COMPREHENSIVE REPORT

SMART MOVES COMPREHENSIVE REPORT **TABLE OF CONTENTS**

Chapter 1: INTRODUCTION AND BACKGROUND

Smart Moves is metropolitan Kansas City's vision for expanded and enhanced public transportation services. It is a regional plan, providing service in seven of the metro area counties, and is both exciting and practical. *Smart Moves* builds on extensive prior transit plans and studies, reflects what residents and businesses indicate they want in a public transit system, and incorporates models and best practices from across the country for modern, effective and efficient public transportation services.

Smart Moves represents the evolution and bright future of transit policy in Kansas City region. In Chapter 2, the benefits of this plan are described. They include increased mobility options for residents through new routes and new technologies; a strengthened economy as a result of connecting major Kansas City employment and activity centers; and an improved environment from reducing the necessity for automobile use and the ensuing air pollution produced.

Smart Moves is the first detailed regional transit service plan cooperatively developed by Mid-America Regional Council (MARC), Kansas City Area Transportation Authority (KCATA), Johnson County Transit and Unified Government Transit. Consultant assistance was provided by TranSystems Corporation, ETC Institute, Sheila Shockey Consultants; Stinson, Morrison and Hecker law firm, and Jane Mobley Associates.

The plan process, described in Chapter 3, consolidates previous work with new work, as informed by extensive public input. This previous work includes a consumer demand study and recommended service plan concept (MARC's Metropolitan Transit Initiative, 1998); a generalized funding strategy (Transit Investment Strategy, 2001); various sub-area or single mode plans; and principles of transit-supportive development (MARC's *Creating Quality Places* and *Smart Choices* initiatives).

Smart Moves integrates previous initiatives by developing detailed service plans for the seven-county area, linking them together and defining the amenities that consumers would enjoy and the strategies envisioned to fund the plan.

Smart Moves introduces new transit services to the region, and connects them together through the use of transit centers. The plan builds and expands upon the existing transit routes and facilities operated by the Kansas City Area Transportation Authority, Johnson County Transit and Unified Government Transit (Chapter 4) and uses the combination of existing and new service types, vehicles and facilities (Chapter 5) to meet regional and local needs.

The result is an integrated seven-county transit system (Chapter 6). Rapid Riders provide new limited-stop service along major arterials connecting major destinations with new technologies. Freeway Flyers provide direct express-type service to and from major employment centers during the peak hours using the freeway system. The Local Links system provides community services to local destinations and to transit centers for linkage to the entire region.

The cost estimates (Chapter 7) include operating and capital costs.

The funding and implementation strategy are included in Volume II. (Chapter 8) The funding strategy recommends a regional approach to transit funding and describes how the region will pursue federal, state and local funding to implement the plan.

Smart Moves is designed to be implemented in coordination with existing and proposed local land use. *Smart Moves* proposes implementation strategies including model legislation for incorporation of the plan into the comprehensive plans of local jurisdictions. Implementation also includes working with the local municipalities to locate the street locations of routes and related public improvements; and coordinating transit services with existing and proposed and land use. The implementation strategy is thus designed to promote transit supportive development: a key principal of the Creating Quality Places initiative.

Chapter 2: THE BENEFITS OF REGIONAL TRANSIT

The rationale for this plan is based on the direct benefits of an integrated system, including:

GREATER CHOICE AND SAVINGS

More Choice: Having an "integrated transit system" means that urban dwellers and suburbanites could access the resources/communities most conducive to their lifestyles. Many people would have greater choice for lower or mid-density walkable neighborhoods. All residents would gain transit access to shops, town centers, attractions, essential services and convenient commutes to work. In less dense areas, park-and-ride lots would provide access to transit.

Equal access: The federal government requires the transportation system to serve all populations equitably. Yet, nearly one-half of the urbanized population in the Kansas City region does not have transit service. Furthermore, some 12 percent of adults in the region don't have access to cars. The elderly and disabled, the former being the fastest growing population in the region, require alternative transportation options that will maintain their connection to critical neighborhood facilities and services. (Source: MARC)

Greater Savings: Americans living in transit-intensive metropolitan areas save $22 billion/year in transportation costs. Every $10 million invested in public transportation saves more than $15 million for both highway and transit users. Kansas City automobile owners could possibly save about $1,500 — and 200 gallons of gas — per year. (Source: APTA)

IMPROVED AIR QUALITY

"Investment in and use of public transportation provides direct environmental benefits. By reducing smog-producing pollutants, greenhouse gases and run-off from paved surfaces, and by conserving ecologically sensitive land and open spaces, transit reduces pollution, thus protecting the environment and promoting better health." – American Public Transportation Association, "The Benefits of Public Transportation."

Poor air quality not only affects personal health, it also restricts how the region plans, constructs and maintains the entire transportation system. When a region does not comply with federal air quality standards, as Kansas City has done in the past, the construction and/or maintenance of roadways may be prohibited due to imposed funding restrictions. This has a direct impact on how the region competes with other metropolitan areas nationally. Having an integrated transit would relieve the pressure on the roadways and the natural environment.

IMPROVED BUILT ENVIRONMENT

Public transportation facilities and transportation corridors can be the "natural focal points for communities," helping to create strong neighborhood centers that are more economically stable, safe and productive. Successful transit partnerships with communities can bring together both the goals of the transportation system and the livability goals of communities. Some of the greatest resources in the MARC region are diverse and quality neighborhoods. Transit can sustain and support these communities by:

- *Decreasing the land area devoted to parking lots* – People, shops, offices, homes and community facilities would become more accessible by walking, bike, transit and automobile.

- *Allowing for different population densities throughout the urbanized areas*, which makes greater choice in housing and lifestyles possible.

- *Linking transit routes to regional greenways and bikeways.*

- *Enhancing the creation and maintenance of neo-traditional developments* like the Brookside neighborhood in Kansas City, Mo., and the suburb of Prairie Village, Kansas.

ECONOMIC DEVELOPMENT

Fixed guideway transit, in particular, fuels local development, which directly impacts property values. Developers in peer cities such as Dallas and St. Louis have invested millions in corporate buildings, sports facilities and entertainment complexes around transit centers. For example, between 1994 and 1998, the increase of taxable value of properties located near Dallas Area Rapid Transit (DART) stations was 25 percent more than elsewhere in the Dallas metropolitan area. The same is possible here. (Source: APTA.)

EXPANDED LABOR POOL, JOB ACCESSIBILITY AND RELIABILITY

Access to jobs is crucial to economic development in this region and many others. Transit links workers to employment centers and opportunities, and offers more choices to employers who have traditionally found it difficult to recruit and retain employees because of transportation barriers. And this kind of accessibility is attractive to major corporations looking to relocate.

Productive work time is gained when commuters are able to make "working use" of their travel time. In Kansas City, the region's labor force is losing money — theirs and their employers — while sitting in traffic. $570 million is lost annually in the metropolitan area due to the amount of time commuters are sitting in traffic. (The 2001 Urban Mobility Report.) An integrated transit system with several service options for riders all but guarantees that the time would be used more productively.

Chapter 3: PROCESS

Smart Moves can be described as a process which answers these key three sets of questions:

1. Demand Assessment and Conceptual Planning – What is the demand for transit services in various markets? How would the regional service plan generally operate?
2. Design Development and Financing – What are the detailed routes, facilities, service types and vehicles? What is the cost and strategy to fund the system?
3. Implementation – How would the system be implemented?

DEMAND ASSESSMENT AND CONCEPTUAL PLANNING

The need for transit services and an underlying conceptual plan to provide these services was identified in both the Metropolitan Transit Initiative – Demand Assessment (MTI), 1998, and Creating Quality Places Initiative (1999-2001).

Metropolitan Transit Initiative – Demand Assessment (MTI)

The Metropolitan Transit Initiative – Demand Assessment (MTI) was a joint project of the Greater Kansas City Chamber of Commerce and MARC, in cooperation with area local governments and transit providers. It documented transit demands in the region and established a conceptual service plan. ETC Institute conducted market research of residents and employers in the metropolitan area. The results are summarized in the MTI report.

Creating Quality Places Initiative

"Creating Quality Places: Successful Communities By Design" (CQP) is an ongoing MARC initiative to encourage alternative design practices throughout the Kansas City region. It serves as a companion to *Smart Moves* because of its direct emphasis on transit-supportive development as a component of a successful community design plan.

MARC has promoted the initiative throughout the region to teach citizens to work with local officials to offer different development options in their communities; to help local governments consider opportunities to implement CQP concepts in their communities; and to encourage private developers to examine the changing marketplace and adopt new designs consistent with the principles.

Transit Investment Strategy

MARC's Transit Investment Strategy, completed in 2001, focused on a broad conceptual financing strategy for federal, state and local funding. The Smart Moves financing component, described in Volume II, builds on the following general recommendations:

- Federal Funding

The region must maximize its use of existing federal funds and pursue new federal funding through discretionary grant programs. Efficient use of existing funds enhances the region's ability to successfully compete for federal "New Starts" funding for rail projects and other discretionary grant programs for bus system enhancements.

- Existing Funds

  - Maximize the use of existing federal formula funds and monitor the existing system to improve efficiencies and coordination of regional services. During the next federal funding authorization, advocate for increased funding and greater flexibility in the use of formula funds for capital expenditures and operations.
  - Continue using Congestion Mitigation and Air Quality (CMAQ) funds to support transit. Support the use of funds to operate new services, and to sustain capital improvements such as bus replacements.
  - Begin discussions to consider use of Surface Transportation Program (STP) and National Highway System (NHS) flexible funds. Provisions in the STP and NHS funding allow for up to 50 percent of it to be used or 'flexed" for public transit. Less than 1 percent is flexed in the Kansas City region, as compared to the 12 percent national average. The public opinion survey found that most residents of the region would support the use of at least a small portion of STP and NHS funds for transit. These funds could be used as a local match in support of federal dollars. *(An analysis will be commissioned to determine how shifting these funds would affect the overall transportation system.)*
  - Continue seeking Job Access and Reverse Commute funds to serve the needs of low-income workers as they access jobs and other work-related destinations such as job training and childcare. Pursue other grant opportunities to serve special transit markets.

- New Funds

  - Pursue New Starts funds for fixed guideway in the central spine and for commuter rail in the I-35 corridor. At a minimum, seek a 60 percent federal share for light rail and 80 percent for commuter rail implementation.

  - Pursue Bus and Bus Facility Grants for bus fleet modernization and expansion, transit center development, shelters and other eligible passenger amenities.

State Funds

The region must secure adequate transportation funding — and a fair share of statewide transit resources — and work actively to increase appropriations and protect existing revenues. Operating and capital funding needs must be taken into consideration equally. Specific state issues objectives include:

- *Missouri*
  - Obtain longer, possibly permanent authorization for the current Kansas City, Mo. half-cent transit sales tax.
  - Actively promote new statewide multi-modal transportation revenue. New revenue streams must be sufficient to make progress on the service plan implementation.
  - Protect and seek opportunities to increase the current state appropriation for transit.
  - Change authorizing legislation for transportation taxes and or/districts to provide more flexible and useable mechanisms to raise funds locally in support of transit improvements included in the Transit Investment Strategy.
- *Kansas*
  - Actively support Kansas Legislature appropriations to match transit-funding levels committed to in the Kansas Comprehensive Transportation Program (CTP).
  - Document benefits of current transit investment to justify higher transit funding levels in the next CTP.
  - Obtain legislative authorization for local transit or transportation funding referenda.

Local Support

Strong local leadership and citizen support are needed to implement the Transit Investment Strategy. This includes pursuing federal and state agendas, effectively communicating the costs and benefits of a regional transit system to the public, identifying opportunities for expanded funding, and making sure that local funding is sustained at present levels.

Administration of existing and potential new resources must be managed cooperatively and resourcefully. Also, effective transit operations will be enhanced by local transit supportive development policies. Other recommended activities:

- Pursue conversations on new local and regional transit funding investments.
- Continue improved *system-wide management* of existing resources.
- Expand existing regional cooperation in operations and marketing of services
- Expand service where possible.
- Consider new look and logo for services
- Provide service improvements that offer real-time information to bus patrons, schedule information, transfers between systems, route planning and paratransit coordination.
- Generate support for the Transit Investment Strategy.
- Encourage local government adoption of policies that support efficient transit operations, including: transit-supportive ordinances and parking regulations, signal preemption for transit vehicles, and roadway operational improvements to make transit travel times more competitive.

DESIGN DEVELOPMENT AND FINANCING

Smart Moves service plan and funding strategy development was the result of a six-step process:

1. First, a draft service plan was prepared by the Smart Moves Team;
2. Next, the plan was tested with a focus group and revisions were made.
3. The plan was then presented at six community workshops for intensive input.
4. A seven-county, statistically valid survey was then conducted.
5. A major peer review program was conducted.
6. Final revisions were made.

Draft Service Plan

The draft service plan was developed by the Smart Moves Team. MARC served as project manager for the regional planning team consisting of the Kansas City Area Transportation Authority, Johnson County Transit; and Unified Government Transit. TranSystems Corporation, a consulting firm, provided technical assistance throughout the planning process. The plan was presented to focus groups arranged by ETC Institute to determine the public's understanding of the proposal.

Test with Focus Group

On June 27, 2002, ETC Institute conducted two focus groups with residents in the metropolitan area to test messages that would be used to explain the transit-service concept.

Participants were recruited based on gender, education, race and age to ensure a representative cross-section of residents from the Kansas City metropolitan area. The first focus group consisted of 11 residents from Kansas,

and the second group contained 10 residents from Missouri. They were shown maps and portions of a PowerPoint presentation that would be used to communicate the *Smart Moves* transit plan. They rated the effectiveness of the slides and were encouraged to share their ideas for improving the presentation.

Participants reviewed seven components of a presentation developed to communicate the *Smart Moves* concept to the public:

- An introduction to the plan.
- How to use the new transit system.
- Why the system is needed.
- The goals of the new system.
- Investment and funding sources for the new system.
- What an experience on the new transit system would be like.
- Myths about public transit.

In addition to rating individual slides in the presentation, participants were asked to rate the overall effectiveness of the *Smart Moves* presentation. See Appendix 3-1: Focus Group Responses.

