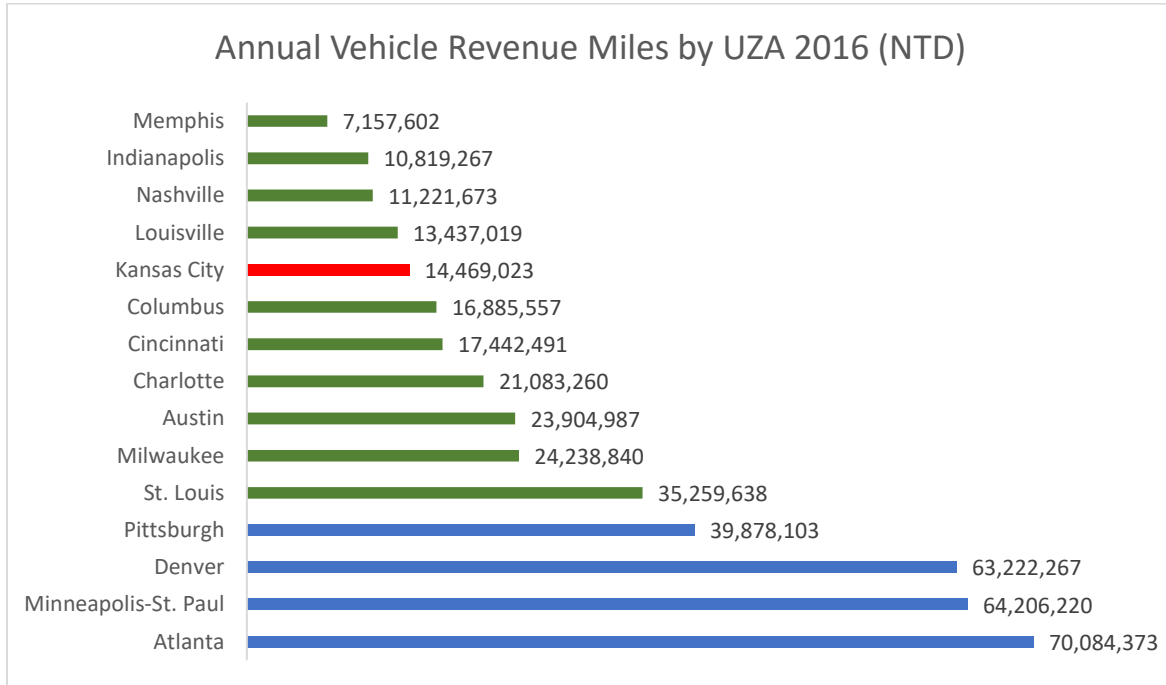


Figure 26.

## Vehicle Revenue Hours

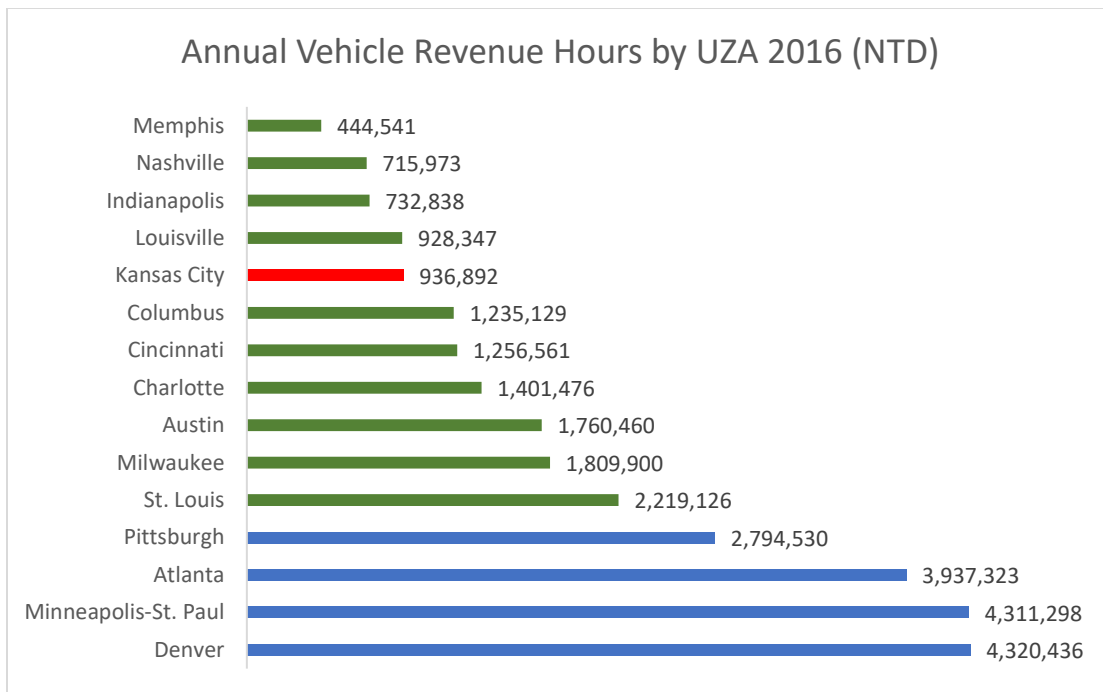


Figure 27.

## Ridership to Work

UZAs were ranked based on the percentage of working population that used public transportation as their primary commuting mode. The rate of public transit ridership to work is one area where population differences between UZAs are normalized to get a clearer picture when comparing use of public transit systems for commuting. Although the Atlanta UZA serves approximately 98 million more

trips than the Milwaukee UZA, the latter still sees a higher percentage of its residents commuting to work using transit. The Pittsburgh UZA leads all regions with 7 percent of people taking public transportation to work. A [September 2018 article](#) by the website SmartAsset looked at U.S. Census Bureau data and found the average public transit commute in Pittsburgh takes 32 minutes. According to MARC's [2018 Transportation Performance Measures Update](#), the average public transit commute time in the Kansas City area is 38.6 minutes.

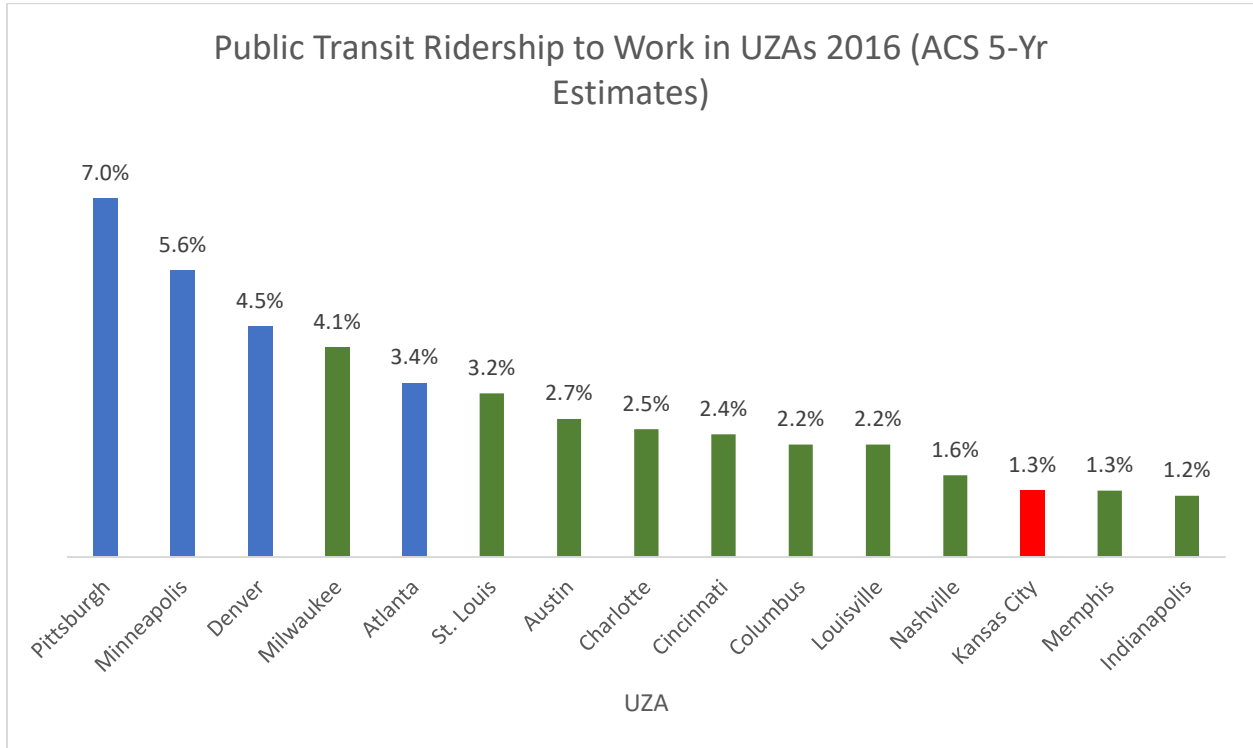


Figure 28.

## Primary Transit Agency Overview and Analysis

### Introduction

In the Overview and Analysis of UZAs section, multiple transit agencies were grouped together, resulting in comparisons of the overall structure of a UZA's regional transit. In this section, the primary transit agency of each UZA is ranked against the others. This allows for a more in-depth exploration of certain subjects, such as funding mechanisms, performance measures of efficiency and effectiveness, and the effect of rail modes of travel on the primary transit agencies that operate them. The listing of primary transit agencies is below.



## Primary Transit Agency Profiles

### Peer Agencies

#### CapMetro – Austin, TX



[Source: Smarttripsaustin.org]

- The **Capital Metro Transportation Authority (CapMetro)** was established in 1985 by a voter referendum to provide mass transportation service to the greater Austin metropolitan area. Nine areas initially voted to participate in the Authority (Austin, West Lake Hills, Rollingwood, San Leanna, Cedar Park, Leander, Lago Vista, Pflugerville, and the Anderson Mill area of Williamson County.)
- CapMetro currently services 82 bus routes and six high-frequency bus routes with its fleet of 400 buses. In 2010, CapMetro began service on its Red Line — 32 miles of commuter rail between Leander and downtown Austin. CapMetro operates 10 diesel electric commuter trains along its Red Line.
- CapMetro is funded in part by a 1 percent sales tax levied by its service area members.

#### CATS – Charlotte, NC



[Source: Charlottenc.gov]

- The **Charlotte Area Transit System (CATS)** located in Charlotte, North Carolina, was created in 2000 after a successful public referendum in 1998 to fund future transit initiatives.
- CATS provides regional service covering Concord, Gastonia, and Union County in North Carolina and York County in South Carolina. CATS services the community with a fleet of 316 buses, which includes 26 hybrid buses and 20 light rail cars.
- In 1998, voters in Mecklenburg County passed a half-cent sales tax dedicated to funding public transit initiatives. Citizens reaffirmed this dedicated tax in 2007. CATS receives funding from passenger fares and local, state and federal funds.
- In 2007, CATS opened its first light rail system—LYNX Blue Line, which services 20 stations along 9.6 miles of track. A 9.4-mile extension of this line was opened in 2018 and services four additional stations.



[Source: Citybeat.com]

- The **Southwest Ohio Regional Transit Authority (SORTA)** is a government entity and independent political subdivision of the state of Ohio governed by a 13-member volunteer citizen’s board of trustees; it is the public transit agency serving Cincinnati and its suburbs. SORTA’s service area encompasses 12 townships, 13 villages and 22 cities, including the city of Cincinnati.
- Until 1973, SORTA was known as the Cincinnati Transit Commission. It has provided bus service since 1952.
- Metro is the name of SORTA’s fixed-route bus service that serves Hamilton County residents along with commuter trips from Clermont, Warren and Butler counties into Cincinnati. Access, the region’s paratransit service, provides services for people whose disabilities prevent them from riding Metro buses. Metro’s fleet includes over 410 vehicles, consisting of 346 fixed-route buses, two trolley buses, and 44 access vehicles.
- In 2016, SORTA launched the Cincinnati Bell connector Streetcar. The streetcar system is comprised of five vehicles that runs along a 3.6-mile loop, connecting key communities in the city’s urban core.
- Metro is primarily funded by Cincinnati’s city earnings tax, in contrast to other Ohio transit agencies that receive sales tax proceeds.
- Local tax funding is provided by three-tenths of 1 percent of the earnings tax collected by the city of Cincinnati. Everyone who lives or works in the city pays the earnings tax.
- Metro currently has 115 “mini-hybrid” buses and 27 hybrid buses. Mini-hybrid buses utilize advanced thermal cooling systems, which provide added fuel efficiency, and a reduction in maintenance costs compared to traditional hybrid buses.

## COTA – Columbus, OH



[Source: Farefreeoh.com]

- The **Central Ohio Transit Authority (COTA)** was created by an agreement executed in 1971 with Franklin County and the cities of Bexley, Columbus, Gahanna, Grandview Heights, Grove City, Hilliard, Reynoldsburg, Upper Arlington, Westerville, Whitehall, and Worthington. In 2008, the agreement was amended to include the city of Dublin.
- COTA currently has 354 fixed-route buses of which 124 are powered by compressed natural gas. In 2016, COTA provided 18.8 million fixed-route and paratransit passenger trips.
- COTA is funded by a permanent quarter percent sales tax levy approved by voters in 1999 and a temporary quarter percent sales tax levy approved by voters in 2016 applicable to the Authority's service area for a ten-year period.

## IndyGo – Indianapolis, IN



[Source: IndyGo.net]

- **Indianapolis Public Transportation (IndyGo)** is the public transit system operator for the city of Indianapolis and Marion County in Indiana — a component unit of the Consolidated City of Indianapolis-Marion County Reporting Entity.
- In 1973, IndyGo was chartered by city ordinance to acquire, provide and maintain an urban mass transportation system for the metropolitan Indianapolis area. The city of Indianapolis officially took control of all citywide public transportation in 1975 under the name "Metro," renamed IndyGo in 1996.
- Today, IndyGo operates more than 200 buses on 37 fixed routes in the cities and towns of Indianapolis, Speedway, Beech Grove, Southport and Greenwood.
- IndyGo offers half fare to eligible riders, including people over the age of 65 with a government-issued Medicare Card or IndyGo Half Fare ID Card, people younger than 18 year old with a valid student ID or Half Fare ID Card, or people with a disability with a Half Fare ID Card.

- IndyGo receives funds from property, excise and local option income taxes from the municipalities of Marion County, as well as state and federal transit funds. In 2016, Marion County voters approved a quarter percent income tax dedicated to transit.

#### TARC – Louisville, KY



[Source: Ridetarc.org]

- The **Transit Authority of River City (TARC)** is a public corporation created in 1971 after legislation authorized city and county governments to operate mass-transit systems using local funding. In 1974, Louisville voters approved an occupational tax to fund mass transit.
- Today, TARC operates 230 buses across runs 41 routes in five Kentucky and Southern Indiana counties.
- In 1974, Louisville and Jefferson County voters agreed to a .02 percent increase of the occupational tax to finance a municipal bus service. Today, nearly 60 percent of TARC's funding comes from the Mass Transit Fund financed by occupational tax revenue. This tax generates approximately \$50 million annually and funds are deposited into a Mass Transit Trust Fund.

#### MATA – Memphis, TN



[Source: Matatransit.com]

- The **Memphis Area Transit Authority (MATA)** was formed in 1975 to serve the greater Memphis and Shelby County, Tennessee, areas, as well as nearby West Memphis, Arkansas. Today, MATA no longer serves West Memphis, Arkansas, but continues operations in Memphis and Shelby County in Tennessee.
- MATA currently operates 34 fixed-route bus routes and three rail trolley lines. The Main Street Trolley Line uses classic streetcars on a system that runs along the riverfront, Main Street in the heart of downtown Memphis and an extension on Madison Avenue. The Madison Avenue line



opened in 2004 as the initial stage of a light rail system that would connect downtown Memphis with the Memphis International Airport.

- MATA's streetcar rail, in the form of the Madison Avenue trolley line, ceased operations in April 2014 after experiencing two trolley fires in six months. The process to upgrade the trolley system is ongoing.
- Funding for the system comes from passenger fare collections, as well as from other local, state and federal sources

#### MCTS – Milwaukee, WI



[Source Jsonline.com]

- The **Milwaukee County Transit System (MCTS)** is a county-run agency formed in 1975 after taking over the assets of a privately operated company. Milwaukee Transport Services, Inc. is a quasi-governmental instrumentality of Milwaukee County responsible for the management and operation of MCTS.
- Currently, MCTS operates 405 buses on 59 routes.
- MCTS receives funding for its operations from four main sources:
  - The state of Wisconsin provides 49 percent.
  - Passengers, advertising and other related income account for 28 percent.
  - The federal government provides 15 percent.
  - A property tax levy provides 8 percent

#### MTA – Nashville, TN



[Source: Tennessean.com]

- The **Nashville Metropolitan Transit Authority (MTA)** was formed in 1973 for the purpose of stabilizing existing public transportation services. Today, MTA provides public transportation service — local and express routes — for residents and visitors within the Metropolitan Nashville area. It is a component unit of the Metropolitan Government of Nashville & Davidson County.

- MTA is contracted to manage the Regional Transportation Authority (RTA) under a fee for service agreement. RTA is an independent Authority created under state legislation. Funding for RTD comes from membership dues, federal and state funding, and local contributions.
- Today, MTA has a fleet of 174 buses that serve 46 bus routes. Nearly all MTA buses meet downtown at MTA’s downtown transit station — Music City Central.
- Funding comes from MTA self-generated sources, as well as local, state and federal sources.
- As of July 12, 2018, MTA rebranded itself to “WeGo Public Transit.” The rebranding was part of a process that started with the adoption of the Nashville MTA Strategic Plan, “nMotion,” in 2016.



## Metro – St. Louis, MO



[Source: Planetizen.com]

- In 1949, an interstate compact between Missouri and Illinois established the Bi-State Development Agency (BSDA), which adopted the name **The Metro** in 2003. The BSDA was created to serve the region on both sides of the Mississippi River and to have a regional outlook not tied to any single municipality, county or state. As such, BSDA has broad powers that enable it to cross local, county and state boundaries to enhance the development of the region.
- Since 1963, MetroBus has operated 83 bus routes throughout Greater St. Louis, with 65 routes operating on the Missouri side and 18 on the Illinois side. MetroLink, the agency’s light rail system, opened in 1993 and serves 37 stations — 26 stations in Missouri, and 11 stations in Illinois. MTS operates two MetroLink lines — the Red Line and the Blue Line.
- The city of St. Louis and St. Louis County collect revenue from half-cent and quarter-cent local sales taxes. The city of St. Louis appropriates a majority of its revenues from the half-cent sales tax to Metro. St. Louis County splits revenue collected from the half-cent sales tax between Metro and infrastructure projects within the county. Note: The city of St. Louis, Missouri, is an independent city, not residing within the jurisdiction of or associated with St. Louis County, Missouri.
- In 1995, St. Clair County, Illinois, adopted a half-cent sales tax to be dedicated to MetroLink capital projects, operating costs and maintenance costs.
- Over the past decade, Metro and regional leaders in Missouri have funded the system through a series of short-term revenue solutions and cost-cutting measures.

## Aspirational Agencies

MARTA – Atlanta, GA



[Source: Lerchbates.com]

- The **Metropolitan Atlanta Rapid Transit Authority (MARTA)** was formed in 1971. It was originally proposed as a rapid transit agency for the five largest metropolitan Atlanta counties (DeKalb, Fulton, Clayton, Gwinnett and Cobb) but a referendum by the Georgia General Assembly authorizing participation was not passed in Cobb County.
- MARTA began operating its bus services in 1972 and expanded its service to heavy rail in 1979. Since 1979, MARTA has made more than 5 billion trips carrying passengers by bus and rail.
- As of 2017, MARTA operated 550 diesel and compressed natural gas buses to cover more than 100 bus routes and 25.2 million annual vehicle miles.
- The MARTA rapid rail system has 47.6 miles of railroad tracks and 38 rail stations located on four service lines: Red Line, Gold Line, Blue Line, and Green Line.
- In 1971, Fulton and DeKalb counties passed a 1 percent sales tax to pay for operations, while Clayton and Gwinnett rejected the measure. In 2016, a 0.5 sales tax increase was passed in Atlanta to support MARTA expansion and enhancements in the region.
- MARTA's two largest revenue sources are sales tax and fare revenue, making up 82 percent or \$577 million of total revenue. Sales tax provides 62 percent of MARTA's total revenue and fare revenue provides 20 percent of the total.
- MARTA does not receive operational funding from the state of Georgia, making it the largest public transportation agency in the U.S. and the second-largest transit agency in North America, behind the Toronto Transit Commission, that does not receive state/provincial funding for operational expenses.
- MARTA will soon be part of a unified regional transit branding, similar to that of RideKC, called the Atlanta-region Transit Link (ATL). Unlike RideKC, however, the ATL includes additional governance structures on top of the transit agency leadership already in place, created by an act of the state legislature of Georgia and signed into law by its governor on May 3, 2018.



## RTD – Denver, CO



[Source: Denver.cbslocal]

- The Colorado state legislature created the **Denver Regional Transportation District (RTD)** in 1969. It includes 15 Director's Districts, eight counties and 40 municipalities in the Denver Metropolitan Area.
- RTD currently operates 88 local, 20 regional, 16 limited and 3 SkyRide bus routes, as well as five miscellaneous services. RTD operates eight light rail lines and two commuter rail lines across 58.5 miles of track and 54 stations.
- In 2004, area voters approved a 1 percent sales and use tax, with the provisions that the increase from 0.6 percent be used to fund the FasTracks transit expansion program. The 1 percent sales-and-use tax rate is levied in all eight RTD counties.
- Significant transit expansion has taken place since the most recent year for NTD data, 2016. In 2016, RTD began operation of the A Line, B Line and the Faltiron Flyer Bus Rapid Transit line. February 2017 saw the opening of the R Line through Aurora, CO. RTD promises that the G Line, running from Denver's Union Station to Wheat Ridge, CO, will open soon.
- The state is responsible for collecting and processing all RTD sales tax revenues, and it retains a small amount of the revenues to cover its incremental costs. The statute specifies the maximum amount the state can retain along with a partial interest accrual offset generated during a grace period between receipt and disbursements from vendors to RTD.