Present Draft to the Public

Based on the responses from the focus groups (and other factors), team members were able to modify the draft plan. The team then conducted a series of seven community workshops throughout the region to present the draft plan for public review and comment.
Smart Moves team members engaged stakeholders and encouraged meeting participants to ask questions, provide input and help plan for the future. The workshops were held on various evenings from 5:30 - 7:30 p.m., throughout August and September 2002, at the following locations:

Kansas City Community College – *Wyandotte County*
Liberty – *Northland*
Ewing Marion Kauffman Foundation – *Kansas City, Missouri/Midtown*
Leavenworth County – *Leavenworth/Lansing*
Longview Community College – *South Kansas City and Cass Co.*
Old Shawnee Town Hall – *Johnson County*
Raytown City Hall – *Eastern Jackson County*

Each two-hour meeting was interactive. First, attendees were invited to explore the five exhibits and talk one-on-one with exhibit guides. Then a one-hour presentation and moderated discussion described the plan in full detail, followed by another opportunity to view the exhibits and fill out comment cards. Participants were told their responses would be incorporated into the final concept. The public could also take advantage of a special website to register comments and view detailed information on the proposed plan.

The exhibits outlined the following information:

Goals & Benefits	Identified the three primary goals of the system plan and the benefits of bus transit.
The System	Described how the proposed services would work, presented a system map and gave details about each service area.

The Facilities	Described new transit hubs and centers that would link all the services together. Described Park-and-Ride lots that open up the system to a broader ridership and new, improved bus stops that make the system more user-friendly. Included examples of facilities used across the country and prototypes of facilities.
The Experience	Described what riders can expect from the proposed system.
Investment	Explained the long-term costs and funding options.
RTA Exhibit	The Regional Transit Alliance, an independent not-for-profit organization promoting transit, was available to answer questions about RTA and how to become a transit advocate.

The following is a summary of public responses about the *Smart Moves* plan to date. A more detailed summary, including tabulated responses from the comment cards collected at the public meetings, is provided in Appendix 3-2**:** Workshop Agenda and Comments.

A total of 260 participants attended all seven workshops. The majority of those who participated categorized themselves as "concerned citizens" on the comment cards. Many identified themselves as "people with disabilities" or representatives from human service agencies. Some were elected officials or professional local government staff. A few categorized themselves as employers. Although only 42 percent of the participants said they currently use bus transit services, 89 percent said they would use the proposed transit system.

- When asked about the best aspects of the plan:
  - 64 percent of the respondents felt the plan would "serve more people in more areas of the region."
  - 45 percent said their next two favorite aspects were increased service to areas already being served by the system, and better service to the elderly and those with disabilities.
- When asked which benefits of public transit are most important for the region:
  - 58 percent of respondents answered "increased access to jobs/employees."
  - 50 percent answered "increased mobility for seniors."
  - 49 percent answered "reduced congestion."

Almost 80 percent of the workshop participants either agreed or strongly agreed, "*Smart Moves* is the right transit plan for the region." And a significant 82 percent felt the plan adequately addresses the needs of the area.

Major Points of Consensus

An overwhelming majority of workshop participants felt that 12 years would be entirely too long to wait for the plan to be implemented. They felt the project should get underway soon. Many felt marketing efforts should be aimed at changing the way Kansas City residents view the idea of a regional transit system. Some felt change would be difficult until unbearable gridlock happens in the area. Others expressed concerns over the bistate/ multiple county coordination of the project, including permanent funding, accountability and coordination between bus companies and locations of hub sites.

Workshop participants offered many suggestions for service plan changes, including more weekend, evening and special events services; more routes in outlying areas served by the Metro (Blue Springs, Wyandotte

County, Cass County, etc.); more service to KCI; and more connections to major employers in the area. Consensus points coming from all workshops/participants

- Regardless of whether they are current bus users or not, the vast majority of citizens attending said they *would use* the proposed transit system.

- The *benefits* of the plan deemed most important to citizens attending were:

  - More transportation choices, especially having an alternative to the car.
  - Reduced congestion.
  - Improved air quality.
  - Increased mobility for seniors and persons with disabilities.

- Citizens felt that regional cooperation would be critical to the success of the *Smart Moves* plan. They expressed concerns that leaders would not think about how to move people around the region and would focus on local turf issues. They also expressed concerns about the governing structure and accountability to the public.

- Most who attended agreed that *Smart Moves* was the right transit plan for the greater Kansas City region.

Other Comments: The following is a list of comments made multiple times at the workshops.

- *Smart Moves* should coordinate with other modes of transportation such as the bicycle/pedestrian system and work on designing or modifying development so it supports transit.
- The proposal should show more street-level plans, including how connections would be made to major employers and routes.
- The system should include rail (light and/or commuter).
- The plan should show more detail about how the plan would serve youth.
- The plan should show improved service to the airport.
- *Smart Moves* should use existing buildings and malls for facilities to save capital costs.
- *Smart Moves* should consider using energy-efficient buses and alternative fuels.
- *Smart Moves* should focus on ways to increase and build a strong ridership including increased marketing of services and customer-friendly service.
- The plan should not focus solely on traditional 9–5 workers/commuters. It should include expanded services for weekends to serve seniors and to accommodate night, evening and weekend shifts.
- The plan's designers should cooperate with employers and major attractions to design routes, increase ridership and fund the plan.
- The plan's designers should work in cooperation with local entities to site regional hubs and local transit centers.
- The funding plan must be long-term, beyond 12 years, not short-term.

Peer Review

A Peer Review was conducted to test the Smart Moves plan with representatives from other regions that have initiated transit service and funding proposal. The communities included the following:

- **Cincinnat**i, John Schneider, Alliance for Regional Transit , Campaign Co-chair for Metro Moves transit funding campaign. Experience: Cincinnati transit campaign for both an extensive rail and bus initiative

- **Phoenix**, Neal Manske, former director of Phoenix Transit. Experience: Successful Phoenix sales tax initiative and the role of rail.
- **St. Louis,** Tom Shrout, Director, Citizens for Modern Transit Experience: Past and proposed St. Louis initiatives

The agenda included a tour of the region, Smart Moves presentation by planning team, and then meetings with community representatives.

The outcome of the Peer Review was that the Smart Moves plan is a good, detailed service plan for the region. They recommended that the Kansas City region not underestimate the public's interest in rail as a part of a regional strategy. They also suggested that a next step would be to work closely with local jurisdictions to specifically locate proposed routes and facilities.

See Appendix 3.3: Peer Review Minutes

Public Opinion Poll

ETC Institute conducted a public opinion poll in December 2002. The questions are described in 3-4: Transit Survey Questions.

- *Method of Administration.*

A seven-page survey and cover letter were mailed to a stratified random sample of 3,500 households in a seven-county area. A total of 250 households were selected from both Cass (Mo.) and Leavenworth (Kan.) counties to receive the survey; 500 households were selected from Clay (Mo.), Platte (Mo.), and Wyandotte (Kan.) counties, and 750 households were selected from both Jackson (Mo.) and Johnson (Kan.) counties. Approximately 10 days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

Of the 3,500 households that received a survey, 706 completed the survey by phone and 723 returned it by mail for a total of 1,429 completed surveys. The results for most questions on the survey have a 95 percent level of confidence with a precision of at least +/– 2.7 percent. There were no statistically significant differences in the survey results based on the method of administration (phone vs. mail).

- *Weighting*.

In order to ensure that the results of the survey were representative of the actual population in the seven-county region, the survey data were weighted for the population in each of the seven counties. This was done to ensure that overall results for the region would not under-represent larger counties given the relatively equal number of completed surveys per county.

The actual population of each of the seven counties is shown at the top of the following page. The unweighted distribution reflects the actual distribution of the surveys. The weighted distribution shows the adjustments that were made to ensure that the overall results of the survey were representative of the region's actual population.

TABLE 1: Weighted Distribution — Survey

County	Actual Pop	Unweighted Distribution	Weighted Distribution
Johnson (KS)	440,198	22 %	27%
Wyandotte (KS)	151,379	15 %	9%
Leavenworth (KS)	71,766	7 %	4%
Clay (MO)	180,111	14 %	11%
Platte (MO)	71,688	14 %	4%
Jackson (MO)	654,484	21 %	40%
Cass (MO)	83,099	7 %	5%

Major Findings

Regional Transportation Priorities. Residents were asked to rate the priority that community leaders should place on eight regional transportation issues over the next five years. The top priorities based on the sum of the choices given by respondents are listed below.

76%	Maintaining existing roads and highways
46%	Improving transportation services for the elderly and disabled
43%	Expanding public transportation (rail/bus)
39%	Adding lanes/widening existing roads/highways

How the Level of Funding for Transportation Should Change Over the Next 5 Years.
Residents were asked to indicate how they thought the current level of funding for (1) roads/highways and (2) public transportation in the Kansas City area should change over the next five years. The results for each area are provided below:

Funding for Roads/Highways: 69 percent of those surveyed thought funding for roads and highways should be increased. Only 4 percent thought it should be reduced. One-fifth (20 percent) of those surveyed thought the level of funding should be much greater than it is today.

Funding for Public Transportation: 68 percent of those surveyed thought funding for public transportation should be increased. Only 5 percent thought it should be reduced. More than one-fourth (27 percent) of those surveyed thought the level of funding should be much greater. Johnson County had the highest percentage (32 percent) of residents who thought funding for public transportation should be much greater than it is today.

Support for the LOCAL LINKS Concept. After being given a detailed explanation of the Local Links service component of the Smart Moves plan, nearly three-fourths (73 percent) of the residents surveyed were either very or somewhat supportive of the concept; 12 percent were not supportive, and 15 percent did not have an opinion. At least two-thirds (67 percent) of the residents in all seven counties were supportive of the development of Local Links service in the Kansas City area. Platte County residents were the most supportive. Cass County residents were the least supportive.

Support for the RAPID RIDER Concept. After being given a detailed explanation of the Rapid Rider service component of the Smart Moves plan, two-thirds (67 percent) of the residents surveyed were either very or somewhat supportive of the concept; 16 percent were not supportive, and 17 percent did not have an opinion. At least 60 percent of the residents in all seven counties were supportive of the development of Rapid Rider service in the Kansas City area. Johnson County residents were the most supportive. Cass County residents were the least supportive.

Support for the FREEWAY FLYER Concept. After being given a detailed explanation of the Freeway Flyer service component of the Smart Moves plan, two-thirds (67 percent) of the residents surveyed were either very or somewhat supportive of the concept; 16 percent were not supportive, and 17 percent did not have an opinion. At least 63 percent of the residents in all seven counties were supportive of the development of Freeway Flyer service in the Kansas City area. Platte County residents were the most supportive. Cass County residents were the least supportive.

Overall Support for the SMART MOVES Plan. After being given a detailed explanation of all major components of the Smart Moves Plan, nearly three-fourths (74 percent) of the residents surveyed were either very or somewhat supportive of the plan; 13 percent were not supportive, and 13 percent did not have an opinion. At least 72 percent of the residents in all seven counties were supportive of the implementation of the Smart Moves Plan.

Importance of Various Items in the Design of a Regional Transit System in the Kansas City Area. Residents were asked to rate the importance of various items that could be included in the design of a regional transit service in the Kansas City area. The percentage of residents who supported these items is provided below:

- 78 percent of all residents surveyed thought it was important to have buses equipped with wheelchair lifts for persons with disabilities.
- 78 percent of all residents surveyed thought it was important to have a uniform bus pass that could be used to ride all transit systems in the region.
- 68 percent of all residents surveyed thought it was important to develop transit centers.
- 61 percent of the Johnson County residents surveyed thought it was important to have commuter rail service along I-35 between Olathe and Union Station.
- 59 percent of all residents surveyed thought it was important to have expanded service between KCI Airport and tourist destinations in the Kansas City area.
- 57 percent of the Platte County residents surveyed thought it was important to have light-rail service from the Plaza to the Northland.
- 53 percent of the Jackson County residents surveyed thought it was important to have commuter rail service between Union Station in Kansas City and other locations in Jackson County.

Potential Usage of the SMART MOVES Systems. More than half (61 percent) of those surveyed indicated they would probably use the Smart Moves System. Although this number is significantly higher that the actual usage is likely to be, it shows that there is a tremendous desire for improved public transportation services in the region.

Support for Having Cities and Counties in the Region Pool Funds for Public Transit. Nearly three-fourths (72 percent) of those surveyed indicated they would be willing to have their city and county taxes pooled with other communities to support the development of regional public transportation services in the Kansas City area; 15 percent would not be willing, and 13 percent did not have an opinion.. At least two-thirds (66 percent) of the residents surveyed in all seven counties were willing to have their local tax dollars pooled with other communities to fund regional public transportation services. Platte County had the highest percentage (79 percent) of residents who were willing to pool funds with other communities; Wyandotte County had the lowest percentage (66 percent).

Support for Establishing a Regional Fund to Pay for Public Transportation Improvements in the Kansas City Area. Two-thirds (67 percent) of those surveyed indicated they would support the development of a regional fund to pay for regional public transportation improvements in the Kansas City area; 17 percent were not supportive, and 16 percent did not have an opinion. At least 65 percent of the residents surveyed in all seven counties were supportive of the development of a regional fund for public transportation.

Support for REGIONAL vs. LOCAL Funding for Public Transportation. Residents in the Kansas City area were nearly six times more likely to support regional funding for public transportation than local funding. Sixty-one percent (61 percent) of those surveyed indicated they would prefer a regional tax for public transportation; 11 percent indicated that they would support a local tax, 14 percent would not support any tax, and 14 percent did not have an opinion. Johnson County residents were the most supportive of a regional tax. Wyandotte County residents were the least supportive.

Support for Having KCMO Provide Additional Funding for Public Transportation from the City's General Operating Budget. Nearly two-thirds (65 percent) of the residents surveyed in Kansas City, Missouri, were supportive of providing additional funding for public transportation from the City's General Operating budget; 21 percent were not supportive, and 14 percent did not have an opinion.

Support for a SALES TAX for Public Transportation. Sixty-one percent (61 percent) of the residents surveyed were supportive of a 1/8th of a cent sales tax increase to fund regional transportation improvements in the Kansas City area; 20 percent were not supportive, and 19 percent did not have an opinion. At least 50 percent of the residents of Johnson, Cass, and Platte Counties supported a 1/4 cent increase in the sales tax to fund regional transportation improvements. Clay County residents were the least supportive of a sales tax increase.

Support for Replacing Johnson County's Property Tax for Road Improvements with a Sales Tax that Could Fund Road Improvements and Public Transportation. Sixty percent (60 percent) of the residents surveyed in Johnson County supported replacing the county's property tax for road improvements with a sales tax that would fund road and public transportation improvements; 23 percent were not supportive, and 17 percent did not have an opinion.

Support for a Dedicated Transit Bridge over the Missouri River. More than half (55 percent) of the residents surveyed (excluding residents of Johnson County) supported the concept of developing a dedicated transit bridge over the Missouri River; 26 percent were not supportive, and 19 percent did not have an opinion. Residents of Clay County were most supportive (63 percent). Residents of Cass County were least supportive (42 percent). Johnson County residents were not asked this question.

Percentage of Residents Who Have Used Public Transit Outside the Kansas City Area. Two-thirds (67 percent) of the residents surveyed indicated that they had used public transportation outside the Kansas City area. Residents of Johnson County were the most likely to have used public transit in other areas (78 percent); residents of Leavenworth (52 percent) and Kansas City, Mo. (55 percent) were the least likely to have used public transportation in other communities.

The remaining sections of this report contain charts depicting the overall results of the survey weighted cross tabulations of the data by geographic area

Revise Plan Based on Input

The planning team reviewed the public input and made the following changes:

- *Implementation Schedule*
  It was clarified that although the complete execution of operating service would take 10 years, some services could be phased in immediately as funding comes in. The capital program is expected to take 12 years to complete. A complete timetable is provided in Chapter 6.

- *Rail*
  Three changes were made in response to public input. Rail was added to the Rapid Rider system. Commuter rail service as proposed in the I-35 Commuter Rail study sponsored by Johnson County Kansas was included as the Grey Line. The route runs between Olathe, Kansas, and the Transit Center at Union Station. Planning for a commuter-rail corridor between Union Station and Eastern Jackson County was also included. All Rapid Rider routes were designed so that they could be converted to light-rail transit in the future.

- *Airport Service*
  Service to the airport was clarified and enhanced. An identity was developed for the airport service — the Airport Arrow — which is described in Chapter 5.

- *Coordination with Other Modes*
  A "Rack-N-Ride" program was added to the plan and is described in Chapter 5. A Transit-Supportive Development program, described in Chapter 9, includes ways to coordinate development of transit stops and centers with local efforts, and with street-level planning prototypes.

Develop a Financing Strategy

The Finance Strategy, described in Volume II, includes assumptions on existing funds, fare box revenues, federal and state funding theories, and local funding requirements. The Financial Analysis includes 10- and 20-year cash flow projections. Local revenue options have been reviewed and assessed, including:

- Auto registration fees
- Gas tax
- Sales taxes
- Tax on new and used cars
- Property tax
- Commuter tax

Assessment Factors include:

- Revenue generation
- Poll results by tax type and regional/local funding
- Required legislation and elections
- Use restrictions
- Peer Review results
- Other considerations

Present to the Public

The Service Plan was presented to the public on July 1, 2003. The objective was to spark public debate on how to move forward with the planning and implementation processes.

IMPLEMENTATION

Smart Moves will cost approximately $155 million annually to implement. $90 million is projected to be available from passenger fares, state and federal sources, and an existing KCMO ½ cent sales tax for transit.

The remaining $65 million will need to be raised regionally. Options range from a single, region-wide mechanism to pooling of resources from individual local funding measures. Regional funding, however, will most likely require new legislative authority. A specific legislative proposal is planned for introduction into the 2004 state legislative sessions in Topeka, Kan., and Jefferson City, Mo.

Based on the success of these activities, a program for the administration/management of funds and the system would have to be established. The regional financing strategy must be aligned with an administrative/ management structure that provides accountability to voters for the regional funds, ensures that funding and services can be implemented on a regional basis, and maximizes efficiencies in the delivery of services. The administrative/management structure may also require legislative changes and will be addressed in the specific legislative proposal developed for the 2004 legislative sessions.

In order to develop remaining service details of the operating plan, the Smart Moves team will work with communities throughout the coming year to finalize service/route details and locations of transit centers/stations. Local communities will then be encouraged to adopt the Smart Moves transit plan into their local comprehensive plans.

Public Education

The Smart Moves team will continue to work with the Kansas City Regional Transit Alliance (RTA) to distribute information and hold meetings on the plan to increase community awareness and support for additional investment in transit.

Next Steps

The next-step in the Smart Moves process will be accomplished at the city or municipal level. In this step, actual streets where transit routes will operate and the locations of stops, stations and transit centers are identified along with connections to the following:

- Sidewalks, bikeways; and MetroGreen trails
- Adjacent land uses
- Public spaces
- Major local activities
- Transit centers and through them to the entire metropolitan area.
- Building set-backs

This project begins the process of coordinating transit with

- Development review and capital facilities planning processes
- Signal-priority planning
- Roadway planning
- Other projects to be identified

The expected outcomes include:

- Finalization of the Smart Moves plan for implementation
- Public input and buy-in
- Progress in implementing Creating Quality Places principles.

A three-step process is proposed. Participating jurisdictions will be encouraged to provide staff support:

1. Review Proposal: First, the team will present the Smart Moves transit plan along with existing and proposed:
   - Transit services and facilities
   - Major destinations
   - Local area plans
   - Sidewalks, bikeways and roadway systems
   - Development plans, and
   - Population densities

In addition, general criteria for service and facility locations by each service type will be reviewed.

2. Identify Opportunities and Constraints: Next, the opportunities and constraints for locating both regional and local services will be examined. Regional services consist primarily of Rapid Rider and Freeway Flyer routes. While these services provide metro-wide service, they also must be well fitted to the local community. The primary tasks will be to locate the Local Link services, transit centers and stops.

This step also answers the question: How do I get from home to the stop or station? Once I get dropped off at the stop, can I walk to my destination? The assessment and policy discussion will include:

- Existing and forecast population density
- Multi-modal access from transit origins and destinations to stops, transit centers and park-and-ride lots
- Transit-supportive development
- Pedestrian safety and crosswalks
- Roadway capacity
- Other factors

3. Implementation Strategy for Service and Facility Locations
    - Final recommendations will be made
    - Local service plan maps will be produced
    - Assistance with adoption of the Smart Moves transit plan into local long-range plans will be provided to interested jurisdictions.

Also, MARC's Improving Pedestrian Access for Increased Transit Ridership project will be coordinated with this project. Actual demonstration projects will be developed.

Chapter 4: CURRENT TRANSIT SERVICES

Presently, three public transit systems work together to provide mass transportation services in the metropolitan region. The Kansas City Area Transportation Authority (KCATA) is the largest of the three service providers, with "The Bus" operating in the Unified Government of Wyandotte County, Kansas, and "The JO" operating in Johnson County, Kansas.

Each provider strives to meet the demand for new and better connections across the region. However, these efforts have become more difficult as the metropolitan area spreads farther and farther apart. Each community, and the two participating Kansas counties (Johnson and Wyandotte), support transit individually. With the exception of Kansas City, Missouri, most communities pay for transit service annually or through general funds. Competing demands for these funds exist within every community, and it is often difficult to justify spending those funds outside that community to provide transit connections to another community. Therefore, regional transit linkages are very challenging to engineer and maintain. The current system strives to move people across the region to employment and retail destinations as effectively as possible. However, with fragmented funding there are many gaps in the existing system. In the absence of a more comprehensive regional funding mechanism, this situation will continue into the foreseeable future.

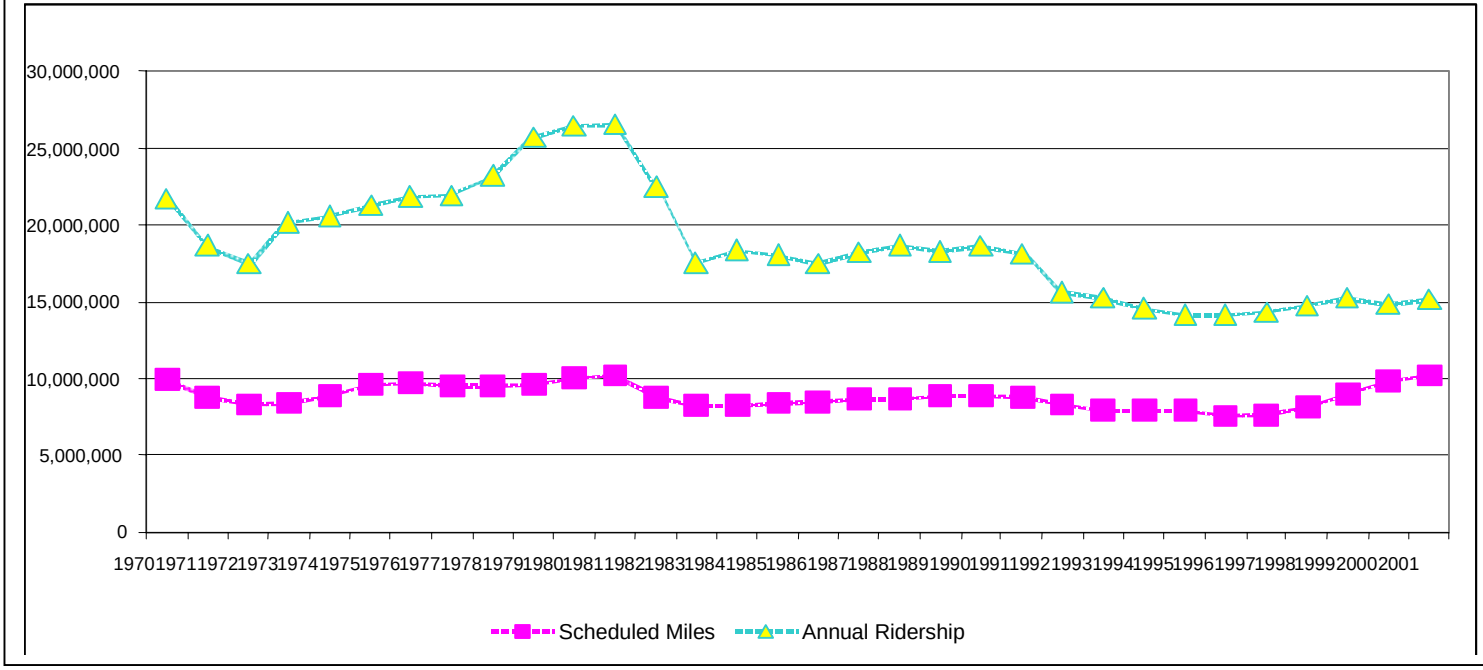
BACKGROUND

The KCATA was created in 1965 by a bistate compact between Kansas and Missouri. The compact gave the KCATA the authority to provide transit service in Cass, Clay, Jackson and Platte counties in Missouri, and Leavenworth, Johnson and Wyandotte counties in Kansas. At the time KCATA was created, the compact did not provide a dedicated source of revenue to support transit. The only dedicated source of revenue for transit service is provided by the city of Kansas City, Missouri, which began collecting a half-cent sales tax within the city limits in 1972. In the 1970s and early 80s, the Urban Mass Transportation Administration (UMTA) provided a great deal of operating assistance to transit operators across the country. But beginning in the 80s, operating funding was reduced steadily until federal funds were restricted from being used to directly support transit operations.

Because the ATA did not have a dedicated funding source to support transit service outside Kansas City, Missouri, KCATA was forced to contract with individual communities or counties in the metropolitan area to support transit services. This burden grew in the 1980s, as federal operating funding was continually reduced and restricted. Throughout most of the 1980s and 90s, KCATA was forced to retract service toward the core of the city. To a greater extent, the cost for transit service was shifted to the local community. This is particularly problematic for smaller communities whose limited tax base was insufficient to meet the increasing demands of supporting transit services.

As funding sources fluctuated, larger social trends were also at work. More and more city residents moved to the suburbs. As people moved away from the core, so did jobs and retail commercial sites. As a result, providers faced pressure to connect residents in the core metropolitan area with jobs and opportunities in suburban areas and to connect residents in the suburbs to a variety of employment concentrations. Table 1 shows that the increase in annual scheduled miles has accompanied a general decline in annual ridership as metropolitan residents have spread farther from the core city.

TABLE-1:
Annual Scheduled Miles and Annual Ridership



During this period of rising local costs and service reductions, The JO was formed by Johnson County to provide transit service in Johnson County. 1981 was the last full year of service provided by the Kansas City Area Transportation Authority (KCATA). From 1982 through 1985, service was provided by a private contractor and operated as *Commuteride*. From 1986 to the present, the system has been operated by a private contractor and has been known as Johnson County Transit.

Johnson County Transit, a division of the Johnson County Public Works Department, administers both The JO, which provides fixed-route commuter express public transportation, and The JO-Special Edition, which provides demand-response and curb-to-curb transportation service. The Johnson County Transportation Advisory Council (TAC), created in 1979 by the Johnson County Board of County Commissioners, is charged with serving as an advisory committee in the area of mass public transportation. The TAC meets regularly with the staff of the Transportation Department to consider, address and advise on various transportation-related issues. The TAC makes recommendations to both the Transportation Department and the Board of County Commissioners.

The Unified Government of Wyandotte County's The Bus, is the third public transit provider in the metropolitan area. The Bus provides a variety of services including fixed-route and flexible services that provide transit service to the disabled and elderly. In addition to the service that The Bus provides directly, the Unified Government also contracts with the KCATA to operate fixed-route transit service within the county. Kansas City, Kansas, began contracting with the KCATA for transit service in 1965. The Bus and Dial-a-Ride services were started in 1978 to supplement the KCATA fixed-route service in place at the time. The Bus fixed routes, Dial-a-Ride, Joblinks, Senior Group Transportation and Aging Services transportation are offered by the Unified Government of Wyandotte County/Kansas City, Kansas.