## Metro Transit – Minneapolis, MN



[Source: Metrotransit.org]

- In 1976, the Minnesota State Legislature established **Metro Transit** as the transit division of the Metropolitan Council, a regional governmental agency in the Minneapolis-St. Paul metro area. Currently, Metro Transit serves more than seven counties and 90 cities
- In 2001, the state legislature replaced a property revenue source with the State Motor Vehicles Sales Tax (MVST) to fund transit operations in the metro area.
- Currently, Metro Transit receives the majority of its funding from the MVST and the state general fund.

- Metro Transit operates 130 bus routes, including 55 local and 63 express routes. Metro Transit also serves two light rail routes and one commuter rail route.
- Metro Transit uses a system of color-coded light rail and bus rapid transit (BRT) lines to provide service to the Twin Cities region. Metro Transit operates both of the region’s light rail lines — the METRO Blue Line, and the METRO Green Line.

### Port Authority – Pittsburgh, PA

PortAuthority



[Source: Theincline.com]

- The **Port Authority of Allegheny County** was established in 1958 and operates pursuant to the Commonwealth of Pennsylvania’s Second Class County Port Authority Act. This Act gives Port Authority the ability to borrow money for costs of Port Authority related projects, and to issue negotiable, interest-bearing debt obligations. Any debt issuance by Port Authority is the obligation of Port Authority, not indebted to the Commonwealth or Allegheny County.
- Port Authority’s modern-day transit operations began in 1964, with formal consolidation of 33 transportation carriers. Originally, Port Authority was not tasked with public transportation upon its creation, but rather to help develop port districts along rivers in Allegheny County.
- Currently, Port Authority is funded by fare and advertising revenue, along with money from county, state and federal sources.
- Port Authority’s fleet includes more than 700 diesel and hybrid diesel-electric buses, 80 light rail vehicles. Its system also includes two funicular railways (also known as inclined planes), the Monongahela Incline and the Duquesne Incline. The Port Authority currently leases the Duquesne Incline to a nonprofit preservation organization.
- The Port Authority owns other uncommon transit facilities, including four dedicated busways and the direction-switching Wabash HOV Tunnel.

### Primary Agency Funding

This section includes two sets of funding information for each primary transit agency. The first is funding amounts and types from state and local sources (as available), often taken from the different agencies’ budgets and audits. Federal funding sources are not listed since all agencies must access the same programs. This information is intended to give an idea of how much a given funding mechanism generates for the agency. The second set of information is the overview of amounts of funding expended from the National Transit Database’s 2016 agency profiles. This offers a more standardized way of comparing the agencies.

The chart below shows the amount of combined state and local funding per capita in each agency’s service area (not including fare revenue). The largest share of operating funding for the majority of agencies is at the local level, but there are a few agencies — Minneapolis, Pittsburgh, and Milwaukee — that generate the largest share of their operating funding at the state level. Local or state sales taxes are a common funding mechanism across many primary agencies. Atlanta and Denver have generated

hundreds of millions of dollars with their local sales taxes. Similarly, Minneapolis-St. Paul has received hundreds of millions of dollars through a state-level motor vehicle sales tax. Sales taxes are not just used in aspirational agencies; Austin and St. Louis levy local sales taxes totaling 1 percent each. KCATA receives sales taxes that total ¾ cent. Agencies that rank below KCATA in local and state funding per capita in the service area have a pattern of smaller sales taxes or none at all. Memphis is funded through grants and subsidies. Indianapolis is funded locally through property taxes and income taxes. Cincinnati is funded locally through a 0.3 percent income tax. Louisville is likewise funded through an occupational tax. Nashville is funded through local grants. As a counterpoint, however, local and state governments have levied no sales taxes to fund Pittsburgh. It is only funded by grants, yet the amount of funding is very large.

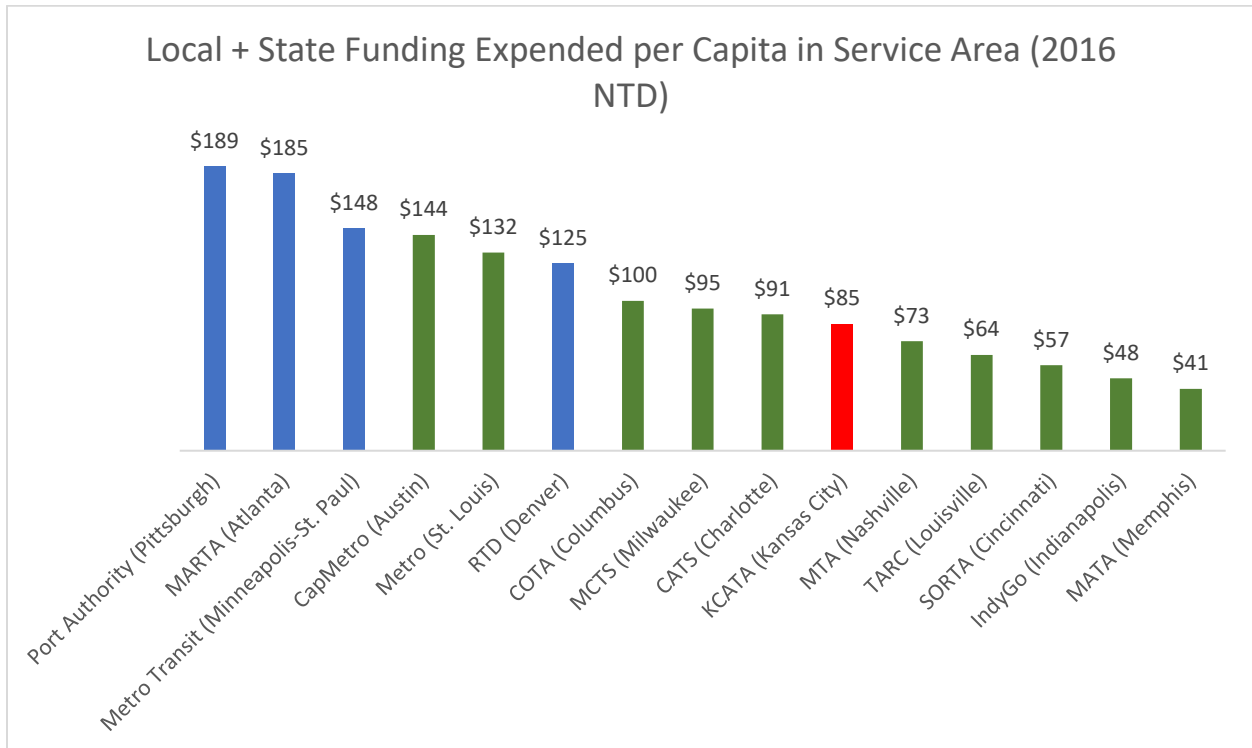


Figure 29.

## Peer Agencies

### CapMetro – Austin, TX

Body	Type	Amount	Source
Capital Metro Service Area Members	1% Sales Tax	\$221,298,975 (FY 2016 Actual)	Capital Metropolitan Transportation Authority Approved FY 2018 Operating and Capital Budget

Table 8.

<b>CapMetro 2016 Operating and Capital Funding Expended (NTD)</b>		
Fare Revenues Earned	\$23,552,516	
<b>Operating Funds Expended</b>		
Fare	\$23,552,516	10.3%
Local	\$167,083,657	73.1%
State	\$0	0.0%
Federal	\$28,355,568	12.4%
Other	\$9,547,855	4.2%
<b>Total</b>	<b>\$228,539,596</b>	<b>100%</b>
<b>Capital Funds Expended</b>		
Local	\$27,456,428	60.9%
State	\$4,267,916	9.5%
Federal	\$13,333,908	29.6%
Other	\$0	0.0%
<b>Total</b>	<b>\$45,058,252</b>	<b>100%</b>

Table 9.

CATS – Charlotte, NC

<b>Body</b>	<b>Type</b>	<b>Amount</b>	<b>Source</b>
Mecklenburg County	½ Cent Sales Tax	\$89,616,819 (2016 Actual)	FY 2018 City of Charlotte Proposed Budget
	Maintenance of Effort	\$192,942 (2016 Actual)	
City of Charlotte	Maintenance of Effort	\$20,106,177 (2016 Actual)	
City of Huntersville	Maintenance of Effort	\$18,567 (2016 Actual)	
State of North Carolina	State Grants	11% of capital revenues in 2015	CATS 2015 Annual Report

Table 10.

CATS 2016 Operating and Capital Funds Expended (NTD)		
Fare Revenues Earned	\$30,687,363	
Operating Funds Expended		
Fare	\$30,687,363	22.1%
Local	\$89,007,023	64.2%
State	\$10,733,608	7.7%
Federal	\$5,557,473	4.0%
Other	\$2,710,405	2.0%
<b>Total</b>	<b>\$138,695,872</b>	<b>100%</b>
Capital Funds Expended		
Local	\$25,057,855	8.3%
State	\$32,340,314	10.7%
Federal	\$245,053,430	80.8%
Other	\$774,279	0.3%
<b>Total</b>	<b>\$303,225,878</b>	<b>100%</b>

Table 11.

SORTA – Cincinnati, OH

Body	Source	Amount	Source
City of Cincinnati, OH	0.3% Income Tax	\$53,593,000 (2016)	SORTA Comprehensive Annual Financial Report FY 2016

Table 12.

2016 SORTA Operating and Capital Funds Expended (NTD)		
Fare Revenues Earned	\$28,853,793	
Operating Funds Expended		
Fare	\$28,853,793	29.9%
Local	\$47,292,018	49.0%
State	\$780,157	0.8%
Federal	\$15,295,172	15.8%
Other	\$4,361,199	4.5%
<b>Total</b>	<b>\$96,582,339</b>	<b>100%</b>
Capital Funds Expended		
Local	\$3,419,271	27.6%
State	\$0	0.0%
Federal	\$8,950,263	72.4%
Other	\$0	0.0%
<b>Total</b>	<b>\$12,369,534</b>	<b>100%</b>

Table 13.

COTA – Columbus, OH

Body	Type	Amount	Source
Voters in COTA service area	¼% Sales and Use Taxes	\$129,937,419 (2017 Budget)	2017-2021 COTA Short Range Transit Plan
State of Ohio	Reimbursement of state fuel taxes (27 cents per gallon)	\$554,054 (2017 Budget)	
COTA	Lease Income	\$1,010,872 (2017 Budget)	
	Investment Income	\$731,850 (2017 Budget)	

Table 14.

COTA 2016 Operating and Capital Funds Expended (NTD)		
Fare Revenues Earned	\$19,525,395	
<u>Operating Funds Expended</u>		
Fare	\$19,525,395	15.3%
Local	\$104,988,408	82.3%
State	\$595,309	0.5%
Federal	\$562,086	0.4%
Other	\$1,877,512	1.5%
<b>Total</b>	<b>\$127,548,710</b>	<b>100%</b>
<u>Capital Funds Expended</u>		
Local	\$8,065,928	36.8%
State	\$0	0.0%
Federal	\$13,830,395	63.2%
Other	\$0	0.0%
<b>Total</b>	<b>\$21,896,323</b>	<b>100%</b>

Table 15.

IndyGo – Indianapolis, IN

Body	Type	Amount	Source
Marion County, IN	Property and Excise Tax	\$39,254,016	2017 Comprehensive Annual Financial Report
	Assistance from Municipalities	\$11,002,081	
State of Indiana	Public Mass Transit Fund – Operating	\$10,710,544 (Approved 2018)	2019 Management & Financial Plan
Marion County, In	0.25% Income Tax	\$52,000,000 (2018 revenues budget)	

Table 16.

2016 IndyGo Operating and Capital Funds Expended (NTD)		
Fare Revenues Earned	\$11,051,807	
<b>Operating Funds Expended</b>		
Fare	\$11,051,807	16.4%
Local	\$34,066,781	50.4%
State	\$10,710,545	15.8%
Federal	\$10,798,230	16.0%
Other	\$964,622	1.4%
<b>Total</b>	<b>\$67,591,985</b>	<b>100%</b>
<b>Capital Funds Expended</b>		
Local	\$3,645,595	23.5%
State	\$0	0.0%
Federal	\$11,852,895	76.5%
Other	\$0	0.0%
<b>Total</b>	<b>\$15,498,490</b>	<b>100%</b>

Table 17.

TARC – Louisville, KY

Body	Type	Amount	Source
Jefferson County, KY	Mass Transit Trust Fund Collections and Interest – 0.2% Occupational Tax	\$55,879,015	TARC FY 2017 Audited Financial Statements
Indiana Department of Revenue	State Government Funds	\$1,178,679	
Kentucky Transportation Cabinet	State Government Funds	\$500,000	
Kentucky Regional Planning and Development Agency (MPO)		\$27,000	

Table 18.



2016 TARC Operating and Capital Funds Expended (NTD)		
Fare Revenues Earned	\$12,629,873	
Operating Funds Expended		
Fare	\$12,629,873	15.9%
Local	\$49,945,438	62.7%
State	\$1,528,250	1.9%
Federal	\$14,814,498	18.6%
Other	\$722,814	0.9%
<b>Total</b>	<b>\$79,640,873</b>	<b>100%</b>
Capital Funds Expended		
Local	\$1,503,603	12.4%
State	\$500,000	4.1%
Federal	\$10,167,471	83.5%
Other	\$0	0.0%
<b>Total</b>	<b>\$12,171,074</b>	<b>100%</b>

Table 19.

#### MATA – Memphis, TN

Body	Type	Amount	Source
City of Memphis	Subsidy	\$26,268,197	MATA Report of Audited Financial Statements for FY 2017
	Contributed Capital - City/Local	\$4,326,956	
State of Tennessee	Grants	\$7,706,347	
	Contributed Capital-State	\$360,542	

Table 20.

2016 MATA Operating and Capital Funds Expended (NTD)		
Fare Revenues Earned	\$7,848,404	
Operating Funds Expended		
Fare	\$7,848,404	15.5%
Local	\$23,295,651	46.1%
State	\$7,330,982	14.5%
Federal	\$10,864,490	21.5%
Other	\$1,215,691	2.4%
<b>Total</b>	<b>\$50,555,218</b>	<b>100%</b>
Capital Funds Expended		
Local	\$785,264	11.9%
State	\$530,575	8.1%
Federal	\$5,265,455	80.0%
Other	\$0	0.0%
<b>Total</b>	<b>\$6,581,294</b>	<b>100%</b>

Table 21.

MCTS – Milwaukee, WI

Body	Type	Amount	Source
State of Wisconsin		\$66,865,000	MCTS 2019 Recommended Budget
Local Tax Levy		\$8,600,000	
Vehicle Registration Fees		\$15,700,000	

Table 22.

2016 MCTS Operating and Capital Funds Expended (NTD)			
Fare Revenues Earned	\$33,728,606		
<b>Operating Funds Expended</b>			
Fare	\$33,728,606	22.2%	
Local	\$18,570,142	12.2%	
State	\$71,996,641	47.4%	
Federal	\$24,349,918	16.0%	
Other	\$3,112,468	2.1%	
<b>Total</b>	<b>\$151,757,775</b>	<b>100%</b>	
<b>Capital Funds Expended</b>			
Local	\$12,497,691	73.8%	
State	\$0	0.0%	
Federal	\$4,432,921	26.2%	
Other	\$0	0.0%	
<b>Total</b>	<b>\$16,930,612</b>	<b>100%</b>	

Table 23.

MTA – Nashville, TN

Body	Type	Amount	Source
State of Tennessee	Operating Grant Collections	\$4,653,700	Nashville MTA Financial Statements July 2016-June 2017
Local	Operating Grant Collections	\$42,013,600	

Table 24.

2016 MTA Operating and Capital Funds Expended (NTD)		
Fare Revenues Earned	\$11,826,356	
<b>Operating Funds Expended</b>		
Fare	\$11,826,356	16.1%
Local	\$41,733,698	56.9%
State	\$6,073,575	8.3%
Federal	\$10,786,284	14.7%
Other	\$2,878,499	3.9%
<b>Total</b>	<b>\$73,298,412</b>	<b>100%</b>
<b>Capital Funds Expended</b>		
Local	\$3,695,124	42.2%
State	\$450,935	5.1%
Federal	\$2,971,377	33.9%
Other	\$1,645,396	18.8%
<b>Total</b>	<b>\$8,762,832</b>	<b>100%</b>

Table 25.

#### Metro – St. Louis, MO

Body	Type	Amount	Source
City of St. Louis, MO	Sales Taxes: ½ cent, ¼ cent, ¼ cent Prop M2	\$34,307,041	Bi-State Development Operating & Capital Budget, Fiscal Year 2019 - FY 2017 Actual
St. Louis County, MO	Sales Taxes: ½ cent, ¼ cent, ½ cent Prop A	\$122,753,855	
Other Local MO	Local Match, Planning and Demo Reimbursement	\$587,375	
State of Missouri – MODOT	General Operating and Special Assistance	\$922,734	
St. Clair County, IL		\$51,424,692	
State of Illinois	Local Match	\$21,511	

Table 26.

2016 Metro Operating and Capital Funds Expended (NTD)		
Fare Revenues Earned	\$48,963,181	
<b>Operating Funds Expended</b>		
Fare	\$48,963,181	17.3%
Local	\$206,182,770	73.0%
State	\$459,187	0.2%
Federal	\$20,729,971	7.3%
Other	\$6,295,097	2.2%
<b>Total</b>	<b>\$282,630,206</b>	<b>100%</b>
<b>Capital Funds Expended</b>		
Local	\$15,020,417	25.6%
State	\$0	0.0%
Federal	\$43,673,968	74.4%
Other	\$0	0.0%
<b>Total</b>	<b>\$58,694,385</b>	<b>100%</b>

Table 27.

## Aspirational Agencies

### MARTA – Atlanta, GA

Body	Type	Amount	Source
City of Atlanta, GA	1.5%	\$439,039,000	MARTA Annual Report, FY 2017; Comprehensive Annual Financial Report, FY 2017
Fulton County, GA	1%		
Clayton County, GA			
DeKalb County, GA			

Table 28.

2016 MARTA Operating and Capital Funds Expended (NTD)		
Fare Revenues Earned	\$138,246,555	
<u>Operating Funds Expended</u>		
Fare	\$138,246,555	22.5%
Local	\$287,914,560	46.8%
State	\$0	0.0%
Federal	\$72,628,459	11.8%
Other	\$116,231,259	18.9%
<b>Total</b>	<b>\$615,020,833</b>	<b>100%</b>
<u>Capital Funds Expended</u>		
Local	\$126,257,235	79.6%
State	\$12,000	0.0%
Federal	\$32,418,643	20.4%
Other	\$0	0.0%
<b>Total</b>	<b>\$158,687,878</b>	<b>100%</b>

Table 29.

#### RTD – Denver, CO

Note: The state of Colorado administers RTD's 1% Sales and Use Tax, but it is considered local funding.

Body	Type	Amount	Source
State of Colorado/RTD	1% Sales and Use Tax	\$598,187,000 (2017)	2017 Comprehensive Annual Financial Report

Table 30.

2016 RTD Operating and Capital Funds Expended (NTD)		
Fare Revenues Earned	\$136,181,103	
<u>Operating Funds Expended</u>		
Fare	\$136,181,103	22.5%
Local	\$364,185,101	60.1%
State	\$456,000	0.1%
Federal	\$76,668,610	12.7%
Other	\$28,466,468	4.7%
<b>Total</b>	<b>\$605,957,282</b>	<b>100%</b>
<u>Capital Funds Expended</u>		
Local	\$504,834,988	73.1%
State	\$1,347,072	0.2%
Federal	\$183,976,584	26.7%
Other	\$0	0.0%
<b>Total</b>	<b>\$690,158,644</b>	<b>100%</b>

Table 31.

Metro Transit – Minneapolis, MN

Body	Type	Amount	Source
State of Minnesota	Motor Vehicle Sales Tax	\$216,543,800	2017 Metro Transit Facts (Operating Revenue)
	State General Fund	\$33,012,000	
Local	Local Funding Partners/Other	\$9,039,000	
	Counties Transit Improvement Board	\$31,440,000	

Table 32.

2016 Metro Transit Operating and Capital Funds Expended (NTD)		
Fare Revenues Earned	\$93,893,342	
Operating Funds Expended		
Fare	\$93,893,342	24.2%
Local	\$28,042,529	7.2%
State	\$243,505,187	62.6%
Federal	\$15,223,386	3.9%
Other	\$8,020,607	2.1%
<b>Total</b>	<b>\$388,685,051</b>	<b>100%</b>
Capital Funds Expended		
Local	\$112,843,898	55.9%
State	\$6,829,028	3.4%
Federal	\$66,634,596	33.0%
Other	\$15,638,973	7.7%
<b>Total</b>	<b>\$201,946,495</b>	<b>100%</b>

Table 33.

Port Authority – Pittsburgh, PA

Body	Amount	Dedication	Source
Commonwealth of Pennsylvania	\$10,255,869	Capital Funds Used for Operating Assistance	FY 2017 Single Audit
	\$205,856,490	Operating Grants	
	\$65,412,076	Capital Grants	
Allegheny County	\$6,114,120	Capital Funds Used for Operating Assistance	
	\$33,728,043	Operating Grants - Matching	
	\$3,870,558	Capital Grants	

Table 34.

A more detailed explanation of the State of Pennsylvania’s public transportation funding mechanisms is available on page 6 of their [FY 2017 Single Audit](#).

2016 Port Authority Operating and Capital Funds Expended (NTD)		
Fare Revenues Earned	\$101,866,478	
<b>Operating Funds Expended</b>		
Fare	\$101,866,478	25.4%
Local	\$37,934,529	9.5%
State	\$229,753,133	57.3%
Federal	\$27,773,675	6.9%
Other	\$3,533,561	0.9%
<b>Total</b>	\$400,861,376	100%
<b>Capital Funds Expended</b>		
Local	\$2,425,238	2.9%
State	\$35,817,943	42.7%
Federal	\$45,329,302	54.0%
Other	\$387,683	0.5%
<b>Total</b>	\$83,960,166	100%

Table 35.

### Fares and Operating Funding Expended

This section looks at the financial expenses for KCATA and primary transit agencies serving the selected regions for this study, particularly funding expended from local, state and federal sources. Also included is a chart comparing the cash fare for a single local bus ride that each agency charges, ranked from least expensive to most expensive. KCATA maintains the second-least expensive fare out of all peer and aspirational agencies. It also collected the second-least amount of fare revenues and held the second - lowest farebox recovery ratio for 2016. While the aspirational agencies collect the most fare revenue, SORTA (Cincinnati), MCTS (Milwaukee), and CATS (Charlotte) are peer agencies with farebox recovery ratios over 0.2.

The chart below compares bus fare rates across all primary transit agencies. Different agencies have different fare structures. These fare rates were chosen if they were for:

- Single rides. Transfer pricing and policies were not taken into account.
- Cash rates. Some incentives, such as using an agency’s smartcard, reduced the fare.
- Local rates. Express route rates or rates that increased when fare zones were crossed were not included.
- Bus rates. KCATA operates no rail systems. Rail fare rates for other agencies were sometimes the same as bus fare rates.

Any rush hour fare rates were included as a secondary data point since they met all the above criteria but were only in effect at certain times of day.



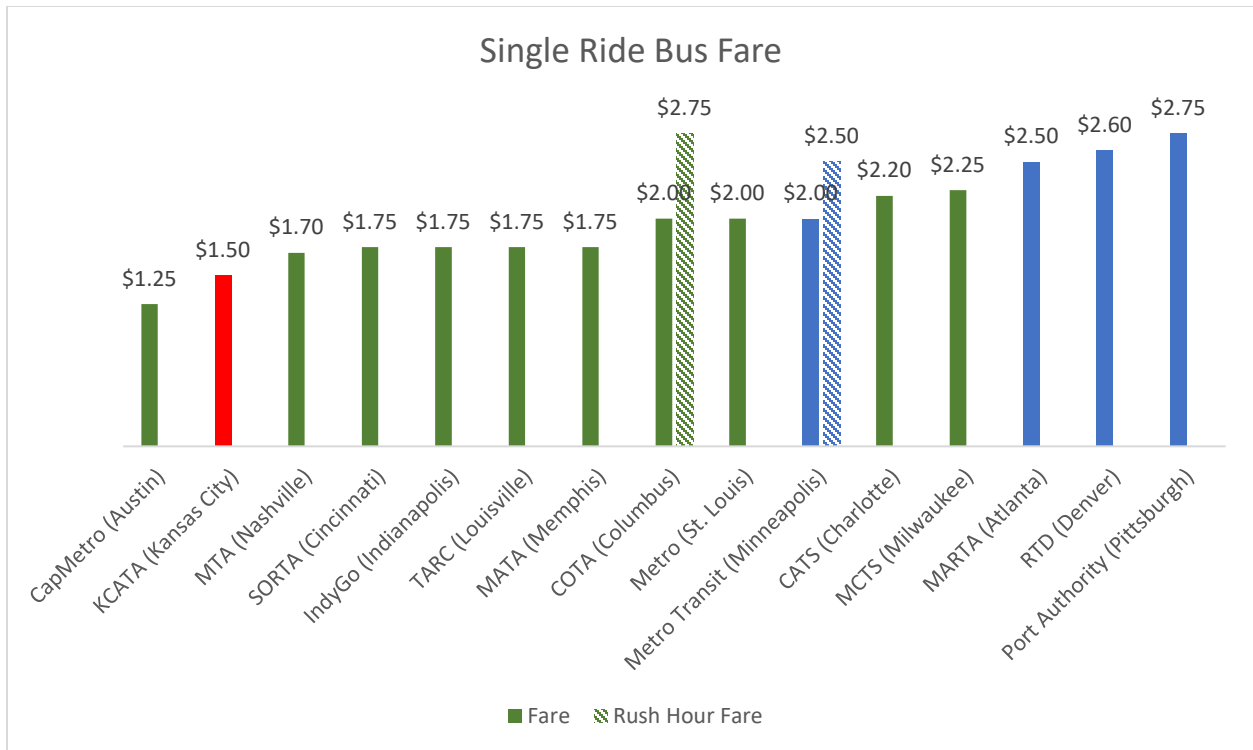


Figure 30. Source: Transit Agency Websites

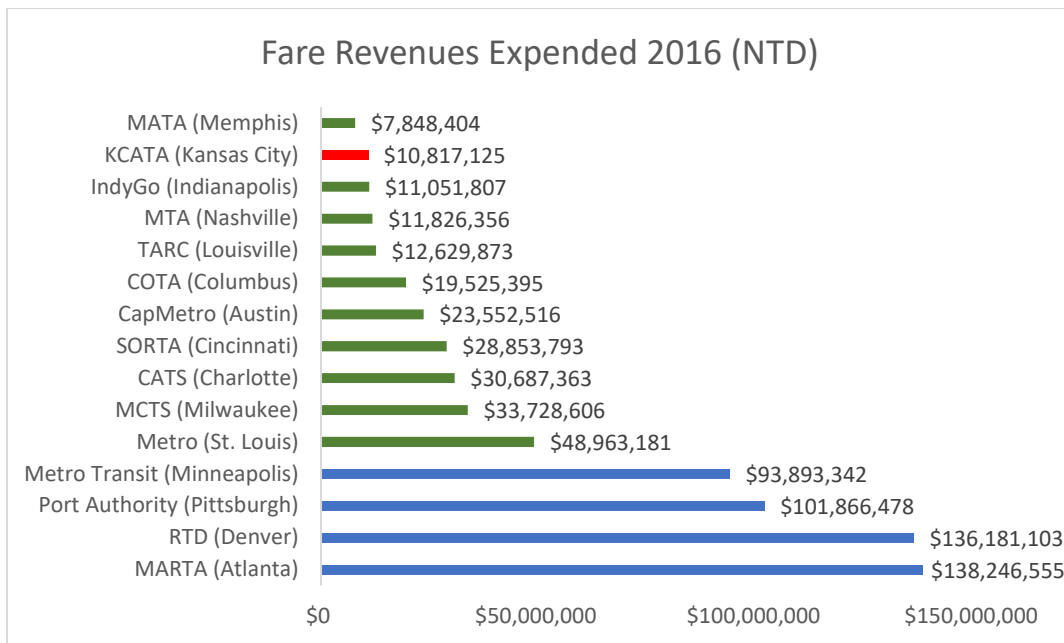


Figure 31.

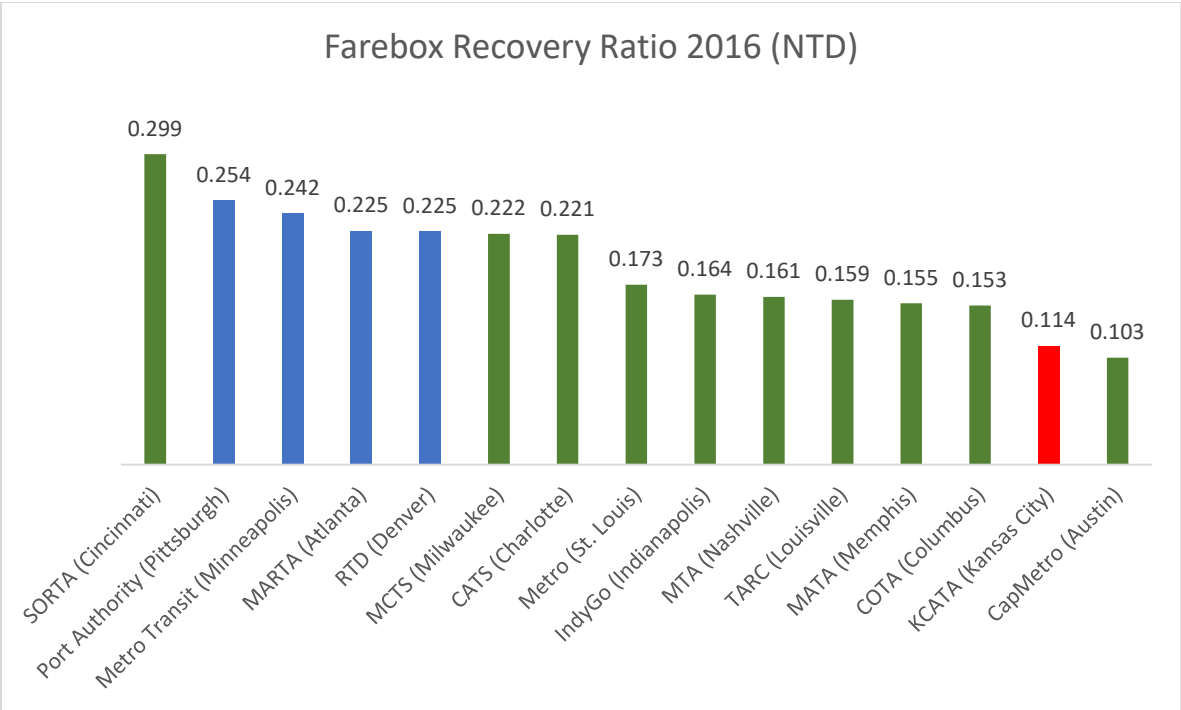


Figure 32.

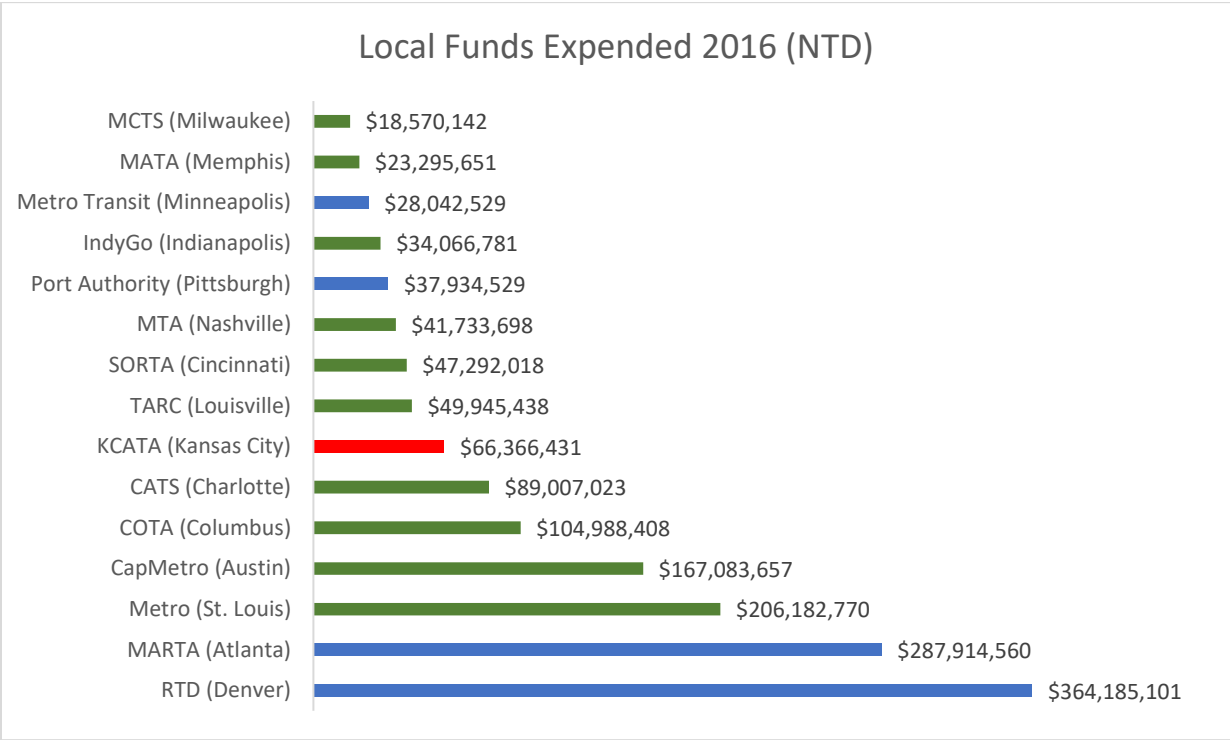


Figure 33.

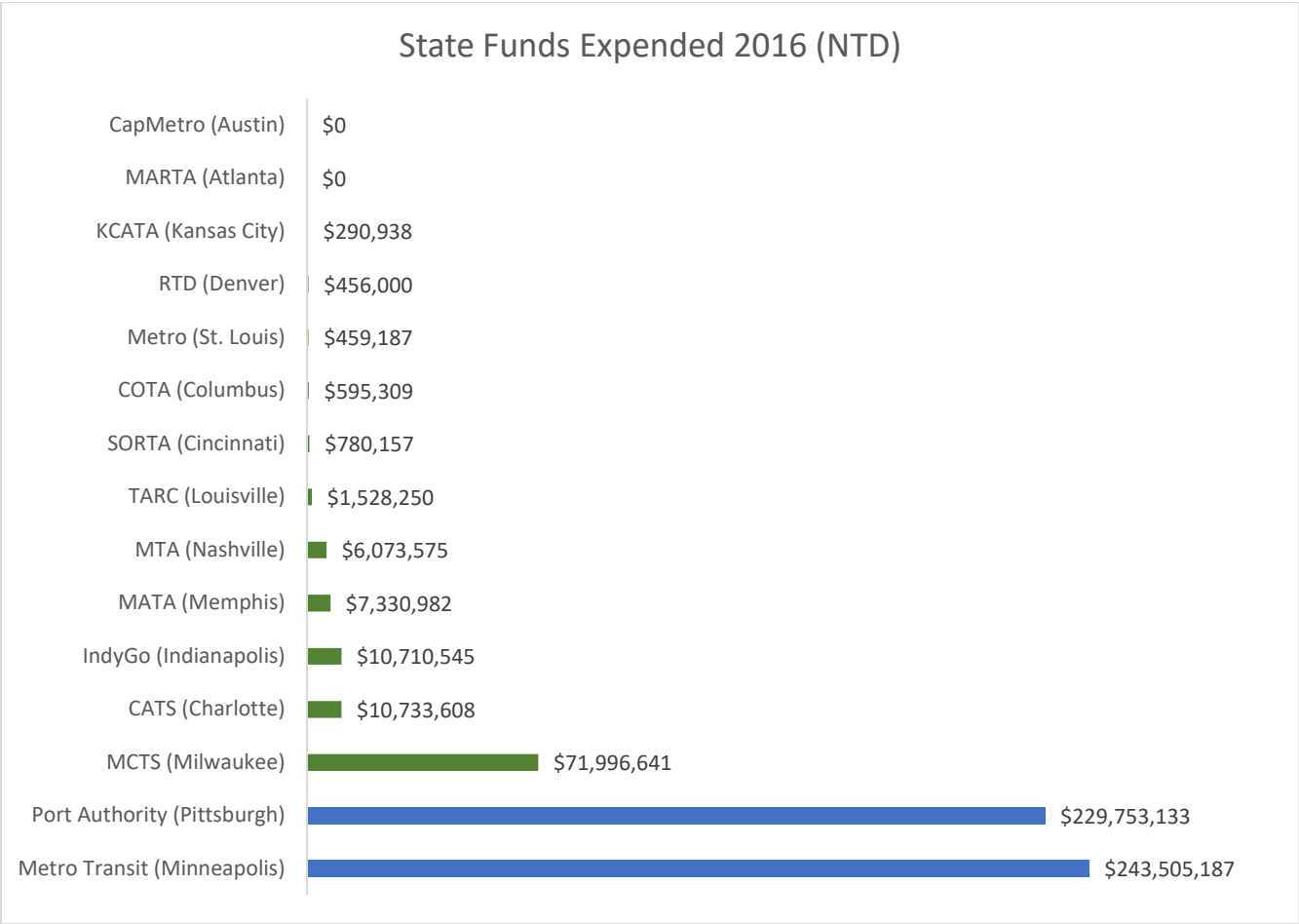


Figure 34.

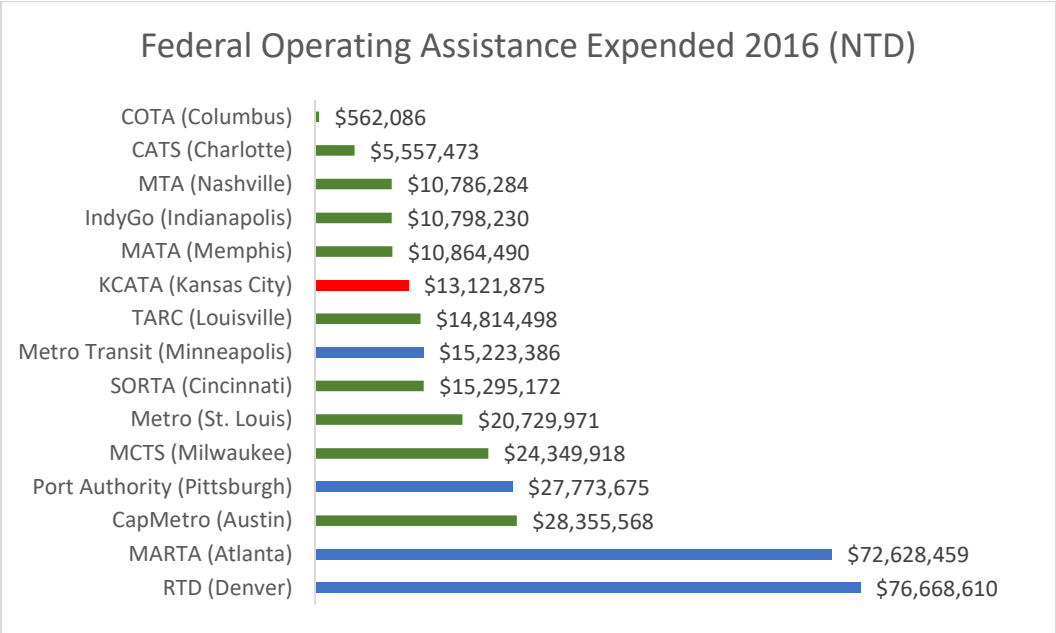


Figure 35.

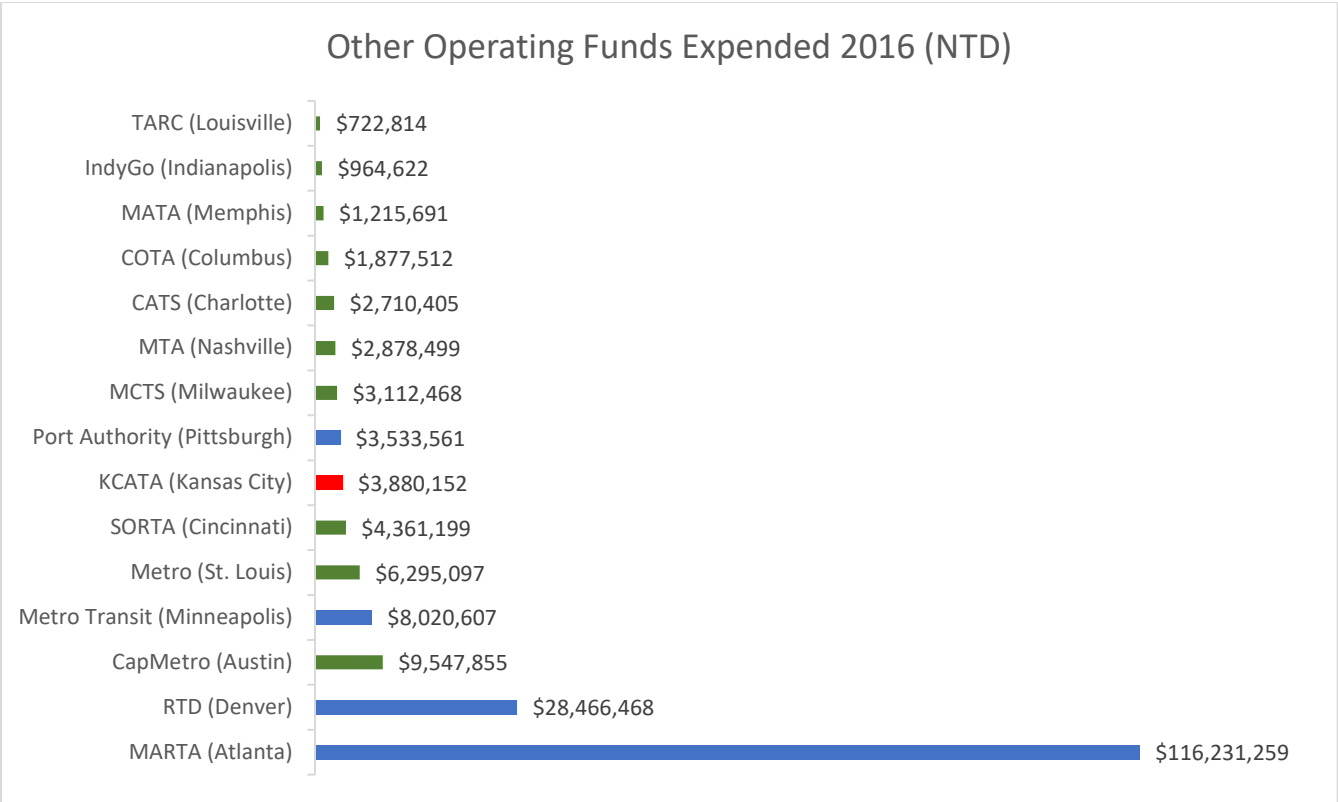


Figure 36.

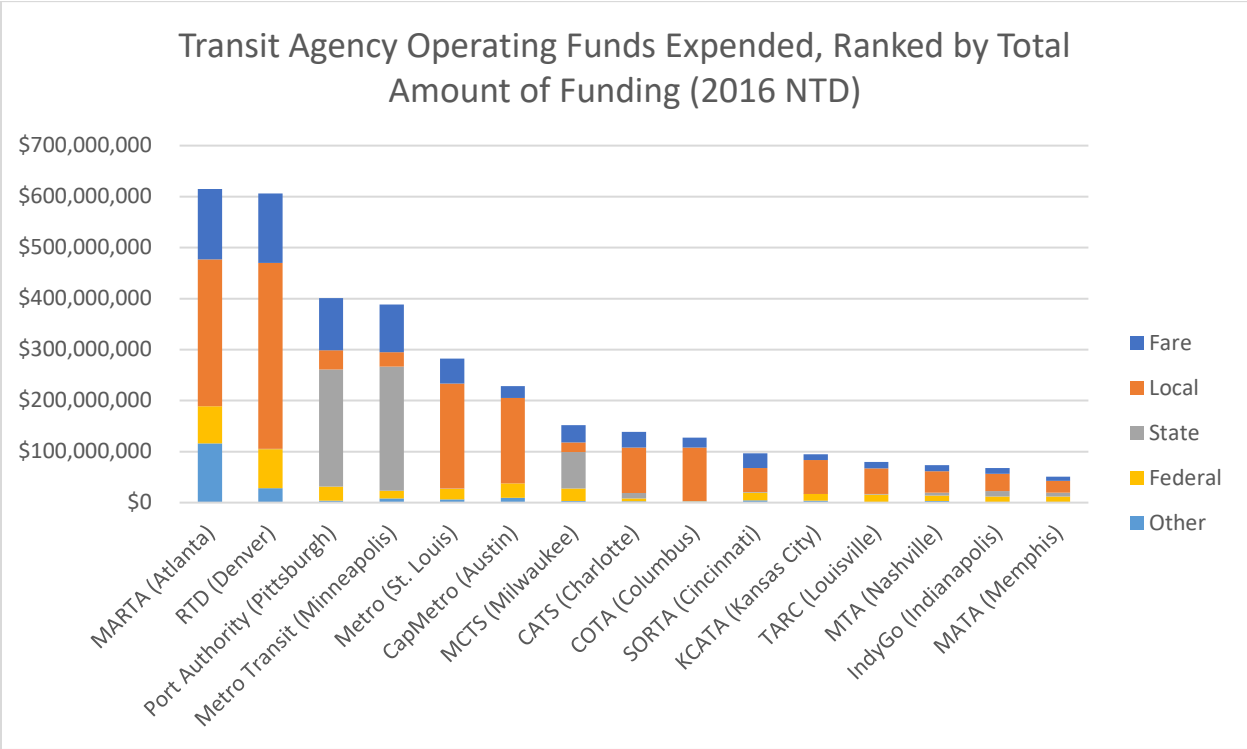


Figure 37.