DESCRIPTIONS OF EXISTING SERVICE

Kansas City Area Transportation Authority – "The Metro"

KCATA operates service from approximately 4 a.m. to 1 a.m. on weekdays, in a variety of communities, employing several operational modes and vehicle types. Hours of operation vary by community and day of the week. KCATA operates service in nine communities including Kansas City, Missouri; Liberty, Missouri; Independence, Missouri; Raytown, Missouri; Kansas City, Kansas; Riverside, Missouri; Gladstone, Missouri; North Kansas City, Missouri; and Lee's Summit, Missouri. Presently, KCATA operates approximately 61 transit routes in the metropolitan area, including fixed-route and flexible services. Complementary paratransit services required by the Americans with Disabilities Act (ADA) and *Share-a-Fare* services in Kansas City, Missouri, are contracted out to other local cab and transportation services.

Because service frequencies change during different service periods, varying numbers of vehicles are needed during the day. The most vehicles are needed during weekday rush hour service, when the KCATA is operating service on 59 routes. During rush hour service a peak number of 219 buses are dispatched from the KCATA's garage. On weekdays, KCATA vehicles operate approximately 31,501 miles per day. During Saturday and Sunday operations, KCATA vehicles travel approximately 17,448 and 7,812 miles, respectively.

Midday service is less focused on commuter travel, although most transit service is still focused on trips into downtown. Vehicle requirements during midday drop to approximately 162 transit vehicles. Evening service requires only 36 transit vehicles.

KCATA operates 38 routes on Saturday and 18 routes on Sunday. During Saturday daytime service, a peak number of 84 transit vehicles are dispatched, and 30 vehicles are dispatched to provide night service. On Sundays, 32 vehicles are used to provide daytime service. That number is reduced to 27 for nighttime service.

Generally, the best service frequencies are found in the urban core during weekday rush hour service. Frequencies decrease during all other service periods, as the scheduled number of vehicles described above shows. The most heavily used routes operate approximately every 10-15 minutes. Frequencies are generally 20-60 minutes during non-peak operating time periods. Saturday and Sunday service may operate as infrequently as every 30-60 minutes.

KCATA counts passenger activity as passenger boardings. Every time a customer boards a transit vehicle, this counts as a passenger boarding. Average weekday ridership on the KCATA system is currently around 50,000 passenger boardings a day. Saturday boardings average approximately 25,000 and Sunday boardings average approximately 11,000.

Customers using transit operated by the KCATA pay a variety of fares. Each community is given the opportunity to set a fare for the service that community supports. Within each community, there is generally also a difference between standard local transit service and express service. Most of the KCATA's routes operate within Kansas City, Missouri. Within Kansas City, Missouri, and Kansas, regular transit fares are $1.00. Express fares are $1.25. Suburban Express routes with the exception of the Liberty Express are $1.50. The fare for the Liberty Express is $3.00. Independence has set a local fare of $1.10 and $1.20 for local transit service. Express riders pay $1.30. North Kansas City subsidizes customer fares on the intra-community MetroFlex, so passengers only pay $0.10. Gladstone express riders pay $1.10. Customers with disabilities are eligible for half fares on all services except the Liberty Express and the North Kansas City MetroFlex.

Johnson County Transit – "The JO"

Johnson County operates approximately 19 fixed routes. They are primarily designed to move commuters between Johnson County and downtown Kansas City, Missouri, although other major employment concentrations are also served. Most of The JO's services are provided during the rush hour period, with some flexible and fixed routes operating in the middle of the day. Johnson County Transit operates service in Olathe, Overland Park, Prairie Village, Shawnee, Mission, UG/KCK and other northeastern Johnson County communities Monday through Friday excluding legal holidays.

Johnson County Transit maintains a fleet of approximately 50 vehicles. During rush hour service, approximately 25-30 vehicles are dispatched to provide fixed-route service. Another 12-13 vehicles are used to provide paratransit and flexible service. This number is reduced to two fixed-route vehicles and 12-13 paratransit vehicles during midday and zero fixed-route and paratransit vehicles during night service.

Johnson County transit serves approximately 1,633 customers per day. Customers using The JO pay $1.75 for express service and $1.25 for flex and local services.

Unified Government of Wyandotte County/KCK – "The Bus"

The Bus operates primarily within Wyandotte County, although some service does serve Johnson County. Service operated by The Bus is available Monday through Friday. Evening and Saturday fixed-route service is provided by the KCATA. Approximately six vehicles are needed for the fixed-route service operated by The Bus. Approximately 30 vehicles are needed for the other services operated by the Unified Government's Transportation Division. Fixed routes serve approximately 833 passenger boardings a day. Customers using The Bus pay $1.00 for local transit service and $1.25 for express services.

MAPS OF EXISTING SERVICE

Figures 1 through 6 show existing fixed route and flexible zone transit service in the metropolitan area. Figure 1 shows the extent of weekday rush hour service. Figure 2 shows the slightly smaller weekday, middle-of-the-day service. Figure 3 shows the service available weekday evenings. Weekend service is divided into daytime and night service. Figures 4 through 6 show the dramatic decrease in service availability during weekend operating hours.

FIGURE 1
Current Rush Hour Service
(Weekday)

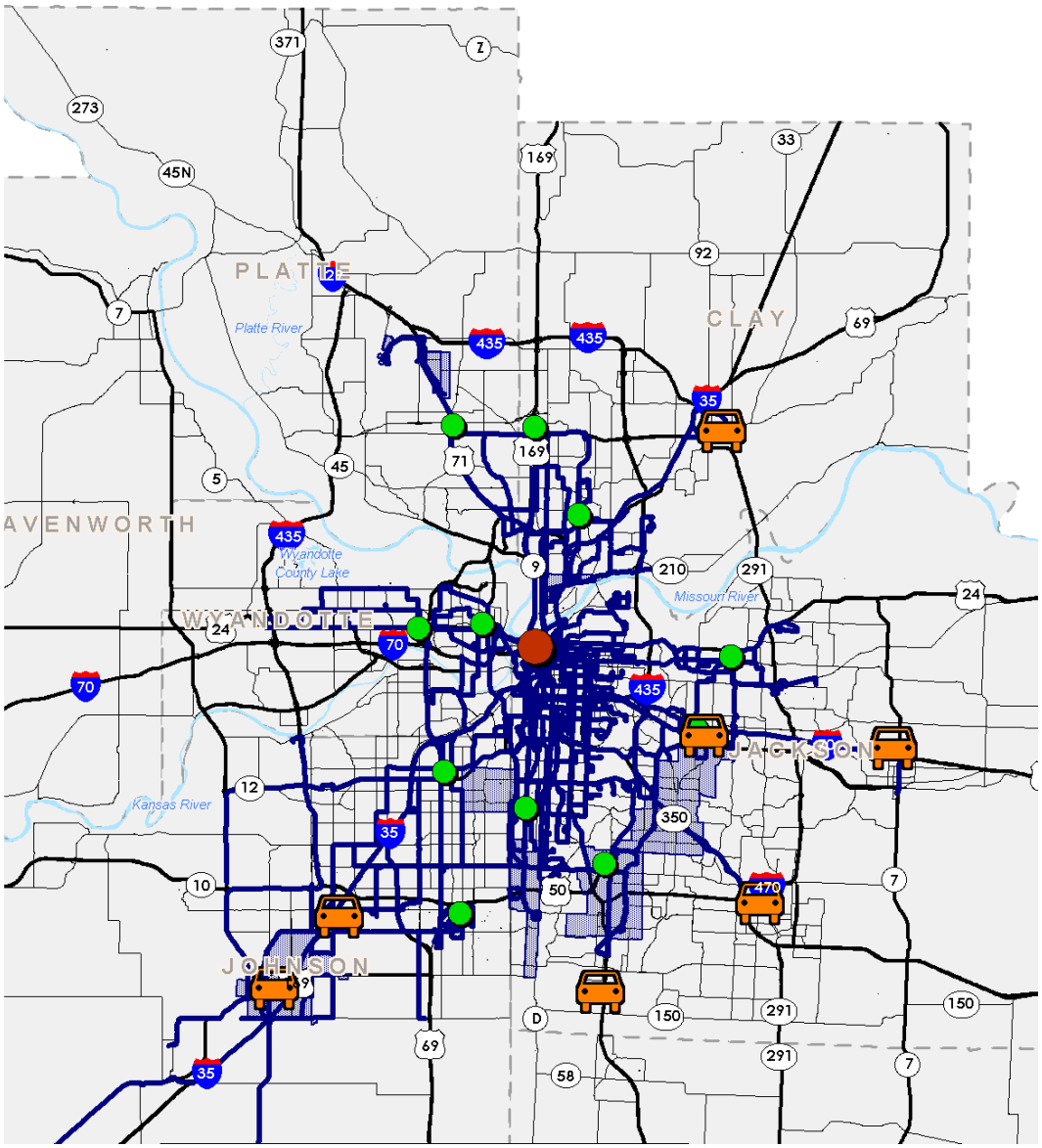


FIGURE 2
Current Midday Service
(Weekday)

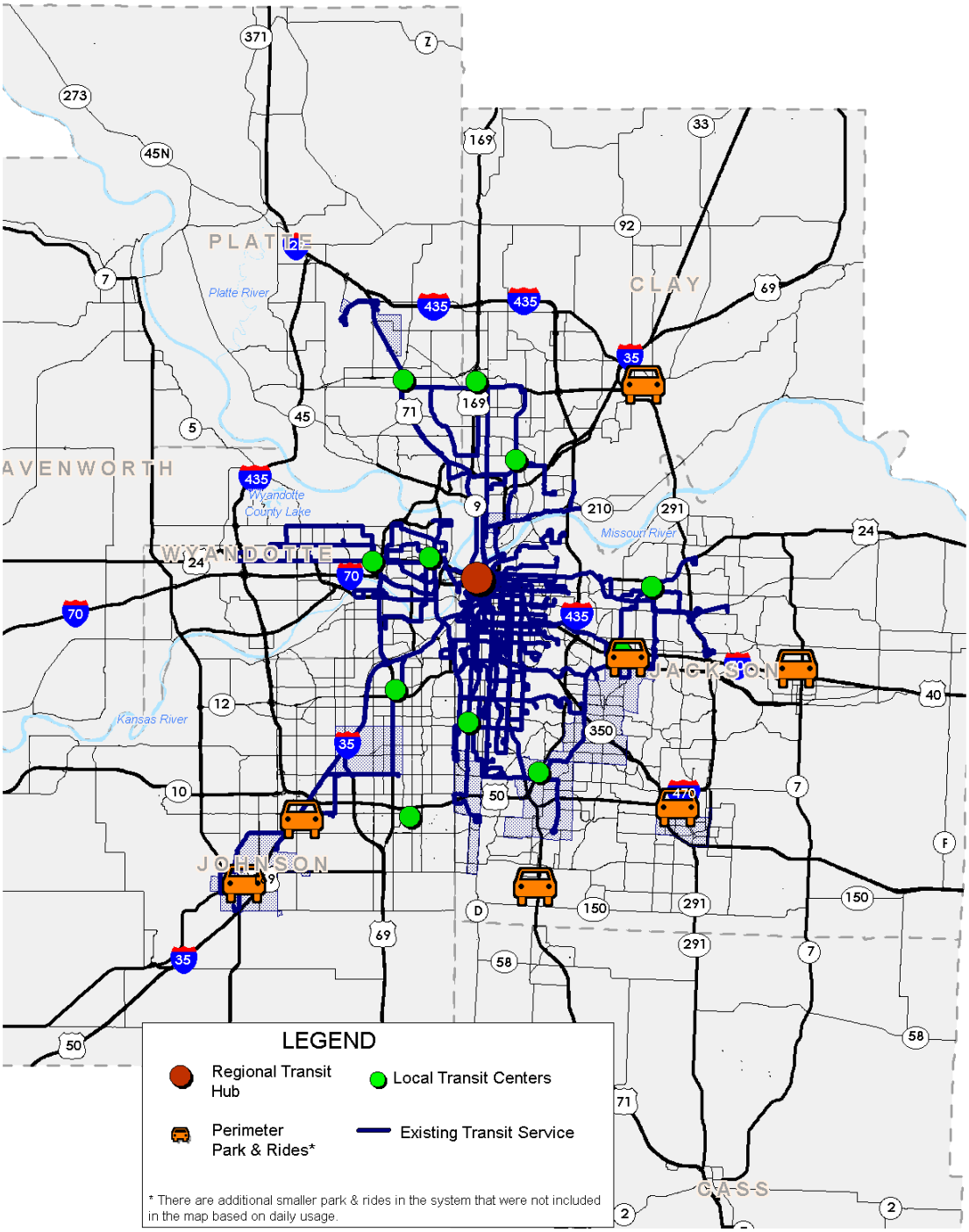


FIGURE 3
Current Evening/Night Service
(Weekday)