Transit Agency Operating Funds Expended, Ranked by Total Amount of Funds (2016 NTD)						
Agency	Fare	Local	State	Federal	Other	Total
MARTA (Atlanta)	\$138,246,555	\$287,914,560	\$0	\$72,628,459	\$116,231,259	\$615,020,833
RTD (Denver)	\$136,181,103	\$364,185,101	\$456,000	\$76,668,610	\$28,466,468	\$605,957,282
Port Authority (Pittsburgh)	\$101,866,478	\$37,934,529	\$229,753,133	\$27,773,675	\$3,533,561	\$400,861,376
Metro Transit (Minneapolis)	\$93,893,342	\$28,042,529	\$243,505,187	\$15,223,386	\$8,020,607	\$388,685,051
Metro (St. Louis)	\$48,963,181	\$206,182,770	\$459,187	\$20,729,971	\$6,295,097	\$282,630,206
CapMetro (Austin)	\$23,552,516	\$167,083,657	\$0	\$28,355,568	\$9,547,855	\$228,539,596
MCTS (Milwaukee)	\$33,728,606	\$18,570,142	\$71,996,641	\$24,349,918	\$3,112,468	\$151,757,775
CATS (Charlotte)	\$30,687,363	\$89,007,023	\$10,733,608	\$5,557,473	\$2,710,405	\$138,695,872
COTA (Columbus)	\$19,525,395	\$104,988,408	\$595,309	\$562,086	\$1,877,512	\$127,548,710
SORTA (Cincinnati)	\$28,853,793	\$47,292,018	\$780,157	\$15,295,172	\$4,361,199	\$96,582,339
KCATA (Kansas City)	\$10,817,125	\$66,366,431	\$290,938	\$13,121,875	\$3,880,152	\$94,476,521
TARC (Louisville)	\$12,629,873	\$49,945,438	\$1,528,250	\$14,814,498	\$722,814	\$79,640,873
MTA (Nashville)	\$11,826,356	\$41,733,698	\$6,073,575	\$10,786,284	\$2,878,499	\$73,298,412
IndyGo (Indianapolis)	\$11,051,807	\$34,066,781	\$10,710,545	\$10,798,230	\$964,622	\$67,591,985
MATA (Memphis)	\$7,848,404	\$23,295,651	\$7,330,982	\$10,864,490	\$1,215,691	\$50,555,218

Table 38.

## Primary Transit Agency Service Characteristics

### Service Area

In the NTD’s transit agency profiles, each agency reports a service area and a service area population. These are defined in the glossary of this report. Below is a table of the peer and aspirational primary agencies, with their listed service areas and service area populations. The population was then divided by the land area to calculate a measure of service area density, depicted by ranking. The service area density rankings appear to show two interesting findings.

The first interesting finding is that, among peers, service area density levels do not correspond to UZA public transit ridership levels (under [UZA Rankings – Ridership to Work](#)) except in outlying circumstances. One such case is Milwaukee, which appears to have a high service area density and a high public transit ridership to work in its UZA. As a result, it leads in ridership rankings.

The second interesting finding is that service area density does not appear to be the prime determinant of high ridership for the aspirational agencies. The Minneapolis and Atlanta UZAs have relatively high

ridership to work rates (above most peer agencies), but the service area densities for their primary transit agencies are about average with several other peer agencies. Additionally, the Denver UZA has the third-highest public transit ridership to work rate, yet RTD has the lowest service area density of all studied primary agencies. This may suggest that low density is not an insurmountable problem if other factors are in play. For example, one factor that Metro Transit, MARTA and RTD all share is operation of an extensive rail network and a system of park-and-ride lots.

Primary Transit Agency	Service Area NTD 2016	
	Area (Sq Miles)	Population
CapMetro (Austin)	535	1,163,204
CATS (Charlotte)	688	1,098,944
SORTA (Cincinnati)	262	845,303
COTA (Columbus)	323	1,059,314
IndyGo (Indianapolis)	396	928,281
TARC (Louisville)	357	806,893
MATA (Memphis)	319	744,444
MCTS (Milwaukee)	237	957,735
MTA (Nashville)	484	655,900
Metro (St. Louis)	558	1,566,004
KCATA (Kansas City)	456	788,748
MARTA (Atlanta)	573	1,559,652
RTD (Denver)	2,342	2,920,000
Metro Transit (Minneapolis)	653	1,837,223
Port Authority (Pittsburgh)	775	1,415,244

Table 37.

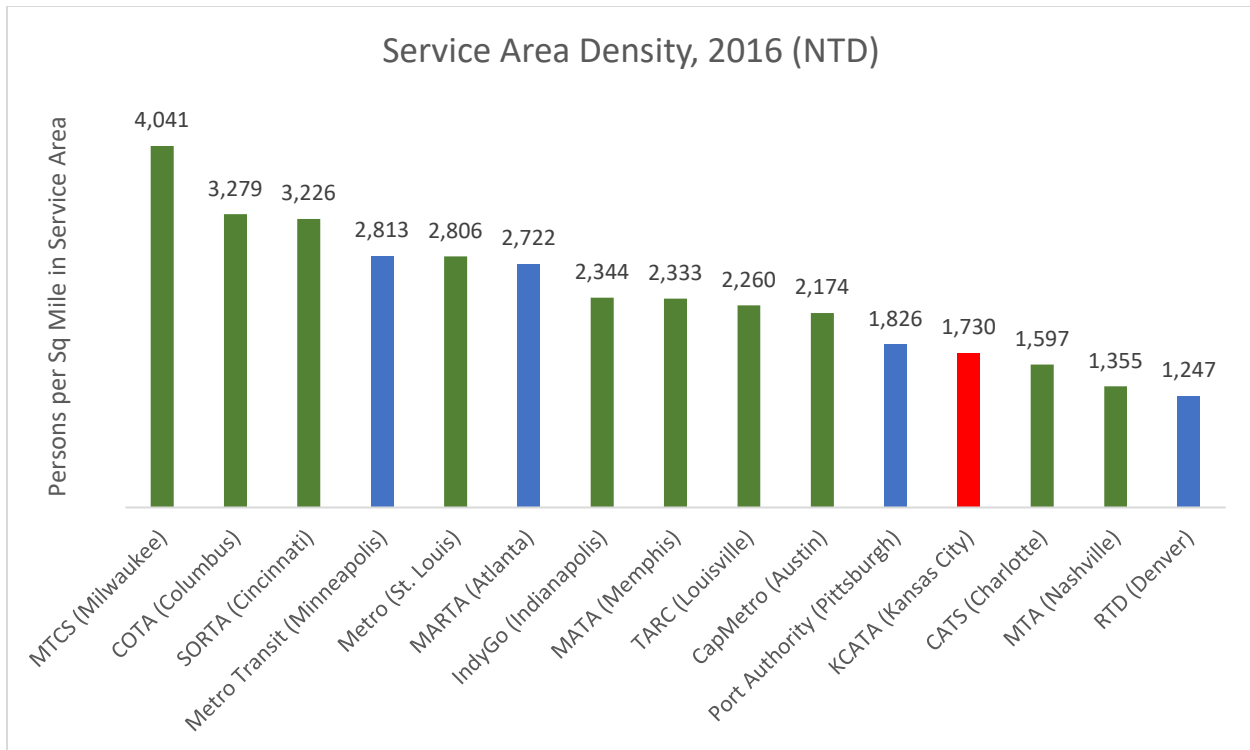


Figure 38.

### Services

Transit agencies provide a variety of modes of transportation to residents in cities and urbanized areas; these modes, defined below, may include bus, paratransit, light rail, commuter rail, commuter bus, heavy rail and streetcar services. Agencies are ranked below by the variety of services they offer. Demand response – taxi and vanpool modes were not included. Bus rapid transit was not counted separately. The KC Streetcar, despite becoming an important feature of Kansas City’s transit system, is not part of KCATA, and therefore not listed below.

Transit Agency Services								
Region	Bus	Demand Response	Light Rail	Commuter Rail	Commuter Bus	Heavy Rail	Streetcar Rail	Total Services Offered
CATS (Charlotte)	x	x	x		x		x	5
CapMetro (Austin)	x	x		x	x			4
RTD (Denver)	x	x	x	x				4
Metro Transit (Minneapolis)	x	x	x	x				4
Port Authority (Pittsburgh)	x	x	x					3
MARTA (Atlanta)	x	x				x		3
SORTA (Cincinnati)	x	x					x	3
MATA (Memphis)	x	x					x	3
(MTA) Nashville	x	x			x			3
Metro (St. Louis)	x	x	x					3



KCATA (Kansas City)	x	x						2
COTA (Columbus)	x	x						2
IndyGo (Indianapolis)	x	x						2
TARC (Louisville)	x	x						2
MCTS (Milwaukee)	x	x						2

Table 38.

\*Austin’s commuter rail is referred to in the NTD profiles as “hybrid rail,” defined in the glossary appendix.

\*\*Pittsburgh also operates two inclined planes, the Monongahela and Duquesne Inclines. These are uncommon transit services and excluded from the table above, which features services that are more common.

### Primary Agency Share of Service

The table below displays the percent of service that each primary agency in a region delivered in 2016 as well as the percentage of operating funding that each primary agency expended. In terms of ridership, most primary agencies, including KCATA, deliver more than 90 percent of service. The one peer agency exception is SORTA, which delivered 78 percent of the Cincinnati UZA’s ridership in 2016. The one aspirational agency exception is Metro Transit, which delivered 86 percent of the Minneapolis-St. Paul UZA’s ridership in 2016. These numbers indicate that other, smaller transit agencies are relatively more active in the Cincinnati and Minneapolis-St. Paul UZAs.

UZA	Primary Agency	Primary Agency Share			
		# of Total UZA Agencies	% Annual Unlinked Trips	% Vehicle Revenue Hours	% Vehicle Revenue Miles
Kansas City, MO-KS	KCATA	4	93%	84%	80%
<u>Peers</u>					
Austin, TX	CapMetro	2	100%	99%	100%
Charlotte, NC-SC	CATS	5	98%	78%	79%
Cincinnati, OH-KY-IN	SORTA	5	78%	66%	64%
Columbus, OH	COTA	3	99%	97%	93%
Indianapolis, IN	IndyGo	3	98%	95%	92%
Louisville/Jefferson County, KY-IN	TARC	3	99%	96%	90%
Memphis, TN-MS-AR	MATA	2	99%	99%	98%
Milwaukee, WI	MCTS	5	94%	84%	80%
Nashville-Davidson, TN	MTA	4	93%	93%	93%
St. Louis, MO-IL	Metro	2	94%	88%	85%
<u>Aspirational</u>					
Atlanta, GA	MARTA	11	94%	83%	77%
Denver-Aurora, CO	RTD	2	100%	99%	96%
Minneapolis-St. Paul, MN-WI	Metro Transit	8	86%	58%	47%
Pittsburgh, PA	Port Authority	6	97%	86%	82%

Table 39. Source: 2016 NTD

## Annual Ridership

The following displays ridership levels for KCATA and the primary transit agencies serving peer and aspirational regions. MARTA (Atlanta), RTD (Denver), Metro Transit (Minneapolis) and the Port Authority (Pittsburgh) experienced the highest ridership in 2016.

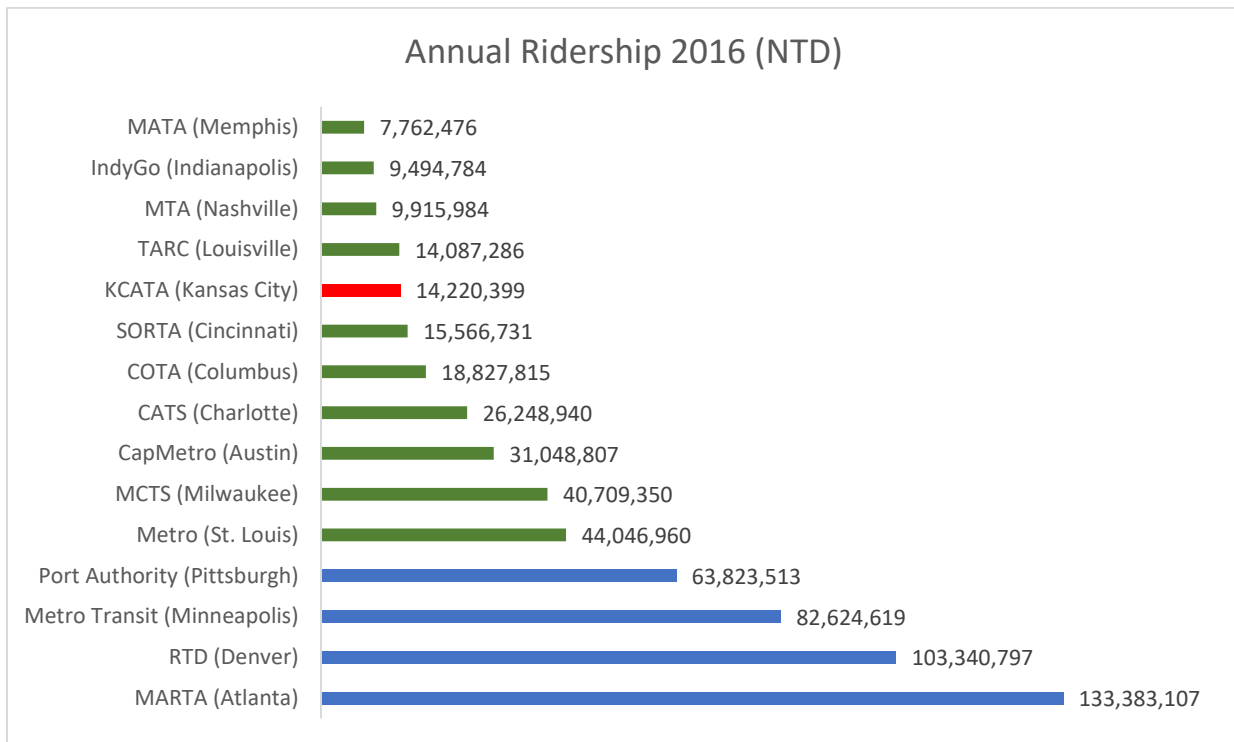


Figure 39.

## Annual Vehicle Revenue Miles and Hours

Rank in vehicle revenue miles is closely associated with rank in vehicle revenue hours, although the two rankings do not coincide exactly.

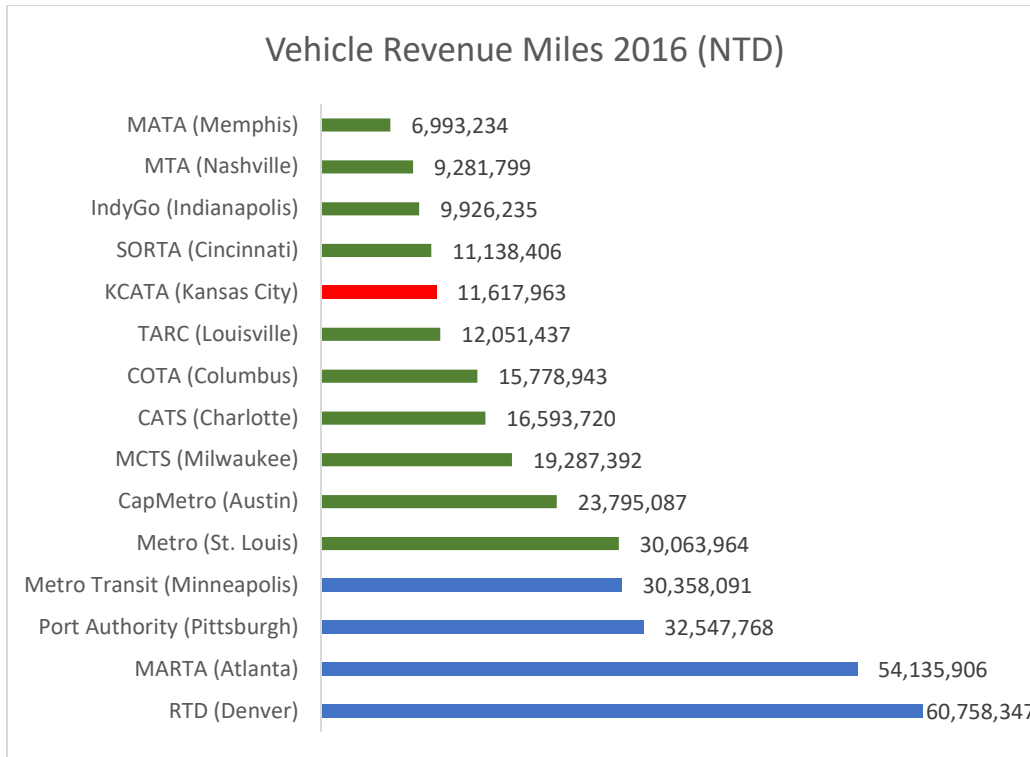


Figure 40.

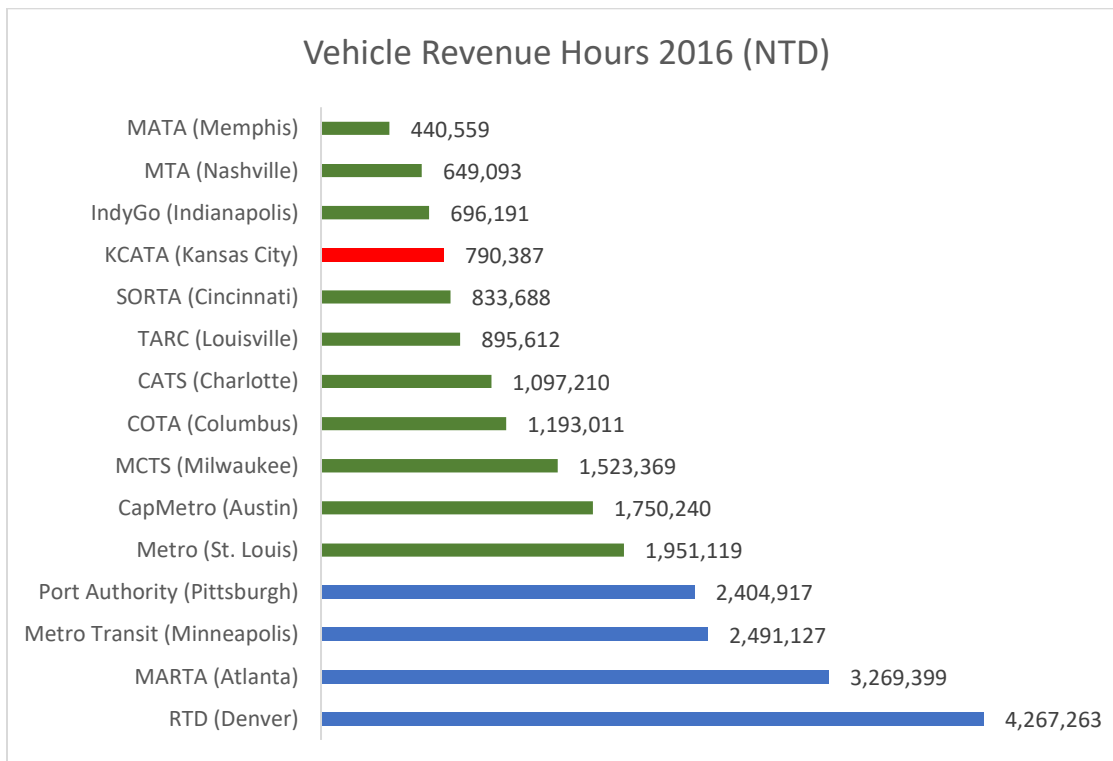


Figure 41.

## Primary Transit Agency Performance Measures

The NTD's performance measures give different perspectives on how a transit agency is performing overall. For this report, two of the NTD's six measures of service effectiveness were chosen to use to compare the primary agencies:

- Operating Expense per Unlinked Passenger Trip
- Unlinked Passenger Trips per Vehicle Revenue Hour

These two measures describe, respectively, how much it costs to transport a passenger once, and how many of those passengers are picked up per hour.

### All Modes

Data for all modes that an agency provides is aggregated in the NTD's transit agency profiles, a representation of system-wide effectiveness. MCTS (Milwaukee) and MARTA (Atlanta) are leaders in minimizing operating expenses per trip. KCATA incurs costs almost twice that of MCTS and MARTA per trip.

Primary agencies with rail modes lead in terms of ridership per hour. The peer primary agency exception is MCTS, whose rank in this measure corresponds with its high service area density.