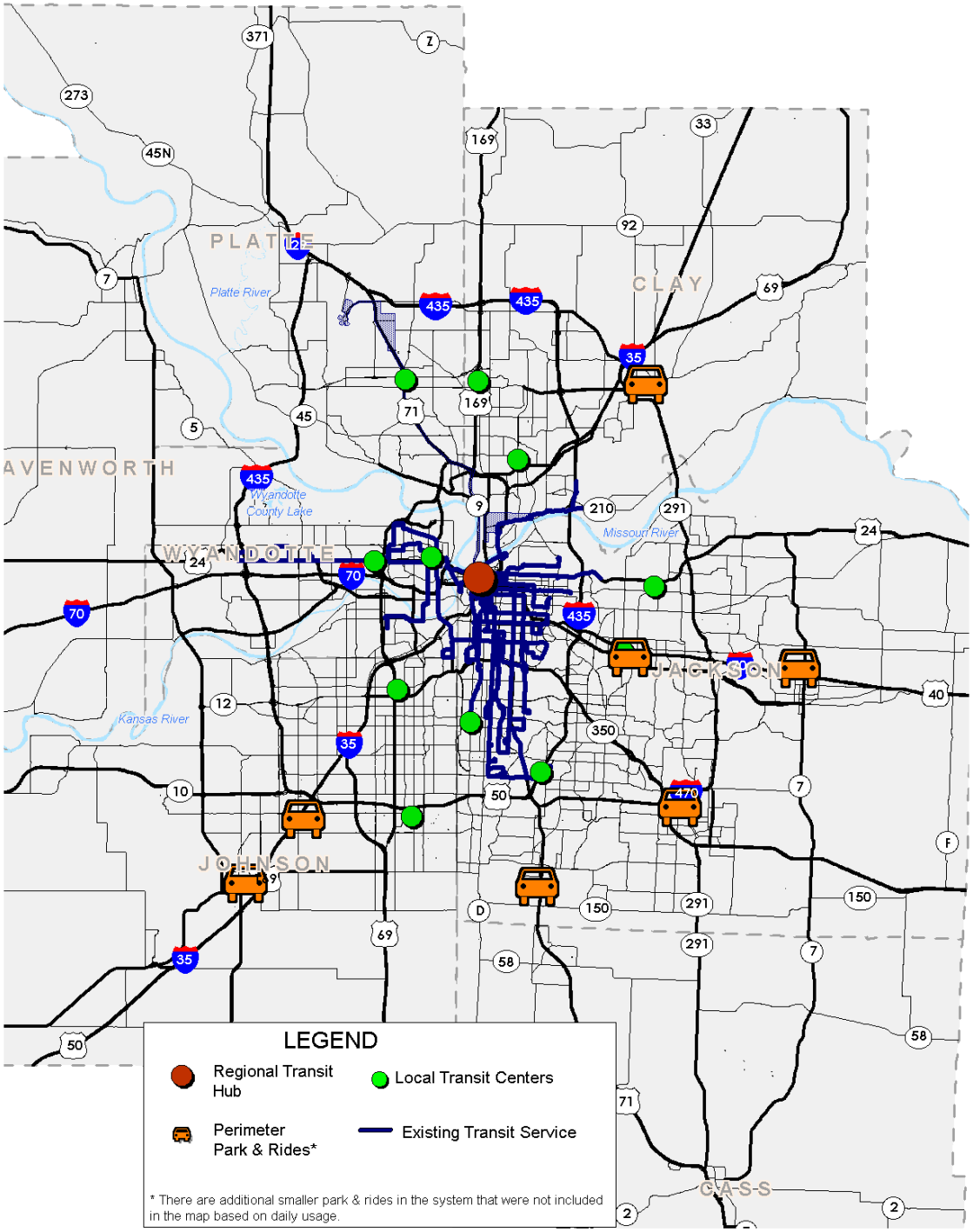


FIGURE 4
Current Weekend Service
(Saturday - Daytime)

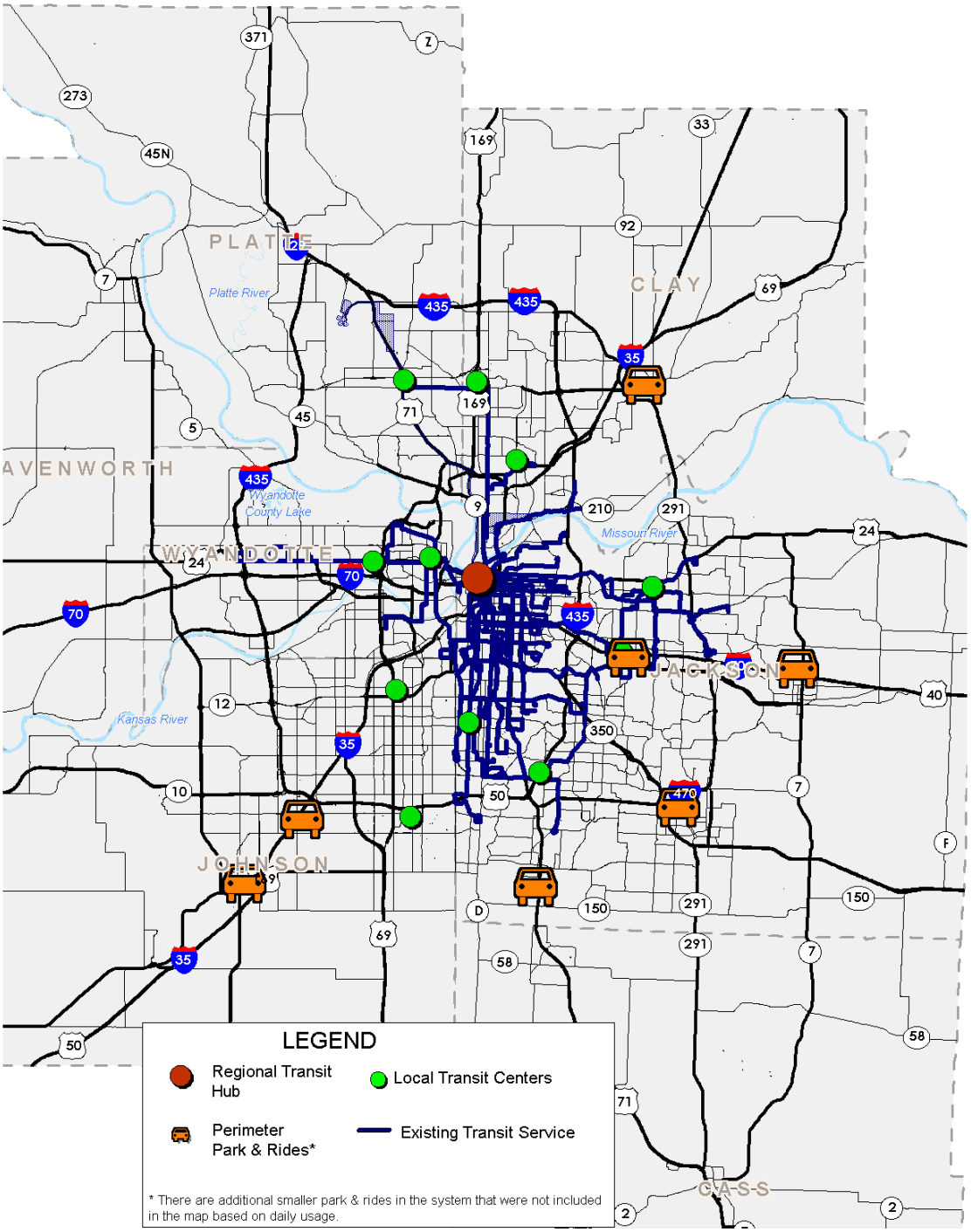


FIGURE 5
Current Weekend Service
(Saturday - Nighttime)

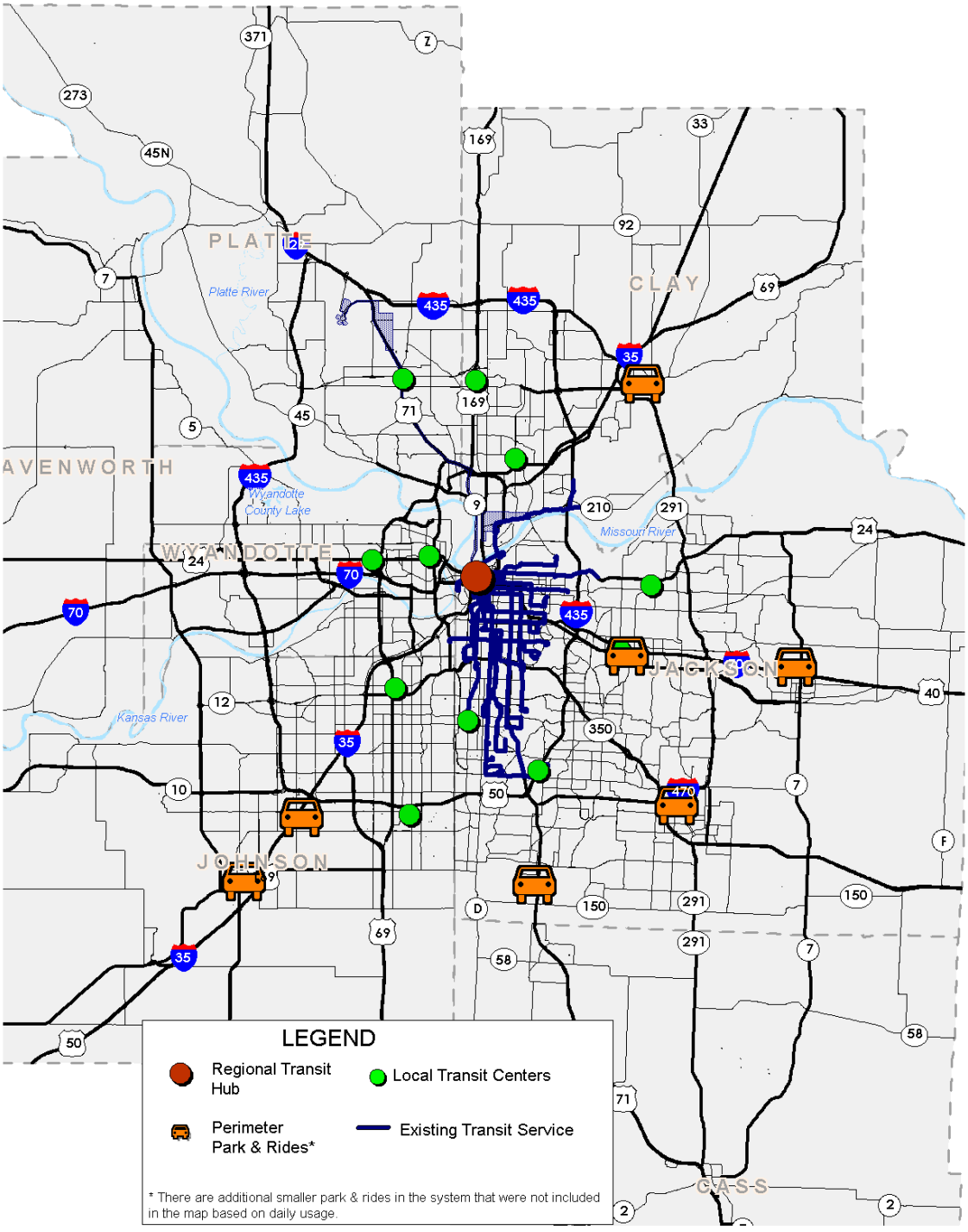
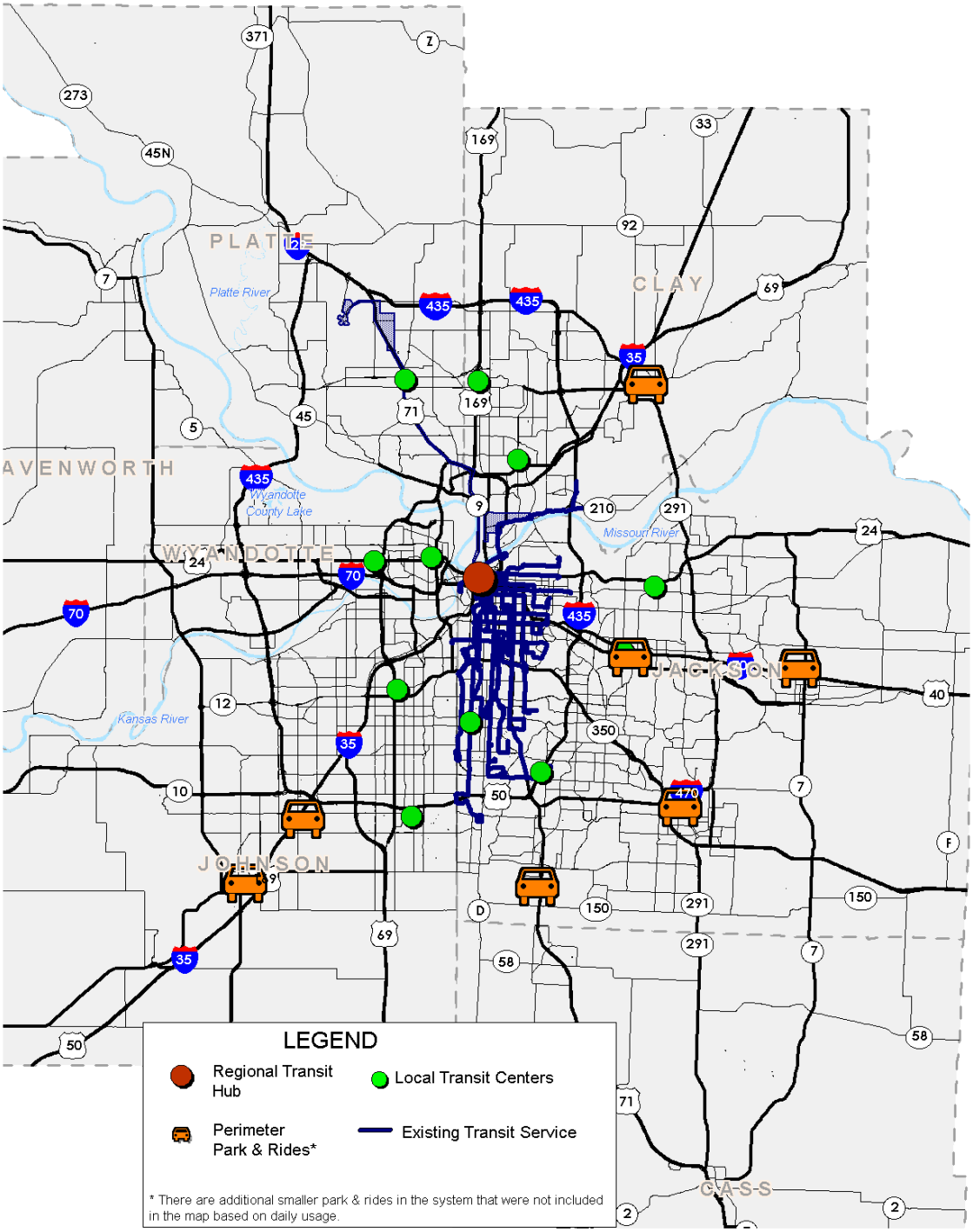


FIGURE 6
Current Weekend Service
(Sunday - Daytime)



Chapter 5: COMPONENTS

Regional transit systems employ a variety of techniques and operational modes for optimal service. *Smart Moves* is composed of three transit service types — Freeway Flyers, Rapid Riders, and Local Links — and a variety of technologies and amenities to improve the experience of riders. These components, working in tandem, will provide more cohesive connections for the region, expand opportunities for integration with other transportation modes, and better serve special needs populations like the elderly and persons with disabilities.

PROPOSED TRANSIT PLAN

The previous section highlights how the Kansas City metropolitan area suffers from the absence of a regional public transportation system. It is estimated that less than 20 percent of the metropolitan area's population is afforded a moderate level of service. More than half of the population doesn't have access to public transit at all.

As a result, access to employment opportunities is negatively affected, particularly for those without an automobile; seniors and individuals with disabilities are more likely to be homebound; and air quality in the region deteriorates because of the ever-increasing numbers of drivers on the region's roadways. Overall, the quality of life in the region is lessened. *Smart Moves* addresses these concerns by establishing an all-inclusive transit system that addresses these gaps.

The "regional transit system" described in this report is a composite of transit subsystems, linked at specific transit centers to move people efficiently between destinations. One of the first steps in the *Smart Moves* development process was identifying key planning areas. A transit system was created for each planning area to move people within that area, and then the systems developed for those areas were linked together to form the regional system.

PLAN ELEMENTS

The three service types operate in a range of modes, during different times of day. The following describes some of the terminology used in the service plan.

Fixed-Route Operation

All Freeway Flyer and Rapid Riders, and some Local Link routes operate in a fixed-route mode: running along a prescribed alignment each and every trip. The only time a vehicle leaves the alignment is to circumvent road conditions that cause it to detour for a short distance, or the vehicle has an operational problem. Passenger information typically includes a route map and timetable. The timetable tells customers when a transit vehicle is scheduled to arrive at select points along the route. Bus stops with signs are distributed along the route at intervals determined by the transit agency. Customers must determine from the route schedule when a vehicle might be at a stop, and then proceed there to wait for the vehicle's arrival.

The Freeway Flyers use large buses and over-the-road coaches to provide peak-hour work commute trips between the downtown center and suburbs. Freeway Flyers operate on the freeway system. Rapid Riders operate on major arterials with rapid skip-stop service.

Fixed Guideway

Fixed-guideway transit services are characterized by a dedicated, limited-stop route alignment that is exclusive to transit service. Some of the Rapid Rider routes operate in a fixed-route mode. These services may operate in a corridor physically separated from other traffic and transit vehicles, or they may use existing highway lanes that are simply reserved for transit or other high-occupancy vehicles during certain times of the day. Fixed-guideway systems that operate on existing streets may also employ signal priority to reduce travel time and/or help keep the service on schedule.

Bus Rapid Transit (BRT)

Bus rapid transit is a broad term for a variety of transit services that employ rubber tire vehicles (as opposed to steel wheels on rail) that operate on fixed street alignments, with limited stops and other features, to achieve higher average speeds than typical bus service. In the *Smart Moves* plan, these features are included in most of the Rapid Rider routes.

Minimizing the number of transit stops along a route creates faster trips for passengers. Some systems are designed so that all or a part of the route operates within a dedicated lane or right-of-way. Often, these systems are planned in conjunction with signal upgrades and priority treatment along the most heavily traveled sections of the corridor to keep these routes on schedule. Signal upgrades at intersections allow a vehicle that is behind schedule to move through traffic more quickly by holding a green light a little longer, on an as-needed basis.

Rail

Light rail, streetcar, subway, elevated rail or commuter rail lines are the most common rail variations found in the United States. These systems operate on tracks in either dedicated rights-of-way or shared street lanes, and usually are electrically powered. Light-rail trains and streetcars use smaller, lighter vehicles and operate above ground in a dedicated lane with traffic. However, light-rail lines that are separated from traffic and operate adjacent to the street system do exist. Barriers may be used along the route alignment but are not always used along the entire length of the route. This is because light rail moves more slowly than heavy-rail systems, and overhead lines provide the electrical service necessary for operation.

- *Heavy Rail* typically is used to provide subway, elevated or commuter service. These types of rail service generally use larger, heavier cars and travel at higher speeds than light-rail trains. Urban heavy rail, either elevated or subway, usually uses electricity to power vehicles. Because the electricity often runs through a third rail, these systems must be grade separated or fenced to protect individuals from being electrocuted, and to keep animals off the tracks. Most subway and elevated systems are found in urban areas with somewhat limited penetration into surrounding suburban communities depending on the community. Smart Moves does not include heavy-rail technology.

  Longer distance routes are generally limited by the cost of constructing a rail system that is elevated or under ground. The alternative is to operate commuter rail lines along existing tracks. These trains share tracks with freight trains operating through metropolitan areas. Commuter trains generally use standard railroad diesel engines for power. Generally, heavy

rail is always separated from pedestrians and cars by fences and crossing guards, due to the size and speed of the trains.

Commuter Rail uses existing railroad facilities to operate more traditional rail passenger services geared primarily to the needs of commuters traveling between urban and suburban destinations. In the Smart Moves plan, commuter rail is the recommended technology for the Grey Line Rapid Rider routes: Olathe, Kansas, to the downtown center at Union Station. Smart Moves also recommends further planning for an eastern extension of the Grey Line to eastern Jackson County.

Flexible Route Operation

Flexible route operations can range from highly variable, taxi-like services to routes that have an alignment but are allowed to leave that alignment for short periods to pick up customers. Many of the Local Link routes operate in this mode.

Flexible services work well in areas where housing is less dense and retail/commercial is located some distance from the main road. In the Kansas City area, these routes are popular with older customers, persons with disabilities and pre-teens, who are not able to drive, because the service provides direct access to many locations where traditional fixed-route transit service could not. Two basic types of flexible services are used in the Kansas City metropolitan area: *Demand-Response and Route Deviation.*

Route Deviation is a hybrid form of fixed-route and flexible service operation. A route operating in this mode may have a general route alignment and time points. Upon demand, the vehicle can deviate from the route within a certain distance. Then the vehicle resumes the prescribed route alignment as quickly as possible. This type of route could also operate within a service zone. Within the service zone, key time points would be listed in a printed schedule. Vehicle operators must be at those time points at the given time, but there is no set route between them. Requests for service and time point location generally determine the route alignment.

Demand-Response routes also operate within a service zone; however, there are no preset route alignments or time points provided for customers using these routes. Within the zone, the vehicle operates like a taxicab. Customers calling to request service determine the route alignment for each trip.

Service Frequency

Service frequency refers to how often transit vehicles pass any given stop along a route. Many urban areas have established policies on service frequency to maintain understandable and predictable services. An underlying policy goal is to provide rush-hour services with a service frequency of 30 minutes or less, and an off-peak of frequency of no more than 60 minutes. Service frequency however is adjusted to meet the specific needs of each particular area of the community. Some of the Rapid Routes are proposed as frequently as every 6 minutes.

Service Periods

Service level needs vary based on the various time periods under discussion: peak hour, midday, night, weekend day and weekend night service periods. *Smart Moves* follows these guidelines for the service proposal:

- Peak Period: Peak period ("rush hour") service operates for approximately six hours during weekdays. "Rush hour" in the *Smart Moves* plan is defined as service that begins

around 6:30 a.m. and ends at around 9:30 a.m. Afternoon "rush hour" service generally begins about 3:30 p.m. and lasts through 6:30 p.m. All service types operate in the peak period.

- Midday Period: Midday service generally operates about six hours a day on weekdays between "rush hour" service periods. Commuter express routes generally are not in service during this portion of the day. Service frequencies on the remaining routes are generally lower with increased wait times between vehicle arrivals. In addition to service frequency changes, the ridership population tends to vary, as well. During the middle of the day, passenger destinations are more diverse as customers travel to employment sites, medical appointments and retail/commercial locations. There may also be more elderly individuals and families on transit vehicles accessing services.

- Night Period: This period includes all service operating between 6:30 p.m. and 6:30 a.m. Current night service in this area is limited exclusively to the urban core and the airport. Most routes that stay in service have a 30- or 60-minute service frequency, and in Kansas City, Missouri, routes are designed to connect every hour to minimize customer waits for connections. *Smart Moves* proposes an increase in the amount of night service available throughout the metro area.

- Weekend Days: During weekend service, there is generally no rush-hour period, so service is divided between daytime and nighttime operation. Daytime operation is the period between 6:30 a.m. and 6:30 p.m. Commuter routes are not in service on weekends, and with the exception of Independence, Missouri, most of the available service is found in the urban core south of the Missouri River and in Wyandotte County. Service frequencies are often higher than those found during weekday service. Therefore, fewer vehicles and drivers are needed to provide this service to customers.

- Weekend Nights: Weekend night service covers the hours between 6:30 p.m. and 6:30 a.m. Depending on the route there may be a marked increase in the wait time between buses during evening service hours.

SERVICE TYPES

Complex regional transit systems employ a variety of operational modes to create a transit service alternative. *Smart Moves* is comprised of the following service types: Freeway Flyers (commuter express), Rapid Riders (arterial express), regional connectors (fixed route), Local Link connectors and Local Link circulators (fixed route and flexible services).

Freeway Flyer

Freeway flyers operate in fixed-route mode. These routes are designed to provide higher speed service that moves passengers across the region as quickly as possible with very few stops. In the transit industry, this service is generally referred to as "express service." Express routes provide very little local access along the route because, with the exception of stops at the beginning or end of the route, vehicles operate exclusively on a freeway or expressway. *Smart Moves* limits stops to outlying park-and-ride lots, regional transit centers and, in some cases, select higher-level local transit centers.

Rapid Rider

Rapid Riders are designed to move customers quickly across the region. Three operation modes are used: bus rapid transit, commuter rail and airport express service. The objective is fast, customer-friendly service through congested corridors. Key elements include limited stops, exclusive lanes, unique vehicles and stations, and special identification.

The BRT mode operates on major city streets instead of freeways and expressways. In this case, the service is designed as a Bus Rapid Transit (BRT) service that mimics and sets the stage for future rail service. It provides local access along the route, but access points to the service are limited. Savings in travel time are realized through strict "stop spacing." BRT has the potential for traffic signal priority and some dedicated right-of-way. Other Rapid Riders merely limit stops to decrease customer travel time through particular corridors.

Commuter Rail mode operates on existing railroads right of way. The proposed routes serve the Southern Johnson County to Kansas City, Missouri corridor with planning proposed for a line extension to Eastern Jackson County.

Airport Express mode connects KCI airport to tourist attractions throughout the metropolitan area.

Local Link

Connectors

Local Link connectors connect transit centers together. These routes operate in fixed-route mode and provide a high degree of local access to commercial, retail and residential developments along the route. Generally, most Local Link connector routes are anchored at both ends of the route by local transit centers. Local Links may operate between communities, but for the most part, Local Link connectors move people within or across a single political subdivision.

Circulators

Local Link circulators provide the most local neighborhood service to customers. These routes may operate in a fixed-route or flexible mode. The mode of operation is determined by the area in which the service will operate and the residential population's characteristics and needs. These routes generally connect with a single transit center. At the transit center, customers can move between neighborhoods or access the regional system for longer trips.

VEHICLE TYPES

A variety of vehicles are used, tailored to various service demands. Passenger loads vary by service type and operation mode, and the vehicles need to be sized and configured appropriately for the loads, the neighborhood and the service. Between the KCATA's "Metro" (Kansas City, Mo.), "The Bus" (Wyandotte County, Kan.) and "The JO" (Johnson County, Kan.), a number of vehicle types are currently in operation. Additional vehicle types will be included as the *Smart Moves* plan is executed and new services implemented. The expectation is that all *Smart Moves* vehicles will be clean air vehicles employing the latest emission control technologies to minimize impacts on air quality.

Suburban Transit Vehicle

In addition to standard vehicles, Smart Moves would use high-backed seats for suburban and over-the-road (OTR) buses similar to those employed by operators such as Greyhound™. Most OTR coaches generally seat 50 or more customers and are equipped with high-backed, padded seats and overhead cargo bins, in addition to other features, such as reading lights and power connections. OTR coaches generally have a front door only, although there may be a side wheelchair lift to make the vehicle accessible for persons with disabilities. These vehicles may or may not have restroom facilities.

Articulated Vehicle

Articulated vehicles are not currently used in this metropolitan region; however they are employed in transit agencies across the United States and in foreign countries. Articulated vehicles vary from 54 to 60 ft. in length and can carry 60 plus passengers. Articulated vehicles have two passenger compartments attached by a joint mechanism; however, the internal passenger compartment appears as one space. The joint mechanism allows the vehicle to bend to navigate turns and curves.[1]

Large Standard Bus

KCATA and Johnson County Transit both operate a number of 40 ft. transit buses to provide fixed-route service. These buses can seat 39 to 43 passengers depending on the internal seat configuration. All 40 ft. transit vehicles in service are accessible to people with disabilities. Many of the current buses have wheelchair lifts, but as both agencies replace aging vehicles, wheelchair lifts are being replaced with low floor buses that are easier to board and only require wheelchair ramps. These ramps are easier for customers to use and for transit agencies to maintain. This means that fewer passengers are missed due to malfunctioning equipment.

Small Bus

These transit buses are 25-30 ft. long. Internally, these coaches can seat 23-30 passengers depending on the seat configurations. All small buses in operation today are completely accessible to persons with disabilities. As with large transit buses, wheelchair lifts would be replaced over time with low-floor, ramp-equipped vehicles.

Van

A variety of van sizes are in use presently. These vehicles are used to provide fixed-route and flexible service across the metro region. KCATA uses a 20 ft. long van that seats 12 persons, exclusively. However, Unified Government uses a number of vans with larger seating capacity in their fleet. Johnson County Transit also uses more than one van size in its fleet. Vans have been added to transit fleets for a variety of reasons, not the least of which is the cost of these vehicles. In addition, vans are more easily maneuvered through residential neighborhoods and commercial/retail developments.

Bus Rapid Transit Vehicles

Because of the specialized nature of BRT service, many systems employ unique vehicles to meet this service need. *Smart Moves* BRT services would likewise use specially designed BRT vehicles to facilitate this type of

[1] Articulated bus information was taken from the American Public Transit Association website's definitions page.

service. These vehicles would have improved performance and acceleration characteristics, be designed for rapid boarding and deboarding, and be distinguishable from more traditional vehicles.

Airport Arrow Vehicles

These include over-the-road coaches designed for luggage storage.