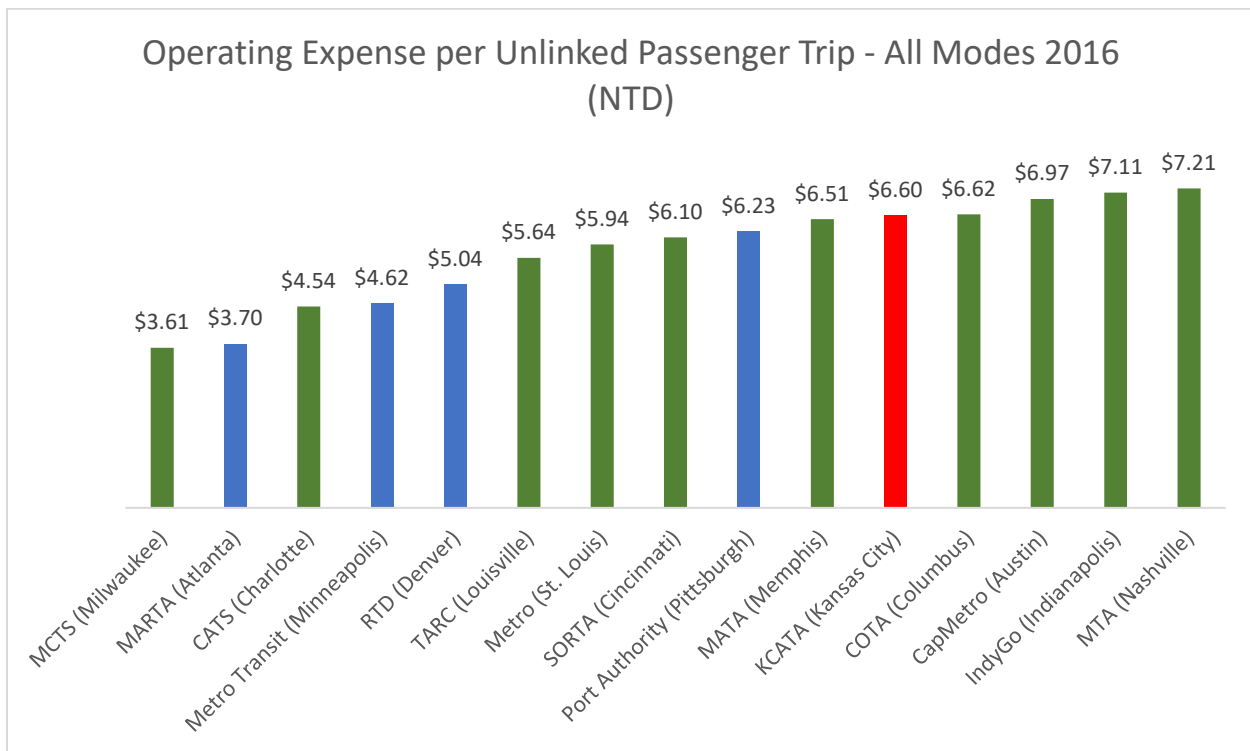


Figure 42.

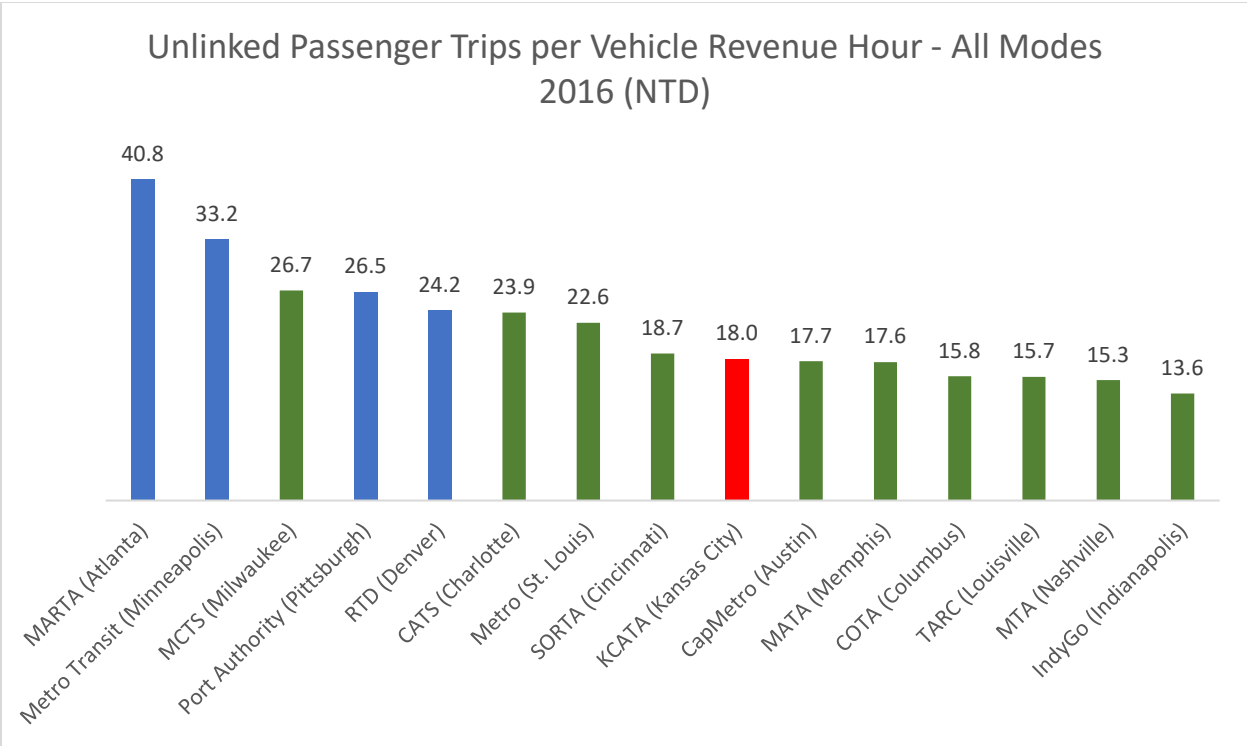


Figure 43.

### Bus Modes

The following graphs include the performance measures for all bus modes that peer and aspirational agencies listed in their NTD profiles, including “bus,” “commuter bus,” and “bus rapid transit” (BRT). Only KCATA operated bus rapid transit. The data bars for commuter bus and bus rapid transit have been patterned differently to make them easily distinguishable on the graph.

MCTS (Milwaukee) leads in keeping costs per trip low. While MARTA (Atlanta) and RTD (Denver) have a high degree of focus on rail, their bus transit costs are still very good.

An agency’s rank in trips per hour sometimes corresponds to its rank in expense per trip, though not always. The Port Authority (Pittsburgh) is far from the most efficient primary agency in bus transit, but ascends to the top of the chart in trips per hour.

KCATA’s performance measures are average in terms of the “bus” mode. However the performance measures for its bus rapid transit, listed separately in its NTD profile, rise above average. In both cost per trip and trips per hour, KCATA’s BRT ranks close to the top, seeing similar performance to the regular bus systems of MCTS and MARTA. This is good news as KCATA researches and prepares to construct more of its MAX lines (the branding for its bus rapid transit). In 2016, KCATA’s two MAX BRT lines accounted for 1.35 million trips, which was 9.8 percent of all bus mode trips and 9.5 percent of all trips in KCATA’s system.

The commuter bus mode consistently ranked worst in both performance measures compared to the standard bus mode in the agencies that operated it, though to different degrees per agency. CATS’s commuter bus costs three times more per trip than that of its regular bus; CapMetro’s, 2 times; and MTA’s, 1.5 times.

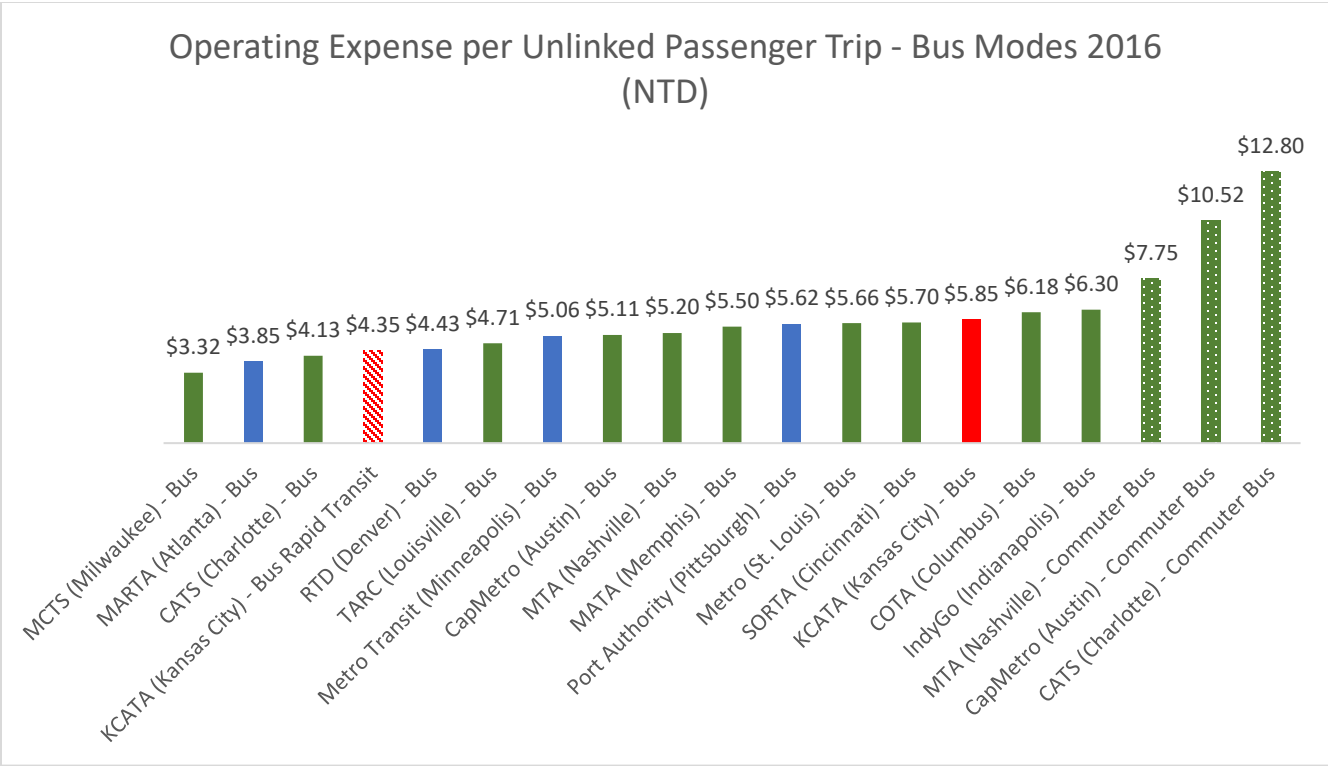


Figure 44.

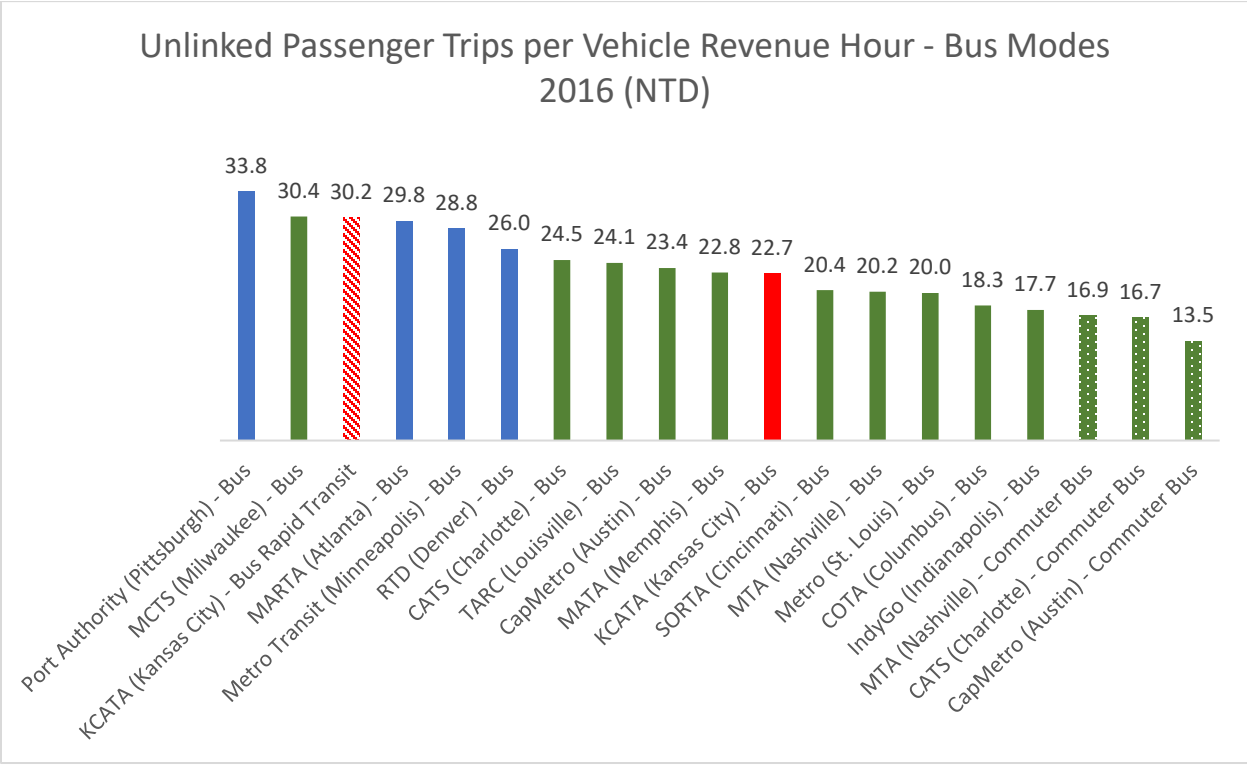


Figure 45.



## Demand Response (Paratransit)

Paratransit is typically more expensive to deliver, but some transit agencies deliver it more effectively than others do. Notably, while KCATA does not rank highly in terms of cost per passenger trip (10<sup>th</sup> out of 15), its paratransit is not markedly more expensive to operate than its peers' are. It also ties with MTA (Nashville) for the third-most effective paratransit service at 2.1 trips per hour.

Metro Transit, the primary transit agency for the Minneapolis UZA, does not operate a paratransit service directly. Metro Transit is a division under the region's metropolitan planning organization, the Metropolitan Council, which also provides paratransit service under the name Metro Mobility. Metro Mobility's operating expense is lower than all other primary agencies by a noticeable margin at \$21.60 per passenger trip. It is a more effective service than any of the primary agencies listed at 2.5 trips per hour.

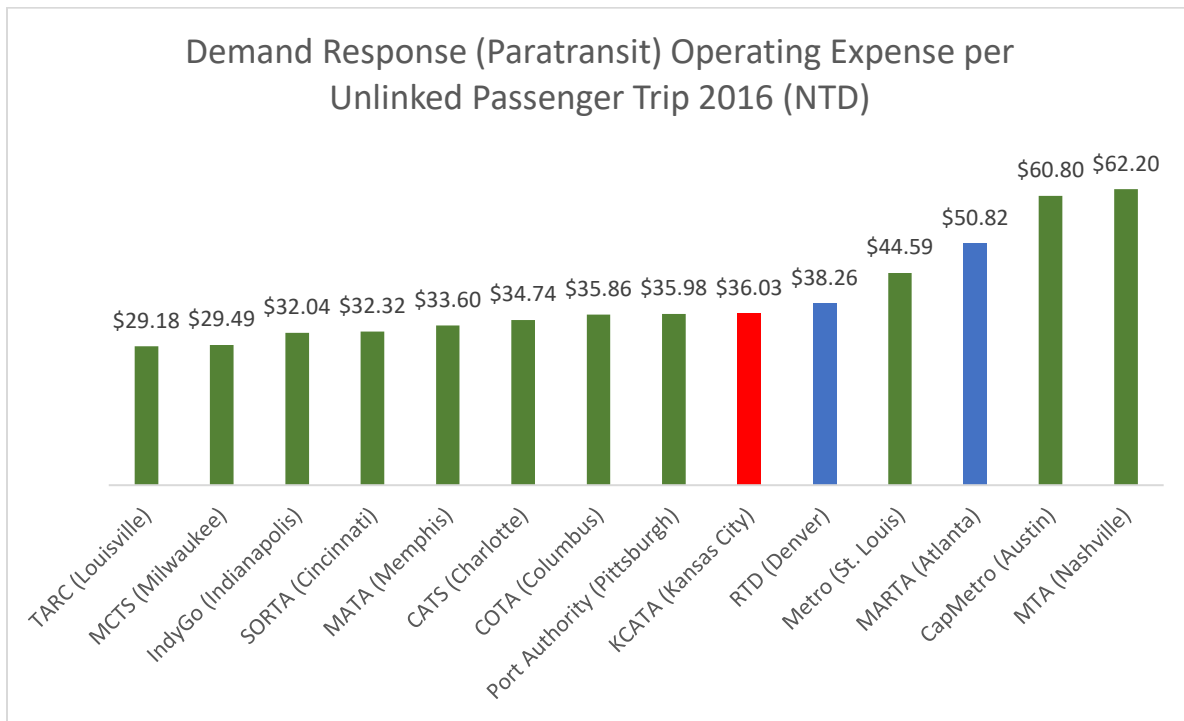


Figure 46.

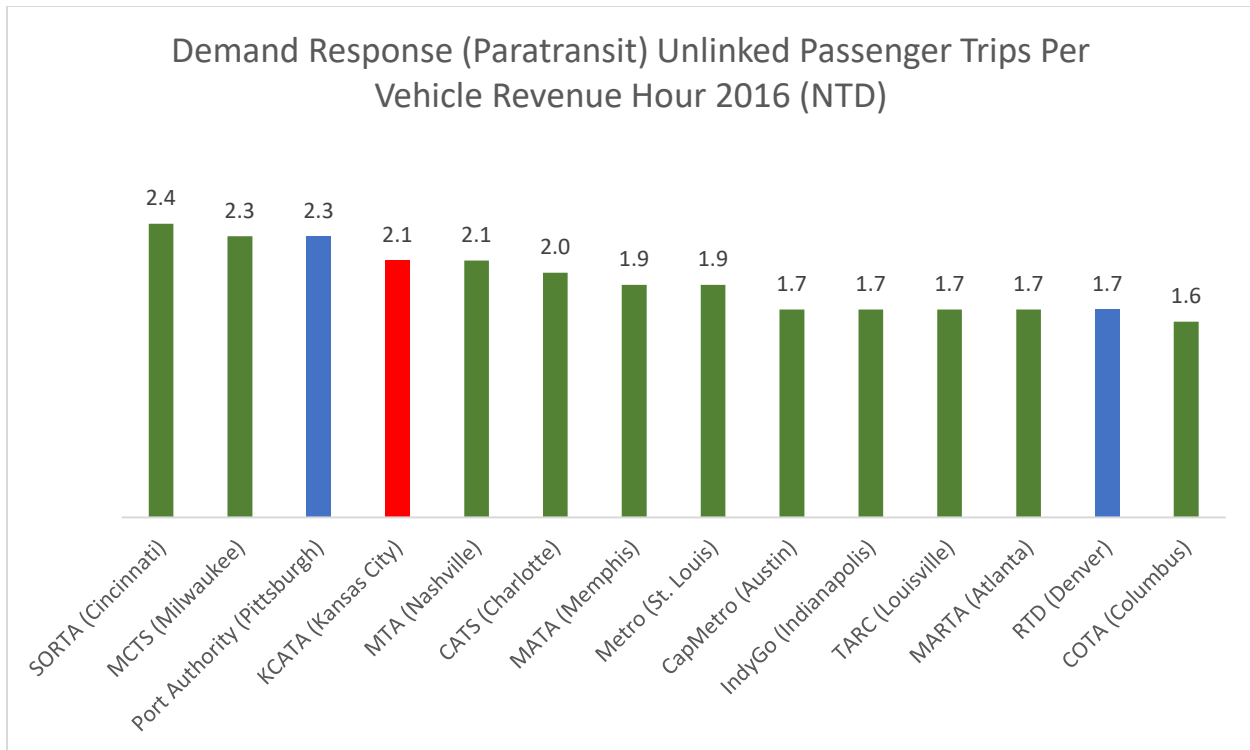


Figure 47.

## Rail Modes

The following graphs include the performance measures for all rail modes that peer and aspirational agencies listed in their NTD profiles, including “light rail,” “heavy rail,” “commuter rail,” and “hybrid rail.” These are defined in the glossary of this report. Streetcar rail was not included in this context of measuring effectiveness due to its operational focus on providing short passenger trips through downtown areas, instead of acting as a longer-range travel mode. The bars for heavy rail and commuter rail are patterned differently to be easily distinguishable on the graphs. Since CapMetro (Austin) is the only primary agency operating hybrid rail, and it is intended to function as commuter rail, the data bar for hybrid rail is patterned the same as those for commuter rail. KCATA operates no rail modes, and was not included in this section.

In terms of operating expenses per trip, the peer agencies such as CATS (Charlotte) and Metro (St. Louis) are as effective as the aspirational agencies in terms of operating cost per passenger trip. For the most effective agencies (in terms of operating expense per trip), the fare for their rail systems recovers a substantial portion of the operating cost per trip. Metro Transit’s light rail has an operating cost per trip of \$2.90, and its rush hour fare is \$2.50. CATS’s light rail operating cost per trip is \$2.93, and its LYNX light rail fare is \$2.20. MARTA’s heavy rail operating cost per trip is \$3.15, while its fare is \$2.50. RTD’s light rail operating cost per trip is \$4.26. While a “local,” two-fare zone trip on an RTD train is \$2.60, a “regional,” three-fare zone trip is \$4.50, entirely recovering the average operating cost for a light rail trip.

Commuter rail is more expensive per trip than light rail, though not always least effective per hour. The operating cost of a commuter rail trip is highest for Metro Transit and CapMetro, at \$23.45 and \$28.62 per trip, respectively. RTD’s commuter rail trips still cost over twice that of their light rail trips, but RTD has much higher commuter rail ridership, at 4.3 million trips in 2016. Both Metro Transit and CapMetro’s commuter rail lines delivered less than 1 million trips in 2016.

### Operating Expense per Unlinked Passenger Trip - Rail Modes 2016 (NTD)



Figure 48.