Commuter Rail Coaches

The current proposal and staff recommendation for the I-35 Commuter Rail project (Johnson County, Kan.) includes New Diesel Multiple Units (DMUs), consisting of a single-level 'motor' cab car that would seat 90 and pull two bi-level, low-floor coaches, each with a seating capacity of 185. The low-floor design accommodates faster boarding and deboardings for passengers; roll-on wheelchair boarding, and generally provides shorter times at stations. The coaches would have comfortable seating with large window visibility. Some special 'business class' seating areas may be designated, possibly including table/work surfaces and laptop plug-ins.

TECHNOLOGY

The *Smart Moves* plan will take advantage of new Intelligent Transportation Systems (ITS) and other technologies to enhance rider comfort, safety and convenience; provide more accurate customer information; and manage transit operations. The goal of these technologies is to help make public transportation services more understandable, accessible, safe, fast and reliable. Advanced technologies will be applied to all parts of the public transportation system: customer information at transit centers, stations, key bus stops and on personal computers and electronic devices; on board the transit vehicles; on the streets that serve as bus routes; and in the offices and maintenance facilities of the agencies that provide regional bus service. Table 2 summarizes the various ITS components, benefits and application areas of the *Smart Moves* plan.

5.1 Automated Vehicle Location

The first building block of these technology enhancements is the Automated Vehicle Location (AVL) system, which builds on the AVL framework already implemented by Kansas City Area Transportation Authority. KCATA is now in the process of updating this system to incorporate the latest satellite Global Positioning System (GPS) and Geographic Information System (GIS) technologies. When transit operators know in real time where their vehicles are located, a number of opportunities for using and sharing this information are possible.

As shown in many of the following examples, AVL systems can help make transit services easier to use, safer and more convenient for riders and can promote better operations, planning and customer service by transit agencies.

Real-Time Information Systems

Real-time information has two primary applications: first, to improve management of transit operations and second to provide accurate information to the public. Management will use real-time information to provide more reliable service, quickly adjust service to adhere to schedules, and fine tune operations to better meet customer needs.

The most obvious customer benefit of the AVL system will be the ability to share real-time information about transit vehicles and their schedules. Information collected by the AVL system can be repackaged and provided at transit centers, stations and key bus stops to provide accurate, up-to-the-minute reports on when the next bus on a given route will arrive. This will help riders feel more in charge of their trips by reducing the anxiety of not knowing when their bus will arrive.

Real-time schedule information can also be provided via the regional call center, on the Internet and by e-mail or pager to help riders plan their trips before arriving at the bus stop. This will allow riders to better decide when to leave the comfort of their home, office, shop, etc. to walk to the bus stop to minimize waiting time. This feature would be a substantial benefit, particularly during inclement weather.

Enhanced Route Planning Systems

In addition to traditional route planning methods such as paper maps and the regional call center, transit riders can use the Internet to identify routes, access points and schedules to plan transit trips to meet their needs. By adding real-time schedule information to this planning information, riders would have powerful new tools to manage their transit trips.

Transit agencies would also be able to use new data collected through AVL, GIS, advanced payment systems and on-board, passenger-counter systems to continuously adjust and improve routes and schedules to better meet changing rider needs.

Improved Fare Payment Systems

A number of new technologies are available to make the process of paying to ride the bus faster, smoother and more convenient. These can range from moving the point of collection off the bus to new fare box systems at bus stops or transit centers that accept ATM, credit cards or dedicated “smart cards” sold by the transit operator in addition to exact change. The region’s three transit operators are also currently studying the idea of a universal pass, which could be accepted for payment on all systems.

On-Board Announcement Systems

Buses equipped with AVL systems can also be equipped with automated enunciators and text displays to let riders know when they are approaching their destinations or transfer points. While drivers currently provide this information verbally, this task can be distracting for safe bus operation. Automated systems can improve the safety and reliability of these messages, and have the additional advantage of being able to provide text messages for hearing-impaired riders.

Enhanced Security Systems

While the nation as a whole has become more security conscious, a number of technologies are available to improve the security of bus riders and drivers. These include surveillance equipment at transit centers, on-board buses and at garage and maintenance facilities; silent alarms on buses; and use of AVL systems to locate buses in real time.

Traffic Signal Priority

By linking AVL systems to monitor on-time performance with detection equipment along bus routes and traffic signals, schedule adherence and bus speeds can be improved without significantly deteriorating the performance of traffic-signal coordination systems.

When a bus that's running behind schedule approaches an intersection with specially equipped computerized traffic signals, communications equipment onboard the bus and at the traffic signal can alert the signal computer to the bus's status. And this computer can determine whether or not to extend the green light cycle to allow the bus to proceed through the intersection. Traffic Signal Priority systems require close cooperation between transit planners and traffic engineers, but they can provide significant benefits for transit on-time performance. Traffic signal priority will initially be used on "Skip-Stop" routes and may be expanded to cover other service types in the future.

Enhanced Customer Information

Smart Moves will make extensive use of technology to provide customers accurate information on regional services and connections. An electronic trip planner will be available via the Internet 24 hours/day to provide individually customized travel itineraries for any *Smart Moves* transportation services. The regional call center will be available and have extended hours of operation to provide better trip planning and information services.

The Internet and Web sites will be used to communicate efficiently and connect with various wireless devices. Customers desiring e-mail or wireless transmission of route and schedule changes, or of real-time information, will be provided such communication electronically per their wishes.

New technologies, like speech recognition software, will be used to enhance electronic transmission of route, schedule and real-time information to customers over the phone.

ITS Integration

The *Smart Moves* plan envisions synchronized development and deployment of these ITS technologies by all regional transit operators to maximize the effectiveness and value of these systems. The federal government is developing national standards, in cooperation with standards organizations, to improve the interoperability of these systems, and a regional ITS architecture describing the plans to link and share data between ITS applications for streets and highways, public transportation, and freight movement is being developed by the Mid-America Regional Council.

Several regional ITS initiatives are also under development for other transportation modes. The Kansas and Missouri Departments of Transportation have joined forces to build *Kansas City Scout*, a regional freeway management system. This system will collect and communicate real-time information about the operation of the regional freeway system. This information will also be of great value to transit providers for the operation of Freeway Flyers and other services that use freeways.

MARC is now working with local governments to design and build *Operation Green Light*, a system to improve traffic signal coordination on regional arterial streets and highways. In addition to coordinating with *Kansas City Scout*, this system may also provide opportunities to develop traffic signal priority systems on key transit routes for Rapid Rider and other services.

The *Smart Moves* plan envisions that cost-effective transit ITS technologies will be designed and implemented to use national and regional standards to share information as seamlessly as possible between agencies and with public transportation customers.

THE EXPERIENCE

What can the rider expect from these changes?

Affordability

Today, no plan addresses fare standardization. As a result, different communities have set their own fares, which range anywhere from 10 cents to three dollars. Monthly passes, which typically cost anywhere from $38 to $58, are not accepted consistently across state or county lines. *Smart Moves* proposes simplified payment through a *universal pass*, at about $45 a month, and basic fares for the Freeway Flyer (about $2 - $3), Local Link and Rapid Rider (about $1 - $1.25).

Accessibility

The ultimate goal of *Smart Moves* is to provide seamless access for riders as they travel in their neighborhoods, across town or through the region. People could walk and bike to bus stops or transit centers to access services.

In highly urbanized areas, bus stops would be located one-to-three blocks from their homes. In less dense areas, people could catch buses within six blocks of their homes. Others could drive to a transit hub, center or park-and-ride lot to catch the bus to their destinations. Persons needing special assistance could arrange pickup in advance by phone.

Ease of Use

Real-time route information would be available through more than one method: a regional call center, the Internet, and e-mail/pager for reminders and updates about specific routes. Buses would feature onboard announcements of route stops during the travel period, as well as an easier fare payment system. Other technologies would be applied based on necessity, demand and cost.

Faster Service

Having multiple service types — in this case the Local Link, Rapid Rider and Freeway Flyer — means that more routes could feature exclusive “skip-stop” and nonstop routes. For example, to reach work quickly or shop along a major corridor, residents could catch the Rapid Rider, which would get them to their destinations faster because this service isn’t designed to stop at every corner. Buses would also feature multiple doors to make loading and unloading passengers much easier. In some areas, “bus-only” lanes could enhance efficiency and speed, while certain service types could use “Priority Green Light” technology to expedite travel by changing traffic lights to green as the bus approaches.

Comfort

With increased choice comes the responsibility to help riders regard their experience as time well spent. Newer buses, high-back seats, new and improved bus stops, as well as multi-use transit centers and regional hubs are

under consideration as *Smart Moves* takes shape. In some cases, local transit agencies have already made some of these improvements.

ACCESS TO SERVICE

Transit Centers

Tailored to local areas and customer usage, transit centers are the foundation for the proposed transit system. They provide connection points where customers can access transit or make connections between routes. The KCATA completed a transit center study in 2000, which recommended three levels of transit centers for the metropolitan region. Each level can offer different levels of amenities. These levels have been adopted for the *Smart Moves* plan and are as follows:[2]

The Neighborhood Transit Center

This kind of transit center provides service at the neighborhood level. A neighborhood generally has the physical composition of having a defined edge, a center and a balanced mix of activities — public space, dwelling, shopping, working, schooling, worshipping and recreating. A neighborhood transit center may provide minimal shelter and few amenities. The facility may be only a traditional bus stop with greater system information available. Local link circulators and connectors would generally serve neighborhood transit centers. Locations for neighborhood transit centers are not addressed in the *Smart Moves* plan, since most will have very little, if any, capital infrastructure — and the sites will be identified by local residents.

- *The Local Transit Center:* This level of transit center serves a number of neighborhoods and perhaps several neighborhood/commercial areas. Local transit centers could be served by any of the Local Link connectors, regional connectors and Rapid Riders — or, in a few cases, perhaps Freeway Fliers. Local transit centers could offer some opportunities for commuters to park and ride, but generally these opportunities will be limited to the higher-level, local transit centers with more passenger activity and route connections. In some areas, a few local transit centers could provide station stops for commuter rail lines.

  Existing Centers –
  - Antioch Shopping Center; I-29 and Ambassador Rd.
  - Independence Square
  - Bannister Mall; Waldo
  - Downtown Kansas City, Kansas
  - Indian Springs Marketplace
  - 6000 Lamar

  Proposed in Smart Moves – The *Smart Moves* plan includes 30 local transit centers across the region. Table 3 lists the proposed transit center locations. Figure (Map) 3 shows the general location where these centers might be located.

[2] Transit Center information was taken from the Transit Gateways Study prepared by HNTB and Taliaferro and Brown for the Kansas City Area Transportation Authority.

TABLE 1

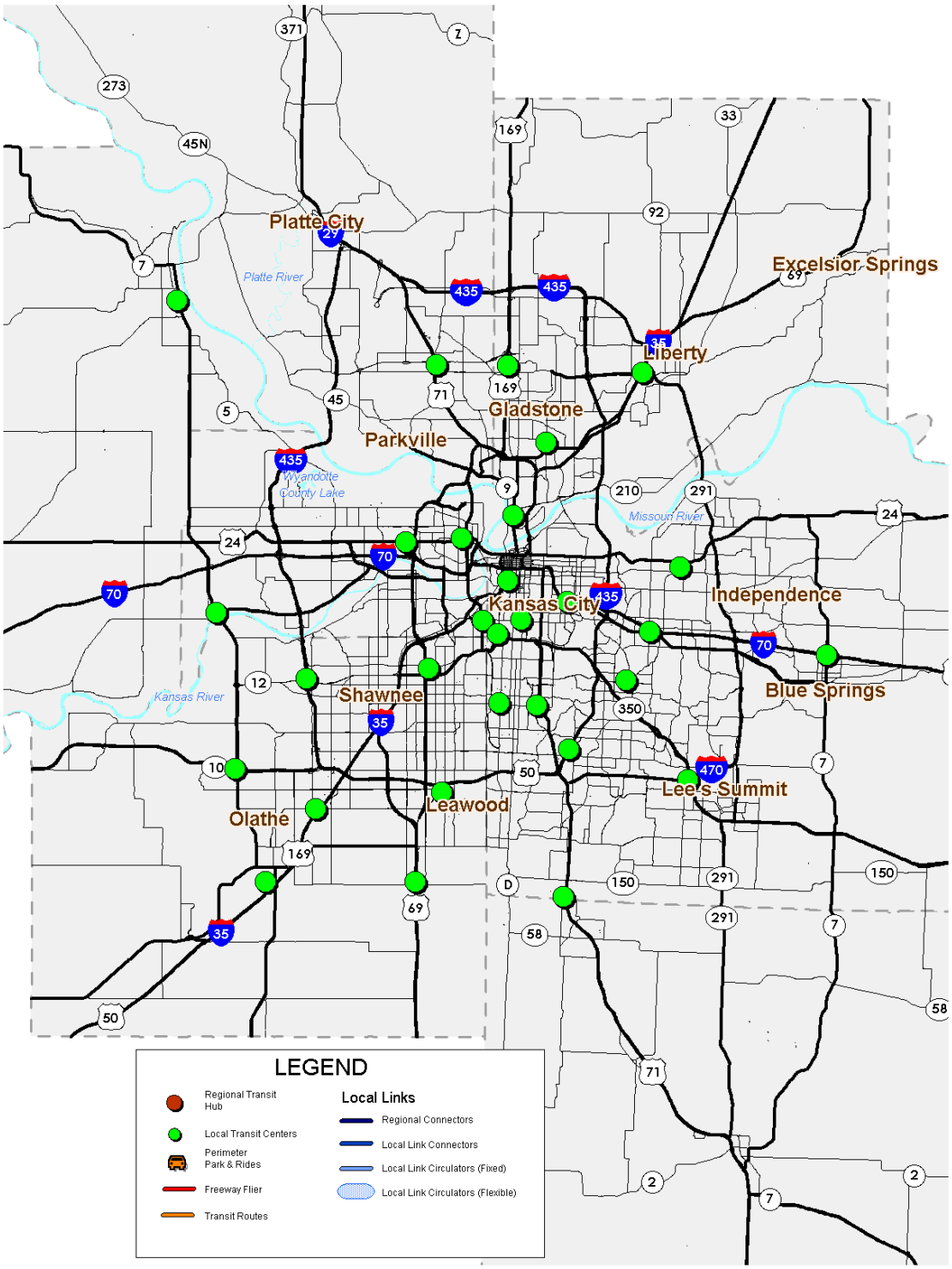
Local Transit Centers – Existing and Proposed

	Planning Area					
	Core	Jackson Co.	Northland	Cass/SKC	Johnson Co.	Wyandotte/ Leavenworth Co.
Independence Square Transit Center		●				
Blue Ridge Transit Center		●				
Raytown Transit Center		●				
Three Trails Transit Center (Bannister Mall)		●				
Lee's Summit Transit Center		●				
Van Brunt Transit Center	●					
39th & Troost Transit Center	●					
Plaza Transit Center	●					
KU Transit Center	●					
Crown Center Transit Center	●					
Waldo Transit Center	●					
Prospect Transit Center	●					
North Kansas City Transit Cent	●					
Downtown KCKS Transit Center	●					
Indian Springs Transit Center	●					
Antioch Shopping Center			●			
Liberty Transit Center			●			
Metro North Transit Center			●			
Barry Road Transit Center			●			
6000 Lamar Transit Center	●					
Northern Olathe Transit Center					●	
Metcalf Transit Center					●	
Bonner Springs/Edwardsville Transit Center					●	

	Planning Area					
	Core	Jackson Co.	Northland	Cass/SKC	Johnson Co.	Wyandotte/ Leavenworth Co.
Great Mall Transit Center					●	
Stanley Transit Center					●	
Cass County Transit Center				●		
Shawnee Transit Center					●	
Leavenworth Transit Center						●
Blue Springs Transit Center		●				
K-10 and K-7					●	

FIGURE 1

Local Transit Centers – Generalized Locations



- The Regional Transit Center: Regional transit centers serve as the transportation hubs for all geographic regions of the metropolitan area. Regional transit centers would be located at major regional shopping centers, office centers or the intersection of major highways/expressways. A combination of Freeway Fliers, Rapid Riders, regional connectors or Local Link connectors might pass through regional transit centers. Like all transit centers, there are levels of these centers. Some may not have any commuter parking available, but others could have a substantial commuter-parking component. Regional transit centers may also serve as rail stations.