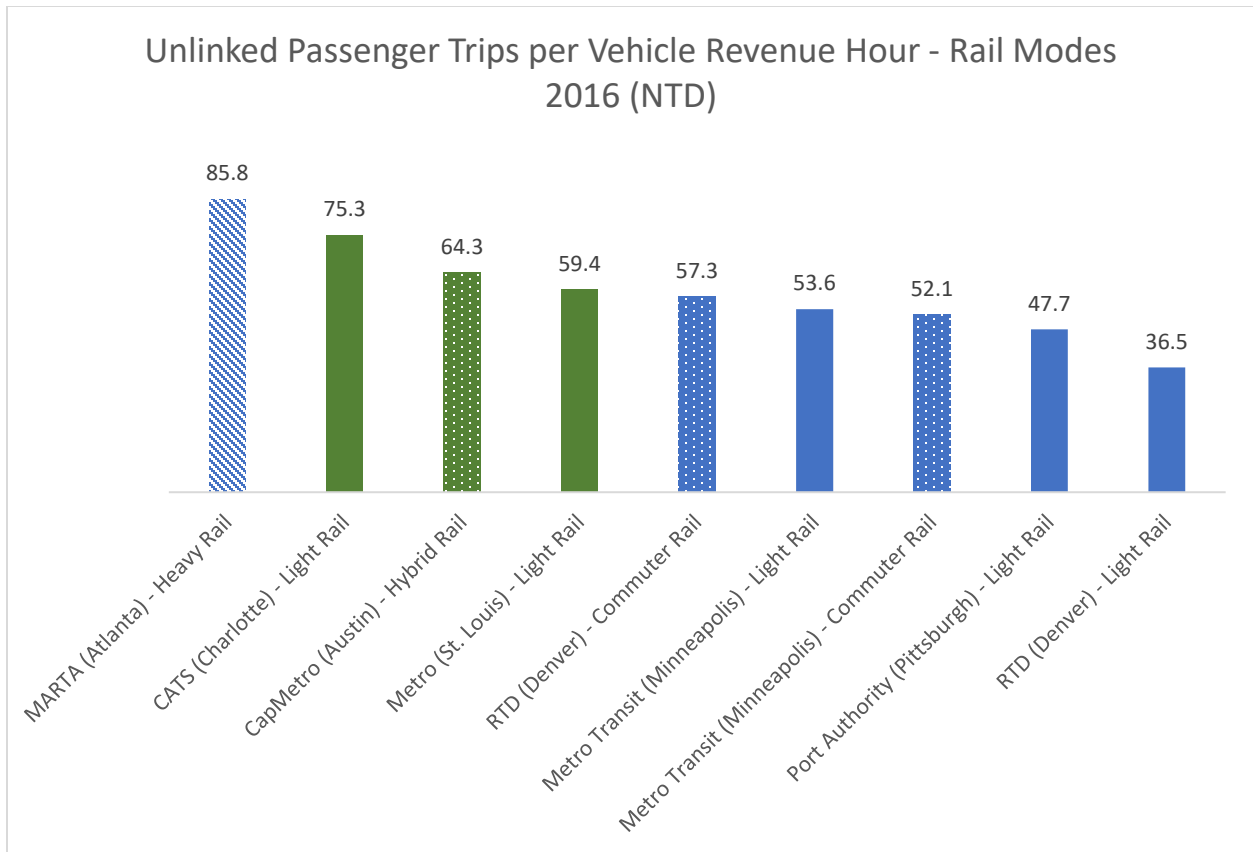


Figure 49.

## Peer Cities Transit Survey Analysis

In order to obtain a more in-depth look at the operations of peer, aspirational and local transit agencies, MARC staff distributed a survey asking agencies questions about several topics:

- Administration — agreements with outside entities.
- Operations — current service and fare collection.
- Funding — current and future funding.
- Planning — strategic plans, route determination, paratransit, and comparisons to other agencies.

Of the 18 agencies contacted (10 peer agencies, four aspirational agencies and four Kansas City metro agencies), 14 responded — a response rate of 78 percent. Surveys such as this one can provide a look at the unique situations, priorities and values of agencies that ridership and funding numbers cannot reveal. The questions are listed and the answers are summarized below, with answer transcriptions in the [appendix](#).

Do you have a formal agreement with Uber, Lyft, or similar ridehailing programs? If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?

No responding agency had a formal relationship with a rideshare provider. A couple of agencies, however, had established informal relationships. In Atlanta, Uber and Lyft rides are discounted if users

are traveling to a MARTA rail station. MARTA also mentioned that it had cross-promoted Uber through the MARTA app in the past. SORTA (Cincinnati) said that it was working with one or more of the ridehailing services to share ridership data. IndyGo (Indianapolis) expressed interest in the idea, saying that it was exploring potential opportunities. No Kansas City metropolitan agency mentioned any kind of relationship, formal or informal. Although ridehailing programs are well established throughout the country, partnerships are still a cutting-edge practice, and agreements will likely look different from agency to agency.

### Has your agency established any partnerships with local employers? If yes, please explain what is entailed in the partnership.

The majority of agencies had established partnerships with local employers. A few agencies use a model of discounted, sometimes tax-deductible passes, for employers. MARTA (Atlanta) generates \$14 million annually from more than 300 companies that participate in their discounted pass program. In the Port Authority's (Pittsburgh) plan, employees can pay for passes with pre-tax dollars, and employers are exempt from paying social security, Medicare and unemployment taxes for each employee enrolled. Franklin County, OH, the home of COTA (Columbus), allows their employees to buy pre-tax passes. COTA and TARC (Louisville) were the only peer agencies that mentioned programs for higher education students. A couple of agencies directed their benefits in a narrower employment scope. SORTA (Cincinnati) operates a downtown business circulator route. MATA (Memphis) has one route serving an office park.

Kansas City's KCATA has an employer pass program (tax deductible to the employer and pre-tax to the employee), as well as programs for Kansas City, Missouri employees, and students and employees at several local colleges.

Programs such as these can be beneficial for both employers, employees and transit agencies. Employers and employees can save money, reduce the need for costly parking facilities and remove a barrier to acting on environmental values. Transit agencies stand to gain higher ridership and/or a steady source of income.



Figure 50.

## What modes of service do you offer?

All responding agencies offered fixed-route and paratransit service. Express routes were also a common form of service. Only three agencies offered light rail, and two of those offered rarer forms of transit. MARTA (Atlanta) operates heavy rail in addition to light rail, and The Port Authority (Pittsburgh) has both a dedicated busway and its famous inclined plane.

The modes that different agencies have to offer may change in the future, to different degrees. IndyGo (Indianapolis) is opening its first bus rapid transit line in 2019. TARC (Louisville) says in its Long Range Plan that community leaders

and residents would like to see rail lines as part of the transit system, but it needs more funding for rail to become possible.

The Kansas City area agencies together offered every option available except light rail. Kansas City, Missouri, also operates the RideKC Streetcar. While running under the unified RideKC brand, the streetcar operates under a separate agency, the KC Streetcar Authority. Kansas City voters defeated a light rail proposal in 2008, blocking KCATA from adopting that mode. However, voters approved the formation of a downtown taxing district in 2012 to fund a two-mile streetcar line. The KC Streetcar is partially fulfilling the original rail line’s proposed route by running on Main Street through downtown, with a proposed extension running further south on Main Street.

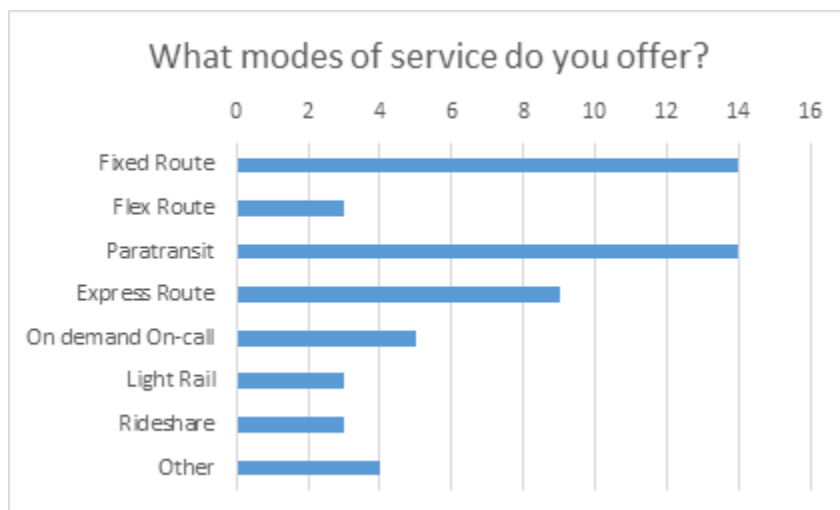


Figure 51.

## What are your current fare collecting procedures?

All agencies surveyed collected fares in some type of farebox. Some agencies, particularly the three agencies in aspirational cities that responded, included “registering fareboxes (SmartCard system)” in their answers, and each of those three aspirational agencies also used ticket vending machines. Mobile ticketing was a feature of a couple of agencies that did not have registering fareboxes, such as CapMetro (Austin) and SORTA (Cincinnati). The RideKC agencies boosted the total number of agencies that used registering fareboxes and mobile ticketing. KCATA mentioned that ticket vending machines were in the works.

MTA (Nashville) mentioned in its “Other” response that they were preparing to implement a next-generation fare system that would include ticket vending machines, smart cards and mobile ticketing. RideKC recently began accepting mobile ticketing. As existing systems age, agencies may look for more efficient, less expensive methods of accepting fares.

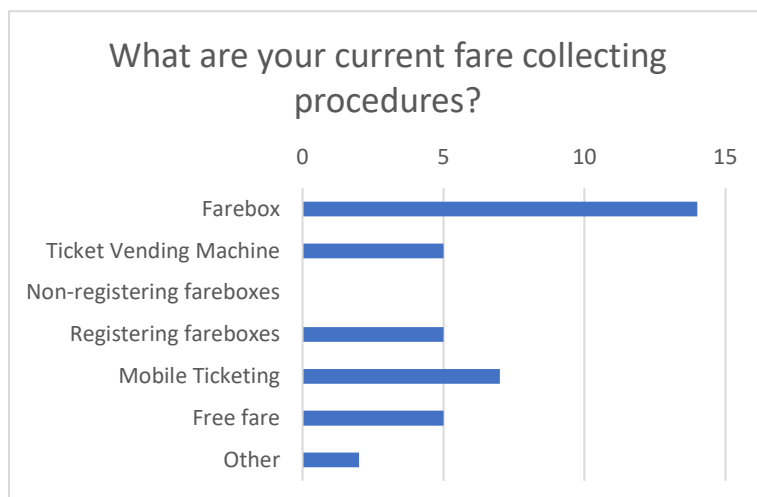


Figure 52.

## What are the top three funding sources for your transit agency?

All agencies mentioned some kind of local taxes, local allocations, or transfers from a higher level of government. Two agencies, COTA (Columbus) and the Port Authority (Pittsburgh) said that they received federal funds, but only for capital expenses. Federal Transit Administration funds were part of three agencies' most important revenue streams, including IndeBus (Independence), SORTA (Cincinnati) and MATA (Memphis). Occasionally, funding sources were described more specifically. Metro Transit (Minneapolis) generates funds through the Motor Vehicle Sales Tax (MVST). Property taxes were part of funding both UG Transit (Kansas City, KS) and IndyGo (Indianapolis). Voters in Marion County, in which IndyGo is located, approved a quarter percent income tax for transit in 2016. KCATA receives money through two different sales taxes totaling  $\frac{7}{8}$  cent. Fares were an important part of several cities' funding profiles. MARTA (Atlanta) received \$138 million in fares in FY 2017. Of the other two aspirational agencies, Metro Transit (Minneapolis) received \$94 million and the Port Authority (Pittsburgh) received \$102 million in fares according to the 2016 National Transit Database. Base fares for each aspirational agency are higher than Ride KC's base fare of \$1.50, and each agency sees higher numbers of passenger trips per vehicle revenue hour than RideKC does. Refer to the [Transit Agency Funding](#) section for more findings on state and local transit funding.

## Is your agency exploring new ways to fund transit?

Most agencies said "yes" to the question of whether they were exploring new ways to fund transit. Local taxes were a common theme with respondents. MARTA (Atlanta), TARC (Louisville), MTA (Nashville), SORTA (Cincinnati) and MATA (Memphis) all expressed the possibility of more local taxes in the future. COTA (Columbus) is exploring public-private partnerships to help fund first mile/last mile services.

IndyGo (Indianapolis) considered federal grants as a way to fund its projects. It was recently awarded a 5309 Small Starts grant to construct a bus rapid transit facility, similar to KCATA's success in being awarded federal money to fund its Prospect MAX BRT corridor. IndyGo plans to apply for more grants to further fund rapid transit initiatives.

KCATA is looking into selling service to other communities. Uniquely, it mentioned Mid-America Regional Council's SmartMoves plan as a possible catalyst for a discussion about a regional transit-funding source.

Funding is a perpetual problem for transit agencies since fares often account for only a fraction of revenues. Agencies seem to desire reliable funding at the local level, although funding from the federal level can provide fuel for big projects.

## Which of the following goals do you have listed in your Transit Plan or Strategic Plan?

Safety and security was a universal virtue outlined in respondent agencies' plans. Maintaining existing system performance and condition and providing access to opportunities and employment were also widely held goals. Goals held by just over half of respondents' plans were social equity, environmental sustainability and economic prosperity. A minority of plans held public health as a goal, even though it might dovetail with other goals.



Figure 53.

The "other" responses revealed more about certain agencies'

priorities. The Port Authority's (Pittsburgh) plan is concerned with intermodal and multimodal improvements, as well as transit-oriented development. MARTA (Atlanta) is concerned with the maintenance of service to hospitals and other important medical facilities. IndyGo's (Indianapolis) plan is to emphasize investment in ridership corridors, rather than ensure coverage. MCTS's (Milwaukee) plan emphasizes reliability and fiscal responsibility.

In a field characterized by moving people around in motor vehicles, it is no surprise that safety and security would top a list of goals. Agencies are also understandably concerned about maintaining their systems in a transportation system catered to private cars, and fulfilling their role of delivering passengers to their jobs, a theme that will appear again in the next question.

## Which of the following best describes how you determine routes?

Respondents of the survey were asked to pick the single factor that best described their route determination. Available choices included:

- Target routes in dense areas.
- Determine routes based on environmental justice areas.
- Determine routes based on car-less households.
- Determine route based on activity centers and employment centers.
- Other (please specify).

The majority of agencies indicated that their primary concern for route determination was activity and employment centers. A minority selected dense areas as their primary criterion. Metro Transit (Minneapolis) selected "other" with the note "all of the above." Two agencies who filled out the survey by email selected most or all of the options simultaneously. Transit agencies clearly consider multiple factors important in their route determination, but when pressed, many agencies see themselves as a means to get passengers to work.



## Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations?

Collectively, respondents indicated that their plans considered low-income people and people with disabilities the most, and minorities and the elderly next. Car-less households were only considered in the plans of MTA (Nashville) and KCATA (Kansas City, MO). KCATA was the only respondent agency that selected veterans as benefited by their plan.

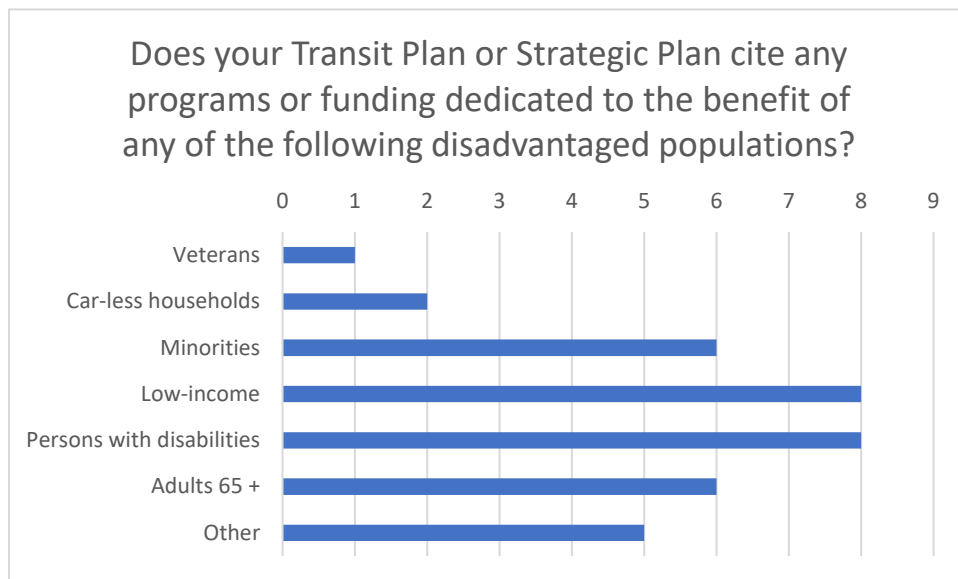


Figure 54.

“Other” responses often discussed current rather than planned services or funding. MARTA (Atlanta) said that it did not receive any targeted funding towards the populations in the question, but that grants had helped connect low-income communities to suburban job centers in the past. CapMetro (Austin) funds a local non-profit that helps people receive discounted or free passes. MCTS (Milwaukee) has a reduced-fare program for seniors and people with disabilities. IndyGo (Indianapolis) runs a county-wide paratransit program that is discussed in its plan.

## Do you currently compile a paratransit analysis? If so, what are your performance measures?

The majority of respondent agencies compiled a paratransit analysis. The most common performance measures for these analyses were on-time performance and passengers per hour. Less common but still notable measures include on-board time, cost per passenger, passenger complaints, phone hold time, accidents and a zero percent denial rate. Some agencies had more unique measures. MATA’s (Memphis) measures include “miles between chargeable road calls”. UGT (Kansas City, KS) measures “miles per passenger trip”. KCATA (Kansas City, MO) tracks the standard “on-time performance” and “riders per hour” measures.

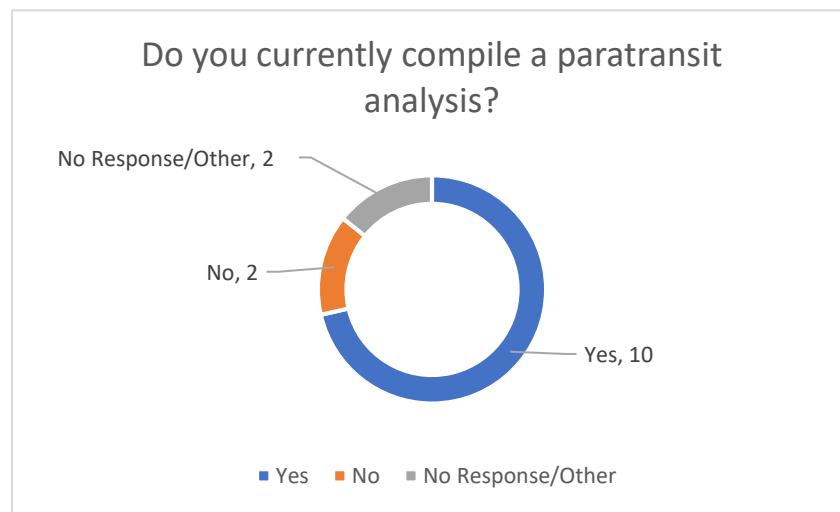


Figure 55.

Responses from these agencies show that while cost is an important factor in paratransit, customer service is an important factor to measure as well.

## Which peer agencies do you compare yourself with? Why?

Among the respondent aspirational agencies of the Port Authority (Pittsburgh) and MARTA (Atlanta), there was significant overlap in the agencies to which they compared themselves. By metro area, both the Port Authority and MARTA compared themselves to Denver, Seattle, Portland and Baltimore. MARTA selected its peer agencies based on a list of six factors. The Port Authority selected its peer agencies based on similarity in “size and complexity” to itself.

Among the peer agencies to Kansas City, answers varied widely in the number of agencies mentioned, but many answers were based on geography and service or region size. IndyGo (Indianapolis) related a long list, based on an analysis of agencies that have “similar operational profiles” to IndyGo. This list included agencies in areas such as Phoenix, Charlotte and Albany. TARC (Louisville) only compared itself to one other agency, SORTA (Cincinnati), based on average annual trips. There was some overlap in the listed peer agencies, and the agencies that other agencies listed for their own self-comparison. SORTA listed COTA (Columbus) and IndyGo based on “proximity, size of fleet, and region size”. COTA listed CATS (Charlotte), TARC (Louisville), MCTS (Milwaukee), SORTA (Cincinnati) and IndyGo (Indianapolis) based on “similar size and services offered”. MCTS listed TARC, SORTA, IndyGo, Metro (St. Louis) and RideKC (KC Metro) based on similar fares. See the [Appendix](#) for complete agency answers.

One of the smaller component agencies of RideKC, UG Transit, compared itself to the other smaller agencies, IndeBus and Johnson County Transit. By metro area, KCATA compared itself to Cincinnati, Indianapolis, Milwaukee, Columbus, St. Louis, Oklahoma City and Louisville based on “similar-sized metros in the Midwest, with limited or no rail service.”

## Which agencies do you aspire to be like? Why?

The Port Authority (Pittsburgh) felt that its circumstances were relatively unique, and did not claim to look up to other agencies. The partial exception was RTD (Denver), in which the Port Authority took an interest for its planning, financing and development capabilities. MARTA (Atlanta) mentioned no specific aspirational agencies, but said that it seeks to emulate those who have “successfully undertaken large capital expansions, bus network redesigns, infrastructure renewal projects and workforce development initiatives.” Metro Transit (Minneapolis) cited Seattle and Denver’s systems as aspirational. Metro Transit saw those systems as innovative, with growing systems despite a similar population to itself.

Agencies listed as peers to KCATA often saw the systems of cities such as Denver, Portland and Seattle as aspirational. TARC (Louisville) saw Tri-Met (Portland) as enjoying local support. COTA (Columbus) admired Sound Transit (Seattle) and Tri-Met for their ability to adapt to growing regions and their multi-modality. Funding was another theme. Many agencies listed others as aspirational for their success in finding dedicated funding.

UG Transit listed its fellow RideKC agency, KCATA, as aspirational, describing them as having “more routes and better service standards.” KCATA, for its part, listed the systems of Denver and Minneapolis as aspirational, citing them as “larger Midwest metros with regional funding and expanded service on multiple modes.”

As perceived by peer and aspirational agencies, the transit systems of Denver, Portland and Seattle demonstrate qualities that make them widely admired by their colleagues.

## Appendix A – Glossary

The following definitions are from the Glossary of the National Transit Database:

- **Bus**—Rubber-tired passenger vehicles that operate on fixed routes and schedules over roadways.
- **Bus Rapid Transit**—Fixed-route bus systems that operate at least 50 percent of the service on fixed guideway. These systems also have defined passenger stations, traffic signal priority or preemption, short headway bidirectional services for a substantial part of weekdays and weekend days; low-floor vehicles or level-platform boarding, and separate branding of the service.
- **Capital Funds**—Funds provided for the costs of equipment and infrastructure necessary to support transit services.
- **Commuter Bus**—Local fixed-route bus transportation primarily connecting outlying areas with a central city. Characterized by a motorcoach (aka over-the-road bus), multiple trip tickets, multiple stops in outlying areas, limited stops in the central city, and at least five miles of closed-door service.
- **Commuter Rail**—An electric or diesel propelled railway for urban passenger train service consisting of local travel which operates between a central city and outlying areas. Service must be operated on a regular basis by or under contract with a transit operator for the purpose of transporting passengers within urbanized areas (UZAs), or between urbanized areas and outlying areas. Commuter rail is generally characterized by multi-trip tickets, specific station-to-station fares, railroad employment practices, relatively long distance between stops, and only 1-2 stations in the central business district.
- **Density**— Population per square mile.
- **Fare Revenues**— All income received directly from passengers, paid either in cash or through pre-paid tickets, passes, etc. It includes donations from those passengers who donate money on the vehicle. It includes the reduced fares paid by passengers in a user-side subsidy arrangement.
- **Federal Funds**—Financial assistance received from the Federal Transit Administration (FTA) or any other federal agency.
- **Farebox Recovery Ratio**—The proportion of operating expenses that are paid for by fare revenues.
- **Fixed Route Services**—Services provided on a repetitive, fixed schedule basis along a specific route with vehicles stopping to pick up and deliver passengers to specific locations.
- **Heavy Rail**—A transit mode that is an electric railway with the capacity for a heavy volume of traffic. It is characterized by high speed and rapid acceleration passenger rail cars operating singly or in multi-car trains on fixed rails, separate rights-of-way (ROW) from which all other vehicular and foot traffic are excluded, sophisticated signaling, and high platform loading.
- **Hybrid Rail**—A rail system primarily operating routes on the National system of railroads, but not operating with the characteristics of commuter rail. This service typically operates light rail-type vehicles as diesel multiple-unit trains (DMU's). These trains do not meet Federal Railroad Administration standards, and so must operate with temporal separation from freight rail traffic.
- **Inclined plane**—A transit mode that is a railway operating over exclusive right-of-way (ROW) on steep grades (slopes) with powerless vehicles propelled by moving cables attached to the vehicles and powered by engines or motors at a central location not onboard the vehicle. The special tramway types of vehicles have passenger seats that remain horizontal while the undercarriage (truck) is angled parallel to the slope.

- Light rail—A transit mode that typically is an electric railway with a light volume traffic capacity compared to heavy rail. It is characterized by passenger rail cars operating singly (or in short, usually two car, trains) on fixed rails in shared or exclusive right-of-way (ROW); Low or high platform loading; and vehicle power drawn from an overhead electric line via a trolley or a pantograph.
- *Local Funds*—Financial assistance from local city and county governments or other local entities.
- Operating Expenses—The expenses associated with the operation of the transit agency, and classified by function or activity, and the goods and services purchased.
- *Operating Funds*—Funds provided to help cover the operating costs of transit services.
- *Other Funds*—Any funds dedicated to transit at their source other than income, sales, property, gasoline and other taxes and bridge, tunnel and highway tolls. “Other” funds may include vehicle licensing and registration fees, lottery and casino proceeds or the sale of property and assets.
- Paratransit—Types of passenger transportation which are more flexible than conventional fixed-route transit but more structured than the use of private automobiles. Paratransit includes demand response transportation services, shared-ride taxis, car-pooling and vanpooling, and jitney services. Most often refers to wheelchair-accessible, demand response service.
- Public Transportation—As defined in the Federal Transit Act, “transportation by a conveyance that provides regular and continuing general or special transportation to the public, but does not include school bus, chart, or intercity bus transportation or intercity passenger rail transportation.
- Service Area – A measure of access to transit service in terms of population served and area coverage (square miles). The reporting transit agency determines the service area boundaries and population for most transit services using the definitions contained in the Americans with Disabilities Act of 1990 (ADA), i.e. a corridor surrounding the routes  $\frac{3}{4}$  of a mile on either side, or for rail, a series of circles of radius  $\frac{3}{4}$  mile centered on each station.
- State Funds—Financial assistance from any state agency or state government.
- Streetcar—This mode is for rail transit systems operating entire routes predominantly on streets in mixed-traffic. This service typically operates with single-car trains powered by overhead catenaries and with frequent stops.
- Unlinked Passenger Trips (UPT)—The number of passengers who board public transportation vehicles. Passengers are counted each time they board vehicles no matter how many vehicles they use to travel from their origin to their destination.
- Urbanized Area - An urbanized area is an incorporated area with a population of 50,000 or more that is designated as such by the U.S. Department of Commerce, Bureau of the Census. The Census Bureau delineates urban areas after each decennial census by applying specified criteria to decennial census and other data.
- Vehicle Revenue Hour (VRH)—The number of hours vehicles are scheduled or actually travel while in revenue service.
- Vehicle Revenue Mile (VRM)—Distance vehicles are scheduled to or actually travel while in revenue service.

## Appendix B – Peer Cities Transit Survey Transcribed Responses

<b>CapMetro (Austin)</b>	
Contact: Dottie Watkins	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	No
<b>a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?</b>	N/A
<b>2) Has your agency established any partnerships with local employers?</b>	Yes
a) If yes, please explain what is entailed in the partnership.	
Section Two: Operations	
<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	x
Flex Route	x
Paratransit	x
Express Route	x
On-Demand On-Call	x
Light Rail	
Rideshare	x
Other	
<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	
Farebox	x
Ticket Vending Machine (TVM)	x
Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	
Mobile Ticketing (Cell Phone)	x
Free fare on some/all routes	
Other	
Section Three: Funding	
<b>1) What are your top three funding sources for your transit agency?</b>	Sales tax, Federal funding, fares.
<b>2) Is your agency exploring new ways to fund transit?</b>	Yes
<b>a) If yes, please explain.</b>	Selling service to non-member jurisdictions. Exploring other revenue generation opportunities associated with large capital work.
Section Four: Planning	
<b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b>	
Social Equity	
Environmental Sustainability	x
Economic Prosperity	
Expansion of current transportation services	x
Safety and security	x
Public Health	
Existing system performance and condition	x
Providing access to opportunities/employment	x

Other	
<b>2) Which of the following best describes how you determine routes? (Select from the following)</b>	
A) Target Routes in dense areas	
B) Determine routes based on environmental justice	
C) Determine routes based on car-less households	
D) Determine routes based on activity centers and employment centers	x
E) Other	
<b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b>	
Veterans	
Car-less households	
Minorities	x
Low-income	x
Persons with disabilities	x
Adults 65+	x
Other (please specify)	We fund a local non-profit that helps all sorts of entities get access to free or discounted passes.
<b>4) Do you currently compile a paratransit analysis?</b>	Yes
<b>a) If so, what are your performance measures?</b>	On-time performances and riders per hour, primarily.
<b>5) Which peer agencies do you compare yourself with?</b>	Other cities in our state, other systems of our size.
<b>a) Why?</b>	
<b>6) Which agencies do you aspire to be like?</b>	
<b>a) Why?</b>	

<b>COTA (Columbus)</b>	
Contact: Mike Bradley	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	No
a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?	N/A
<b>2) Has your agency established any partnerships with local employers?</b>	Yes
a) If yes, please explain what is entailed in the partnership.	COTA has pass programs with Ohio State University and Franklin County. OSU's program is a student all-for-one pass; each student pays a trimesterly fee for access to COTA's network. Franklin County allows employees access to passes pre-tax. A new program, Cpass, will offer free rides for all employees within Downtown Columbus beginning June 1. This is a partnership with our Downtown SID, the Capital Crossroads Special Improvement District, MORPC (our MPO), and property owners in the SID.
Section Two: Operations	

<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	x
Flex Route	
Paratransit	x
Express Route	x
On-Demand On-Call	
Light Rail	
Rideshare	
Other	
<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	
Farebox	x
Ticket Vending Machine (TVM)	
Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	
Mobile Ticketing (Cell Phone)	
Free fare on some/all routes	x
Other	
Section Three: Funding	
<b>1) What are your top three funding sources for your transit agency?</b>	Operating is funded primarily through a sales tax augmented by passenger revenues. Minor funding sources include fuel tax refund, lease income and investment income. Capital is funded primarily through federal sources, such as 5307, CMAQ and STP.
<b>2) Is your agency exploring new ways to fund transit?</b>	Yes
<b>a) If yes, please explain.</b>	We are currently seeking public-private partnerships to help fund future first mile/last mile services either partially or wholly.
Section Four: Planning	
<b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b>	
Social Equity	x
Environmental Sustainability	x
Economic Prosperity	x
Expansion of current transportation services	x
Safety and security	x
Public Health	
Existing system performance and condition	x
Providing access to opportunities/employment	x
Other	
<b>2) Which of the following best describes how you determine routes? (Select from the following)</b>	
A) Target Routes in dense areas	
B) Determine routes based on environmental justice	
C) Determine routes based on car-less households	

D) Determine routes based on activity centers and employment centers	x
E) Other	
<b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b>	
Veterans	
Car-less households	
Minorities	x
Low-income	x
Persons with disabilities	x
Adults 65+	x
Other (please specify)	Title VI considers low income and minority populations.
<b>4) Do you currently compile a paratransit analysis?</b>	Yes
<b>a) If so, what are your performance measures?</b>	Cost per ride, total riders.
<b>5) Which peer agencies do you compare yourself with?</b>	Rhode Island Public Transit Authority, Connecticut Department of Transportation-CTTRANSIT, Niagara Frontier Transportation Authority , Charlotte Area Transit System-CATS, Transit Authority of River City-TARC, Central Florida Regional Transit Authority, LYNX, Jacksonville Transportation Authority, Milwaukee County Transit System, Southwest Ohio Regional Transit Authority-SORTA, Indianapolis and Marion County Public Transportation.
<b>a) Why?</b>	Similar size and services offered.
<b>6) Which agencies do you aspire to be like?</b>	We admire the successes of systems like Seattle and Portland, offering various multi-modal options, including high capacity transit services.
<b>a) Why?</b>	These agencies have successfully adapted to fast growing regions and have elevated the importance of transit at the regional level, gaining support for a multitude of transit options.



<b>IndeBus (Independence, Missouri)</b>	
Contact: Tom Scannell	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	No
a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?	N/A
<b>2) Has your agency established any partnerships with local employers?</b>	No
a) If yes, please explain what is entailed in the partnership.	N/A
Section Two: Operations	
<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	x
Flex Route	
Paratransit	x
Express Route	x
On-Demand On-Call	x
Light Rail	
Rideshare	
Other	
<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	
Farebox	x
Ticket Vending Machine (TVM)	
Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	
Mobile Ticketing (Cell Phone)	x
Free fare on some/all routes	
Other	
Section Three: Funding	
<b>1) What are your top three funding sources for your transit agency?</b>	FTA, General Fund, Fare Revenues.
<b>2) Is your agency exploring new ways to fund transit?</b>	Yes
a) If yes, please explain.	
Section Four: Planning	
<b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b>	
Social Equity	
Environmental Sustainability	
Economic Prosperity	x
Expansion of current transportation services	x
Safety and security	x
Public Health	
Existing system performance and condition	
Providing access to opportunities/employment	x
Other	
<b>2) Which of the following best describes how you determine routes? (Select from the following)</b>	
A) Target Routes in dense areas	

B) Determine routes based on environmental justice	
C) Determine routes based on car-less households	
D) Determine routes based on activity centers and employment centers	x
E) Other	
<b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b>	
Veterans	
Car-less households	
Minorities	
Low-income	x
Persons with disabilities	x
Adults 65+	x
Other (please specify)	
<b>4) Do you currently compile a paratransit analysis?</b>	Yes
<b>a) If so, what are your performance measures?</b>	I believe KCATA handles this.
<b>5) Which peer agencies do you compare yourself with?</b>	
<b>a) Why?</b>	
<b>6) Which agencies do you aspire to be like?</b>	
<b>a) Why?</b>	

<b>IndyGo (Indianapolis)</b>	
Contact: John Marron	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	No, but we are exploring potential opportunities.
a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?	N/A
<b>2) Has your agency established any partnerships with local employers?</b>	No, but we anticipate we will have additional opportunities to do so after a modernized fare system is procured and implemented (currently soliciting bids).
a) If yes, please explain what is entailed in the partnership.	N/A
Section Two: Operations	
<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	x
Flex Route	
Paratransit	x
Express Route	
On-Demand On-Call	
Light Rail	
Rideshare	
Other	
<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	
Farebox	x
Ticket Vending Machine (TVM)	

Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	
Mobile Ticketing (Cell Phone)	
Free fare on some/all routes	
Other	
<b>Section Three: Funding</b>	
<b>1) What are your top three funding sources for your transit agency?</b>	Federal Assistance, Property & Excise Tax, Marion County Transit Income Tax.
<b>2) Is your agency exploring new ways to fund transit?</b>	Yes
<b>a) If yes, please explain.</b>	In November 2016, nearly 60 percent of Marion County voters cast ballots in favor of adopting a 0.25% income tax dedicated to fund transit improvements. This transit levy was subsequently enacted by the Indianapolis-Marion County City Council in February 2017. The resources derived from this tax will support the implementation and operation of the Marion County Transit Plan. Resources from this tax are included in the revenue question above; nevertheless, it represents an expansion in funding, consistent with the intent of the question. The agency has also been successfully awarded a 5309 Small Starts award for the construction of its first BRT facility and is currently awaiting grant execution. IndyGo anticipates the pursuit of additional 5309 awards for future rapid transit facilities as outlined in the Marion County Transit Plan. Separately, the agency is starting to consider an internal strategy around joint development and value capture. These discussions are too preliminary to make an informed statement about the agency's goals or intent with such a program, but it is starting to examine these opportunities. Likewise, as the transit system expands and the fare collection system is modernized, IndyGo anticipates the potential for new partnerships with employers, institutions, nonprofits, public sector agencies, and others to increase revenue and ridership through enhanced fare programs.
<b>Section Four: Planning</b>	
<b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b>	
Social Equity	
Environmental Sustainability	
Economic Prosperity	
Expansion of current transportation services	x
Safety and security	x
Public Health	
Existing system performance and condition	x
Providing access to opportunities/employment	x
Other	Emphasizing investment in ridership corridors versus ensuring coverage.
<b>2) Which of the following best describes how you determine routes? (Select from the following)</b>	

A) Target Routes in dense areas	
B) Determine routes based on environmental justice	
C) Determine routes based on car-less households	
D) Determine routes based on activity centers and employment centers	
E) Other	Persistence of existing routes with an emphasis of more investment in high ridership corridors (which often encompass all of the above).
<b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b>	
Veterans	
Car-less households	
Minorities	
Low-income	
Persons with disabilities	IndyGo currently provides paratransit service beyond the ADA-required 3/4 buffer around fixed route (we provide service to the entire county). There is a brief discussion of this program within the transit plan.
Adults 65+	
Other (please specify)	
<b>4) Do you currently compile a paratransit analysis?</b>	Yes
<b>a) If so, what are your performance measures?</b>	We currently report the following metrics to our board (and the public) on a monthly basis: Calls received and answer rate for dispatch and reservations; customer complaints, on-time performance, completed trips, and service hours. We are currently undergoing a paratransit review that may result in a change in our performance measures.
<b>5) Which peer agencies do you compare yourself with?</b>	Historically, there has been an ad hoc approach to comparisons. More recently, the strategic planning department has conducted a cluster analysis on various measures to assess those agencies that have similar operational profiles that have resulted in the following list of peer agencies: Capital District Transportation Authority, Central Ohio Transit Authority, Charlotte Area Transit System, City of Detroit DOT, City of Tucson, Connecticut DOT-CTTRANSIT Hartford Division, Fairfax Connector Bus System, Foothill Transit, Long Beach Transit, Nassau Inter County Express, Niagara Frontier Transportation Authority, Regional Public Transportation Authority-dba: Valley Metro, Rhode Island Public Transit Authority, Ride-On Montgomery County Transit, San Mateo County Transit District, Southwest Ohio Regional Transit Authority.
<b>a) Why?</b>	Similar Operational Profiles.
<b>6) Which agencies do you aspire to be like?</b>	From an aspirational standpoint, our strategic planning effort (prior to the cluster analysis) identified the following peer agencies: Austin, Denver, Charlotte, Jacksonville, and Rochester.

a) Why?	The first three agencies on the above list are more aspirational peers in terms of the expansion of transit that has occurred in those areas and the role that these transit agencies play within their communities.
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<b>KCATA (Kansas City)</b> Contact: Shawn Strate	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	No
a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?	N/A
<b>2) Has your agency established any partnerships with local employers?</b>	Yes
a) If yes, please explain what is entailed in the partnership.	We have an employer pass program as well as programs for KCMO employees and for students and employees at several local colleges.
Section Two: Operations	
<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	x
Flex Route	x
Paratransit	x
Express Route	x
On-Demand On-Call	x
Light Rail	
Rideshare	x
Other	
<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	
Farebox	x
Ticket Vending Machine (TVM)	
Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	x
Mobile Ticketing (Cell Phone)	x
Free fare on some/all routes	
Other	
Section Three: Funding	
<b>1) What are your top three funding sources for your transit agency?</b>	Among local funds: KCMO 1/2-cent sales tax, KCMO 3/8-cent sales tax, and KCK general revenue.
<b>2) Is your agency exploring new ways to fund transit?</b>	Yes
a) If yes, please explain.	In discussions with other communities for transit service. SmartMoves may lead to regional discussion of regional funding source.
Section Four: Planning	
<b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b>	
Social Equity	x
Environmental Sustainability	x

Economic Prosperity	x
Expansion of current transportation services	x
Safety and security	x
Public Health	x
Existing system performance and condition	x
Providing access to opportunities/employment	x
Other	
<b>2) Which of the following best describes how you determine routes? (Select from the following)</b>	
A) Target Routes in dense areas	
B) Determine routes based on environmental justice	
C) Determine routes based on car-less households	
D) Determine routes based on activity centers and employment centers	x
E) Other	
<b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b>	
Veterans	x
Car-less households	x
Minorities	x
Low-income	x
Persons with disabilities	x
Adults 65+	x
Other (please specify)	
<b>4) Do you currently compile a paratransit analysis?</b>	Yes
<b>a) If so, what are your performance measures?</b>	Riders per hour and cost per rider are primary metrics.
<b>5) Which peer agencies do you compare yourself with?</b>	Cincinnati, Indianapolis, Milwaukee, Columbus, St. Louis, Oklahoma City, Louisville.
<b>a) Why?</b>	Similar-sized metros in the Midwest with limited or no rail service.
<b>6) Which agencies do you aspire to be like?</b>	Denver and Minneapolis.
<b>a) Why?</b>	Larger Midwest metros with regional funding and expanded service on multiple modes.

<b>MARTA (Atlanta)</b>	
Contact: Ryan VanSickle	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	Yes
a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?	MARTA has ongoing informal relationships with both Uber and Lyft that are promotional in nature where the rideshare company offers MARTA customers discounted rides to or from MARTA rail stations. In the past, MARTA has also cross-promoted Uber through our app.
<b>2) Has your agency established any partnerships with local employers?</b>	Yes

a) If yes, please explain what is entailed in the partnership.	MARTA operates a fare partnership program. Passes are sold to employers at a discounted rate based on volume; employers then distribute or sell these passes to their employees. Over 300 companies participate, generating \$14M in revenue annually. We also provide a straight 20% discount to area Transportation Management Associations.
<b>Section Two: Operations</b>	
<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	x
Flex Route	
Paratransit	x
Express Route	
On-Demand On-Call	
Light Rail	x
Rideshare	
Other	Heavy Rail
<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	
Farebox	x
Ticket Vending Machine (TVM)	x
Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	x
Mobile Ticketing (Cell Phone)	x
Free fare on some/all routes	
Other	
<b>Section Three: Funding</b>	
<b>1) What are your top three funding sources for your transit agency?</b>	Local sales tax, fare revenues and federal funds.
<b>2) Is your agency exploring new ways to fund transit?</b>	Yes
a) If yes, please explain.	MARTA is pursuing additional local sales taxes to fund existing service and expansion. MARTA's existing 1-cent sales tax applies to the City of Atlanta and three counties (Clayton, DeKalb, Fulton). In 2016, citizens of the City of Atlanta voted to contribute an additional ½-cent sales tax to fund expansion and operations. Other member counties have considered similar efforts, and there is discussion about voting to join MARTA in some non-member counties.
<b>Section Four: Planning</b>	
<b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b>	
Social Equity	x
Environmental Sustainability	
Economic Prosperity	
Expansion of current transportation services	x
Safety and security	x
Public Health	x
Existing system performance and condition	x

Providing access to opportunities/employment	x
Other	Maintenance of service connecting to hospitals and other critical medical facilities.
<b>2) Which of the following best describes how you determine routes? (Select from the following)</b>	
A) Target Routes in dense areas	
B) Determine routes based on environmental justice	
C) Determine routes based on car-less households	
D) Determine routes based on activity centers and employment centers	
E) Other	MARTA's service planning process considers all of these factors when adding or modifying service.
<b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b>	
Veterans	
Car-less households	
Minorities	
Low-income	
Persons with disabilities	
Adults 65+	
Other (please specify)	MARTA does not receive targeted funding towards any of the disadvantaged populations listed. In the past, we have utilized JARC grant funds to connect low-income communities to suburban job centers.
<b>4) Do you currently compile a paratransit analysis?</b>	Yes, MARTA's complementary paratransit program (Mobility) follows the minimum ADA criteria, and operates within a ¼ mile buffer from our fixed-route system, following the same hours of operation as the fixed route. We have a lot of historical data, so we examine annual growth trends to make future projections.
<b>a) If so, what are your performance measures?</b>	On-time performance (for pick-ups) to be 90%, customer complaints per 10,000 passengers, accidents per 100,000 miles, adherence to 0% denial requirement, customer average call wait times for reservations to be 120 seconds (2 minutes).
<b>5) Which peer agencies do you compare yourself with?</b>	MARTA developed a peer list consisting of RTD (Denver, CO), Port Authority of Allegheny County (Pittsburgh, PA), King County DOT (Seattle, WA), TriMet (Portland, OR), Metro (Houston, TX), DART (Dallas, TX), Maryland MTA (Baltimore, MD), MTS (San Diego, CA), and Miami-Dade Transit (Miami, FL).
<b>a) Why?</b>	Peer agencies were selected based on a combination of six criteria: service modes, operating expenses, fare revenue, ridership, passenger miles, and service levels.



<b>6) Which agencies do you aspire to be like?</b>	MARTA is proud of the work we've done to operate a safe, on-time, and financially stable transit system positioned to expand as our community grows. Every region and transit system operates in its own unique environment with unique challenges - accordingly, it's difficult to cite specific agencies we aspire to emulate. There are so many good examples to follow across the industry.
<b>a) Why?</b>	We aim to follow in the footsteps of systems that have successfully undertaken large capital expansions, bus network redesigns, infrastructure renewal projects, and workforce development initiatives.

<b>MATA (Memphis)</b> Contact: Scarlett Ponder	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	No
a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?	N/A
<b>2) Has your agency established any partnerships with local employers?</b>	Yes
a) If yes, please explain what is entailed in the partnership.	Nonconnah Corporate Center subsidizes Route 99 serving their office park.
Section Two: Operations	
<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	x
Flex Route	
Paratransit	x
Express Route	
On-Demand On-Call	
Light Rail	
Rideshare	
Other	Refurbished vintage trolleys (could be considered light rail, since they are electric trolleys).
<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	
Farebox	x
Ticket Vending Machine (TVM)	
Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	
Mobile Ticketing (Cell Phone)	
Free fare on some/all routes	
Other	
Section Three: Funding	
<b>1) What are your top three funding sources for your transit agency?</b>	FTA formula funds, state match, local match.
<b>2) Is your agency exploring new ways to fund transit?</b>	Yes

<p><b>a) If yes, please explain.</b></p>	<p>The State of Tennessee recently passed the Improve Act, increasing the local option for transit funding - we are hoping to institute a local fee or gas tax within the next few years with at least a portion dedicated exclusively to transit, possibly also with a portion dedicated to sidewalk improvements</p>
<p>Section Four: Planning</p>	
<p><b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b></p>	
<p>Social Equity</p>	
<p>Environmental Sustainability</p>	
<p>Economic Prosperity</p>	
<p>Expansion of current transportation services</p>	
<p>Safety and security</p>	<p>x</p>
<p>Public Health</p>	
<p>Existing system performance and condition</p>	<p>x</p>
<p>Providing access to opportunities/employment</p>	
<p>Other</p>	
<p><b>2) Which of the following best describes how you determine routes? (Select from the following)</b></p>	
<p>A) Target Routes in dense areas</p>	
<p>B) Determine routes based on environmental justice</p>	
<p>C) Determine routes based on car-less households</p>	
<p>D) Determine routes based on activity centers and employment centers</p>	<p>x</p>
<p>E) Other</p>	
<p><b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b></p>	
<p>Veterans</p>	
<p>Car-less households</p>	
<p>Minorities</p>	
<p>Low-income</p>	
<p>Persons with disabilities</p>	
<p>Adults 65+</p>	
<p>Other (please specify)</p>	
<p><b>4) Do you currently compile a paratransit analysis?</b></p>	<p>Yes</p>
<p><b>a) If so, what are your performance measures?</b></p>	<p>We look at on-time performance, ridership, passenger complaints per 100,000 boardings, miles between chargeable road calls, and preventable accidents per 100,000 miles</p>
<p><b>5) Which peer agencies do you compare yourself with?</b></p>	<p>Jacksonville, Birmingham, Louisville, Columbus.</p>
<p><b>a) Why?</b></p>	<p>Similarities in size and density and level of service.</p>
<p><b>6) Which agencies do you aspire to be like?</b></p>	<p>Indianapolis, Nashville, Louisville.</p>
<p><b>a) Why?</b></p>	<p>We want to aim to expand our network, find dedicated funding for transit, and invest in BRT and high frequency transit service.</p>

<b>MCTS (Milwaukee)</b>	
Contact: Tom Winter, Jacqueline Zeledon	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	Yes
a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?	We have a formal agreement with Bublr Bike, which includes the Buslr fare card. MCTS announces Bublr stations on their their bus routes and MCTS and Bublr have engaged in creative co-branding opportunities. Building on this great partnership, MCTS and Bublr launched the Bublr card last year. Bublr is an RFID sticker designed to go right onto the M-CARD (MCTS fare card) . This allow our shared customers to seamlessly move from Bublr to Bus and Bus back to Bublr.
<b>2) Has your agency established any partnerships with local employers?</b>	Yes
a) If yes, please explain what is entailed in the partnership.	We offer the Commuter Value Pass program, which employers can offer as a benefit. Currently there are 60 companies involved in the program. We also partner with several local colleges and universities for the U-PASS. The pass is paid for through student fees and provides unlimited rides during the academic year.
Section Two: Operations	
<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	x
Flex Route	
Paratransit	x
Express Route	x
On-Demand On-Call	
Light Rail	
Rideshare	
Other	
<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	
Farebox	x
Ticket Vending Machine (TVM)	
Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	x
Mobile Ticketing (Cell Phone)	x
Free fare on some/all routes	x
Other	
Section Three: Funding	
<b>1) What are your top three funding sources for your transit agency?</b>	State of Wisconsin, Passenger Fares, and Milwaukee County.
<b>2) Is your agency exploring new ways to fund transit?</b>	Yes
a) If yes, please explain.	A new vehicle registration fee was instituted in the 2017 budget.
Section Four: Planning	
<b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b>	

Social Equity	
Environmental Sustainability	x
Economic Prosperity	x
Expansion of current transportation services	x
Safety and security	x
Public Health	
Existing system performance and condition	x
Providing access to opportunities/employment	x
Other	Maximize reliability, manage in a fiscally responsible manner.
<b>2) Which of the following best describes how you determine routes? (Select from the following)</b>	
A) Target Routes in dense areas	x
B) Determine routes based on environmental justice	
C) Determine routes based on car-less households	
D) Determine routes based on activity centers and employment centers	
E) Other	
<b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b>	
Veterans	
Car-less households	
Minorities	
Low-income	
Persons with disabilities	
Adults 65+	
Other (please specify)	
<b>4) Do you currently compile a paratransit analysis?</b>	Yes
<b>a) If so, what are your performance measures?</b>	
<b>5) Which peer agencies do you compare yourself with?</b>	Detroit, Kansas City, Louisville, Cincinnati, Columbus, Indianapolis, Minneapolis, Providence, St. Louis, Oakland, Cleveland, Denver, Pittsburgh.
<b>a) Why?</b>	Compare fares.
<b>6) Which agencies do you aspire to be like?</b>	
<b>a) Why?</b>	

<b>METRO (St. Louis)</b>	
Contact: Cyndi Harper	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	No
a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?	N/A
<b>2) Has your agency established any partnerships with local employers?</b>	Yes
a) If yes, please explain what is entailed in the partnership.	We have a Metropass program, where employers can offer monthly passes at a reduced cost to employees with the option of further subsidizing some or all of the fare.

Section Two: Operations	
<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	X
Flex Route	
Paratransit	X
Express Route	X
On-Demand On-Call	X
Light Rail	X
Rideshare	X
Other	
<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	
Farebox	X
Ticket Vending Machine (TVM)	X
Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	X
Mobile Ticketing (Cell Phone)	X
Free fare on some/all routes	X
Other	
Section Three: Funding	
<b>1) What are your top three funding sources for your transit agency?</b>	Operating funds: Motor Vehicle Sales Tax (MVST), fares, state general fund appropriation.
<b>2) Is your agency exploring new ways to fund transit?</b>	Yes
<b>a) If yes, please explain.</b>	Dedicated sales tax.
Section Four: Planning	
<b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b>	
Social Equity	X
Environmental Sustainability	X
Economic Prosperity	X
Expansion of current transportation services	X
Safety and security	X
Public Health	
Existing system performance and condition	X
Providing access to opportunities/employment	X
Other	
<b>2) Which of the following best describes how you determine routes? (Select from the following)</b>	
A) Target Routes in dense areas	
B) Determine routes based on environmental justice	
C) Determine routes based on car-less households	
D) Determine routes based on activity centers and employment centers	
E) Other	All of the above.
<b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b>	
Veterans	

Car-less households	
Minorities	x
Low-income	x
Persons with disabilities	
Adults 65+	
Other (please specify)	
<b>4) Do you currently compile a paratransit analysis?</b>	Yes
<b>a) If so, what are your performance measures?</b>	Passenger on-board times (OBT), On-time performance, appointment times, trips per revenue hour.
<b>5) Which peer agencies do you compare yourself with?</b>	
<b>a) Why?</b>	
<b>6) Which agencies do you aspire to be like?</b>	Seattle, Denver.
<b>a) Why?</b>	Innovative. Similar population but growing systems with dedicated funding for service expansion & new transitways

<b>MTA (Nashville)</b>	
Contact: Felix Castrodad	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	No
a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?	N/A
<b>2) Has your agency established any partnerships with local employers?</b>	Yes
a) If yes, please explain what is entailed in the partnership.	A program called Easy Ride that employers can sign up for and it discounted transit rides paid for by the employer. Participation occurs in a couple of different ways including purchasing MTA fare media by the employer, or use of a swipe ID card -- either issued by the MTA or by the employer (which is pre-tested for farebox compatibility).
Section Two: Operations	
<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	x
Flex Route	x
Paratransit	x
Express Route	x
On-Demand On-Call	x
Light Rail	
Rideshare	
Other	Flex route is only for one crosstown route. On Demand is limited to paratransit as a pilot at the moment. There's also commuter rail operated by the Regional Transportation Authority of Middle Tennessee (RTA) which is managed by the Nashville MTA.
<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	
Farebox	x

Ticket Vending Machine (TVM)	
Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	
Mobile Ticketing (Cell Phone)	
Free fare on some/all routes	x
Other	The agency is currently preparing for implementation of a next generating fare collection system that will include TVMs, smart cards and mobile ticketing
<b>Section Three: Funding</b>	
<b>1) What are your top three funding sources for your transit agency?</b>	City general fund, self-generated (farebox recovery and advertising), federal.
<b>2) Is your agency exploring new ways to fund transit?</b>	Yes
<b>a) If yes, please explain.</b>	Nashville-Davidson County held a referendum on May 1, 2018 to levy surcharges on existing taxes to fund improvements to the transit system. Also, the TN legislature approved a bill last year [2017] for establishment of Transit Oriented Redevelopment Districts for transit deficient areas. It allows for the creation of Tax Increment Financing and establishes goals for affordable housing units.
<b>Section Four: Planning</b>	
<b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b>	
Social Equity	x
Environmental Sustainability	x
Economic Prosperity	x
Expansion of current transportation services	x
Safety and security	x
Public Health	x
Existing system performance and condition	x
Providing access to opportunities/employment	x
Other	
<b>2) Which of the following best describes how you determine routes? (Select from the following)</b>	
A) Target Routes in dense areas	x
B) Determine routes based on environmental justice	
C) Determine routes based on car-less households	
D) Determine routes based on activity centers and employment centers	
E) Other	
<b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b>	
Veterans	x
Car-less households	x
Minorities	x
Low-income	x
Persons with disabilities	x
Adults 65+	

Other (please specify)	
<b>4) Do you currently compile a paratransit analysis?</b>	No
<b>a) If so, what are your performance measures?</b>	N/A
<b>5) Which peer agencies do you compare yourself with?</b>	Indianapolis (IndyGo), Jacksonville (JTA), Louisville (TARC), Cincinnati (GoMetro), Albuquerque (ABQ Ride), Fort Worth (TheT), Richmond (GRTC), Syracuse (Centro), Memphis (MATA).
<b>a) Why?</b>	Transit system size, peak buses, annual passenger trips, service area size, service area population, principal city population.
<b>6) Which agencies do you aspire to be like?</b>	Denver (RTD), Charlotte (CATS), Austin (Capital Metro), Seattle (Sound Transit), Salt Lake City (UTA), Kansas City (KCATA), Minneapolis (Metro Transit).
<b>a) Why?</b>	Experienced rapid growth like Nashville, able to expand service rapidly and implement high capacity transit, some carry more passengers with similar area size and densities, strong regional systems, variety of modes, able to develop and implement transit plans and levy tax mechanisms for dedicated funding.

<b>Port Authority (Pittsburgh)</b>	
Contact: David Wohlwill	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	No
a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?	N/A
<b>2) Has your agency established any partnerships with local employers?</b>	Yes
a) If yes, please explain what is entailed in the partnership.	Port Authority has a business partnership with more than 130 area employers to provide transit passes to their employees. Better known as Job Perks, the program enables employees to save hundreds of dollars annually because employees pay for the passes through payroll deduction, using pre-tax dollars. Employers are also able to realize major savings by not paying FICA and FUTA unemployment taxes for each employee enrolled in the program. Port Authority recently launched a new web portal exclusively for this program that enables a company administrator to reload either a monthly or stored cash value (up to \$200) on the employee's smart card, better known as a ConnectCard.
Section Two: Operations	
<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	x
Flex Route	
Paratransit	x
Express Route	x
On-Demand On-Call	
Light Rail	x



Rideshare	
Other	Bus on busway and inclined plane.
<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	
Farebox	x
Ticket Vending Machine (TVM)	x
Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	x
Mobile Ticketing (Cell Phone)	
Free fare on some/all routes	x
Other	Free fare in the Downtown and North Shore portions of the LRT system.
<b>Section Three: Funding</b>	
<b>1) What are your top three funding sources for your transit agency?</b>	Operating budget: Commonwealth of PA, Allegheny County, Passenger Fares (Note: in Pennsylvania senior citizens ride free. Fares are reimbursed from lottery revenues. These payments are counted as fare revenues, not state operating assistance); Capital budget: Federal, Commonwealth of PA, Allegheny County.
<b>2) Is your agency exploring new ways to fund transit?</b>	Yes
<b>a) If yes, please explain.</b>	Port Authority has joined other transportation organizations in the Commonwealth of Pennsylvania to investigate the opportunities for other funding sources. As this effort has recently begun, no proposals have yet been developed.
<b>Section Four: Planning</b>	
<b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b>	
Social Equity	x
Environmental Sustainability	x
Economic Prosperity	
Expansion of current transportation services	
Safety and security	x
Public Health	
Existing system performance and condition	x
Providing access to opportunities/employment	
Other	Intermodal and multimodal improvements, promotion of transit-oriented development.
<b>2) Which of the following best describes how you determine routes? (Select from the following)</b>	
A) Target Routes in dense areas	x
B) Determine routes based on environmental justice	
C) Determine routes based on car-less households	
D) Determine routes based on activity centers and employment centers	
E) Other	
<b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b>	
Veterans	
Car-less households	

Minorities	
Low-income	
Persons with disabilities	
Adults 65+	
Other (please specify)	x
<b>4) Do you currently compile a paratransit analysis?</b>	Yes
<b>a) If so, what are your performance measures?</b>	Zero trip denials for ADA eligible trips, vehicle productivity standards, on-time performance standards, telephone hold time standards.
<b>5) Which peer agencies do you compare yourself with?</b>	Baltimore, Buffalo, Cleveland, Denver, Milwaukee, Minneapolis, Portland, St. Louis, Seattle (King County Metro).
<b>a) Why?</b>	They were most similar in size and complexity to Port Authority.
<b>6) Which agencies do you aspire to be like?</b>	None
<b>a) Why?</b>	Given the unique circumstances of Port Authority and the Pittsburgh Region, Port Authority is not aspiring to be like other public transit operators. That said, in 2014, a delegation from Pittsburgh which included Port Authority representatives went to Denver to learn about the with Regional Transit District (RTD) system. The planning, financing and development of RTD's extensive network of bus and rail transit facilities were of major interest to Port Authority's senior staff.

<b>SORTA (Cincinnati)</b>	
Contact: Mark McEwan	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	No
<b>a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?</b>	We do not have a formal agreement, but we are working together to share ridership data.
<b>2) Has your agency established any partnerships with local employers?</b>	Yes
<b>a) If yes, please explain what is entailed in the partnership.</b>	The primary partnership is with several downtown businesses for our route 85 parking shuttle. It is a circulator route serving parking lots on the edge of downtown.
Section Two: Operations	
<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	x
Flex Route	
Paratransit	x
Express Route	x
On-Demand On-Call	
Light Rail	
Rideshare	
Other	
<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	

Farebox	x
Ticket Vending Machine (TVM)	x
Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	
Mobile Ticketing (Cell Phone)	x
Free fare on some/all routes	
Other	
<b>Section Three: Funding</b>	
<b>1) What are your top three funding sources for your transit agency?</b>	Local city earnings tax, Federal funding through the FTA, and fares.
<b>2) Is your agency exploring new ways to fund transit?</b>	Yes
<b>a) If yes, please explain.</b>	Our Board is considering going for a county-wide sales tax for 2018.
<b>Section Four: Planning</b>	
<b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b>	
Social Equity	
Environmental Sustainability	x
Economic Prosperity	x
Expansion of current transportation services	x
Safety and security	x
Public Health	
Existing system performance and condition	x
Providing access to opportunities/employment	x
Other	
<b>2) Which of the following best describes how you determine routes? (Select from the following)</b>	
A) Target Routes in dense areas	x
B) Determine routes based on environmental justice	
C) Determine routes based on car-less households	
D) Determine routes based on activity centers and employment centers	
E) Other	
<b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b>	
Veterans	
Car-less households	
Minorities	x
Low-income	x
Persons with disabilities	
Adults 65+	
Other (please specify)	
<b>4) Do you currently compile a paratransit analysis?</b>	Yes
<b>a) If so, what are your performance measures?</b>	OTP, passengers per hour, cost per passenger, cost recovery.
<b>5) Which peer agencies do you compare yourself with?</b>	COTA, GDRTA, IndyGo, and Raleigh among others.
<b>a) Why?</b>	Proximity, size of fleet and region size.

<b>6) Which agencies do you aspire to be like?</b>	Not sure we have an aspiring agency, but aspects of all our peer agencies we would like to emulate.
<b>a) Why?</b>	Different public funding methods, different type of transit plans, increase in ridership, growth of different modes of transit.

<b>TARC (Louisville)</b>	
Contact: Russel Goodwin	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	No
<b>a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?</b>	N/A
<b>2) Has your agency established any partnerships with local employers?</b>	Yes
<b>a) If yes, please explain what is entailed in the partnership.</b>	ID as Good as Fare Program.
Section Two: Operations	
<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	x
Flex Route	
Paratransit	x
Express Route	x
On-Demand On-Call	
Light Rail	
Rideshare	
Other	
<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	
Farebox	x
Ticket Vending Machine (TVM)	
Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	
Mobile Ticketing (Cell Phone)	
Free fare on some/all routes	
Other	
Section Three: Funding	
<b>1) What are your top three funding sources for your transit agency?</b>	Federal, Local Trust Fund, and State.
<b>2) Is your agency exploring new ways to fund transit?</b>	Yes
<b>a) If yes, please explain.</b>	Local tax increase ballot measure.
Section Four: Planning	
<b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b>	
Social Equity	x
Environmental Sustainability	x
Economic Prosperity	x
Expansion of current transportation services	
Safety and security	x
Public Health	x

Existing system performance and condition	
Providing access to opportunities/employment	x
Other	
<b>2) Which of the following best describes how you determine routes? (Select from the following)</b>	
A) Target Routes in dense areas	
B) Determine routes based on environmental justice	
C) Determine routes based on car-less households	
D) Determine routes based on activity centers and employment centers	x
E) Other	
<b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b>	
Veterans	
Car-less households	
Minorities	
Low-income	x
Persons with disabilities	x
Adults 65+	
Other (please specify)	
<b>4) Do you currently compile a paratransit analysis?</b>	No
<b>a) If so, what are your performance measures?</b>	N/A
<b>5) Which peer agencies do you compare yourself with?</b>	Cincinnati
<b>a) Why?</b>	Average annual trips.
<b>6) Which agencies do you aspire to be like?</b>	Tri-Met
<b>a) Why?</b>	Local support

<b>UGT (Kansas City, Kansas)</b>	
Contact: Justus Walker	
Questions	Answers
Section One: Administration	
<b>1) Do you have a formal agreement with Uber, Lyft, or similar rideshare programs?</b>	No
a) If so, how are these agreements organized in terms of cost-subsidies and subsidy funding sources?	N/A
<b>2) Has your agency established any partnerships with local employers?</b>	No
a) If yes, please explain what is entailed in the partnership.	N/A
Section Two: Operations	
<b>1) What modes of service do you offer? (Check all that apply)</b>	
Fixed Route	x
Flex Route	
Paratransit	x
Express Route	
On-Demand On-Call	
Light Rail	
Rideshare	
Other	

<b>2) What are your current fare collecting procedures? (Check all that apply)</b>	
Farebox	x
Ticket Vending Machine (TVM)	
Non-Registering Fareboxes	
Registering Fareboxes (SmartCard System)	
Mobile Ticketing (Cell Phone)	x
Free fare on some/all routes	
Other	
<b>Section Three: Funding</b>	
<b>1) What are your top three funding sources for your transit agency?</b>	Property tax, sales and use tax, franchise tax.
<b>2) Is your agency exploring new ways to fund transit?</b>	No
<b>a) If yes, please explain.</b>	Looking into new revenue streams.
<b>Section Four: Planning</b>	
<b>1) Which of the following goals do you have listed in your Transit Plan or Strategic Plan? (Check all that apply)</b>	
Social Equity	x
Environmental Sustainability	
Economic Prosperity	x
Expansion of current transportation services	x
Safety and security	x
Public Health	x
Existing system performance and condition	x
Providing access to opportunities/employment	x
Other	
<b>2) Which of the following best describes how you determine routes? (Select from the following)</b>	
A) Target Routes in dense areas	
B) Determine routes based on environmental justice	
C) Determine routes based on car-less households	
D) Determine routes based on activity centers and employment centers	x
E) Other	
<b>3) Does your Transit Plan or Strategic Plan cite any programs or funding dedicated to the benefit of any of the following disadvantaged populations? (Check all that apply)</b>	
Veterans	
Car-less households	
Minorities	
Low-income	
Persons with disabilities	x
Adults 65+	x
Other (please specify)	
<b>4) Do you currently compile a paratransit analysis?</b>	Yes
<b>a) If so, what are your performance measures?</b>	On-time performance, cancellations, will-calls, on-board time, boardings per revenue hour, mileage per passenger trip.
<b>5) Which peer agencies do you compare yourself with?</b>	Johnson County Transit, IndeBus.
<b>a) Why?</b>	Geography.

<b>6) Which agencies do you aspire to be like?</b>	KCATA
<b>a) Why?</b>	The KCATA is a larger agency with more routes and better service standards.