  - *Existing Centers* – Downtown Kansas City, Missouri

  - *Proposed in Smart Moves* – The *Smart Moves* plan includes six regional transit centers across the region. Regional transit centers are proposed for north of the river, eastern Jackson County, downtown Kansas City, Missouri, Wyandotte/Leavenworth County, Johnson County and southern Jackson County. Table 4 lists the proposed regional transit centers. Figure (Map) 4 shows the general areas where these centers might be located.

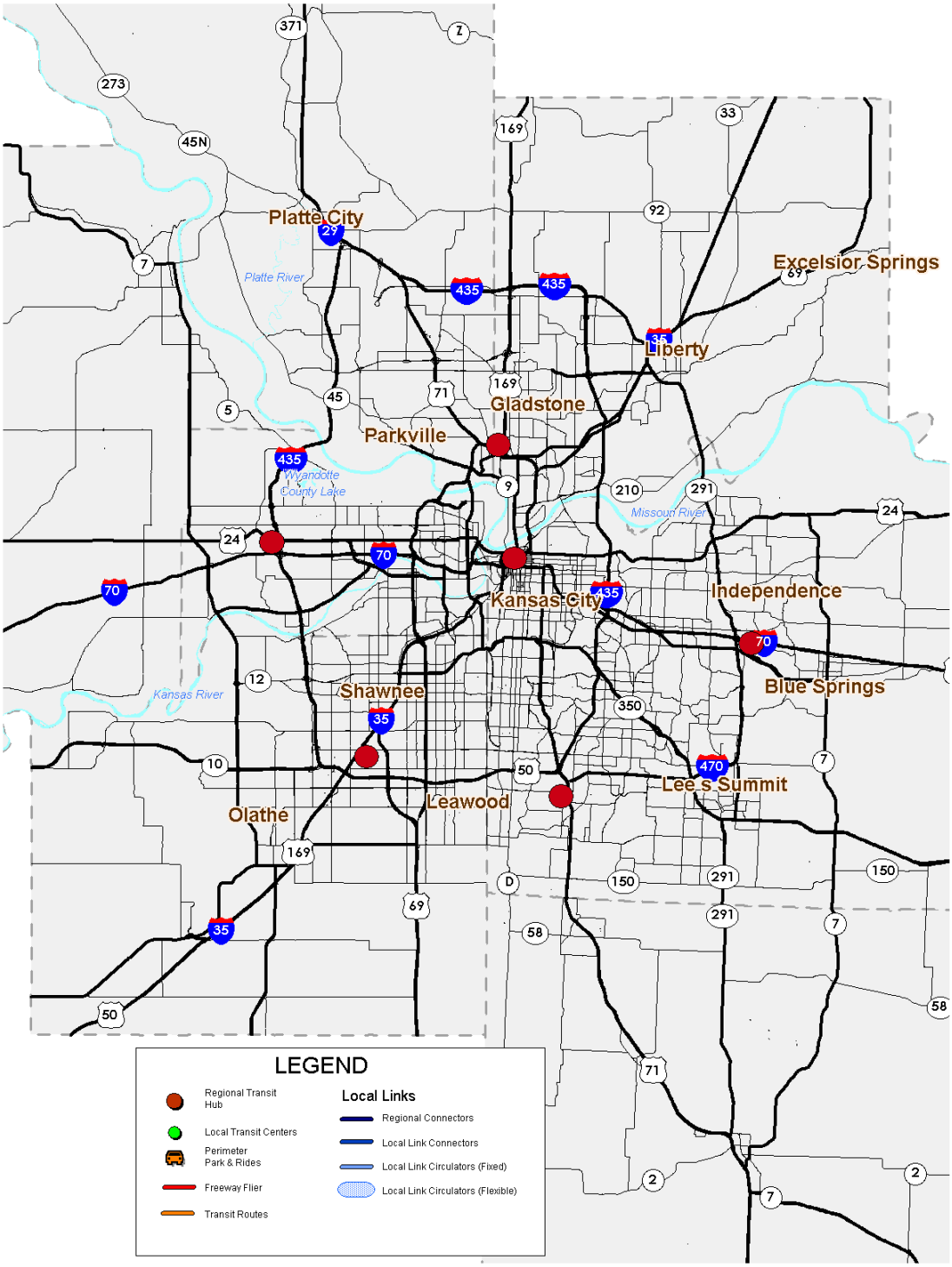
TABLE 2

Regional Transit Centers – Proposed Locations

	Planning Area					
	Core	Jackson Co.	Northland	Cass/SKC	Johnson Co.	Wyandotte/ Leavenworth Co.
Northland			●			
Eastern Jackson County		●				
Downtown Kansas City	●					
Wyandotte/ Leavenworth						●
Johnson County					●	
Southern Jackson County		●				

FIGURE 2

Regional Transit Centers – General Area Map



Planning and development of specific transit centers will be coordinated with local communities. The *Smart Moves* plan identifies general locations, but as the plan is implemented, more detailed studies and planning will be undertaken in cooperation with local communities to identify specific sites. These studies will include investigating opportunities for joint development and connections to enhance each transit center. An example of a recently completed transit center that uses joint development is the facility KCATA recently opened at 39th and Troost, which contains both a child care center and a transit center (MetroCenter).

Park and Ride Commuter Lots

Park-and-Ride lots are usually located around the edge of the metropolitan area. These lots are larger and offer customers from outlying areas access to the regional transit system. Park–and-Ride lots should generally be paved and striped to maximize parking opportunities. However, amenities would usually be minimal at these locations. These sites are generally envisioned to be lots located on the edges of the urban area, although there may be some small park-and-ride opportunities located along major routes.

- Existing – Park-and-Ride lots are located throughout the metro area. Today, numerous Park-and-Ride lots are found along existing express routes and a few local fixed routes.

- Proposed in *Smart Moves* – The *Smart Moves* plan includes the addition of 13 peripheral Park-and-Ride lots. Table 5 lists the proposed lot locations. Figure (Map) 5 shows the general areas where these centers might be located.

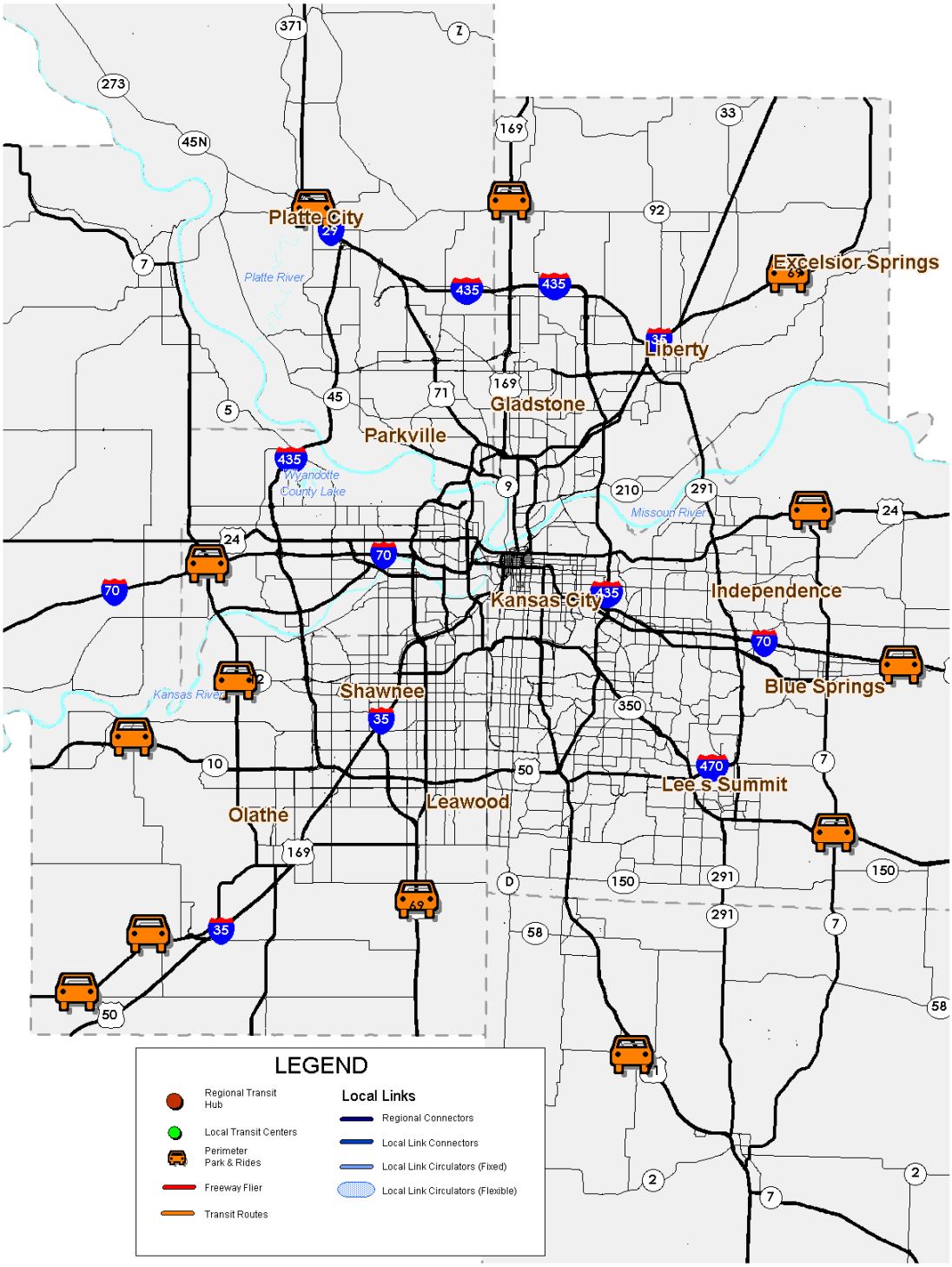
TABLE 3

Park-and-Ride Lots – Proposed Locations

	Planning Area					
	Core	Jackson Co.	Northland	Cass/SKC	Johnson Co.	Wyandotte/ Leavenworth Co.
Platte City			●			
Smithville			●			
Excelsior Springs			●			
NE Independence		●				
Grain Valley/ Blue Springs		●				
Lee's Summit		●				
Peculiar		●				
Stanley					●	
Gardner					●	
Edgerton					●	
De Soto					●	
Shawnee					●	
I-435 & I-70 West						●

FIGURE 3

Park-and-Ride Lots – General Area Map



"Rack-N-Ride": Combining Bicycle and Transit Trips

Combining bicycling trips with transit is a vital part of the *Smart Moves* concept because it has the potential to reduce automobile travel. The *Smart Moves* model includes provisions for safe and convenient bicycle parking at select transit stops, particularly where transit routes and bikeways cross or at regular intervals along bikeways.

The United States has several successful "bicycles-on-buses" programs. As early as 1991, the transit agency of Phoenix, Arizona, began equipping its buses with bicycle carriers. Racks were installed on the front of buses that could carry up to two bicycles. The agency selected three bus routes serving the Arizona State University campus for a six-month trial period, during which more than 5,500 bicycles were carried along with their passengers. The pilot project demonstrated that combining transit and bicycling was viable. Shortly thereafter, the city approved the installation of bike carriers on all its buses.

Nearly a decade later, the Federal Transit Administration estimated that as many as one in five transit buses nationwide has since been equipped with bike racks. Many large cities such as Seattle, Portland, Tucson, Miami, San Jose and San Diego have equipped their entire fleets with racks. The Seattle system alone carries 60,000 bicyclists a month.[3] The San Francisco transit system, CALTRANS, averages daily boardings of 1400 cyclists.[4]

Smart Moves will build on progress to date. The KCATA recently began adding bike carriers to the front of its buses. Several routes now provide carriers and several more are planned. The second largest transit provider, Johnson County's "JO," has bike carriers on all buses 30 ft. and larger. Recent activities to promote the carriers have met with encouraging results.

Bicycles Inside Buses

Some transit agencies allow bicycles inside the bus if bike carriers are full. This is usually allowed at the driver's discretion, based on available space, and may be in addition to the availability of racks on the front of buses. Bus operations with this policy include the Dallas Area Rapid Transit system, the Sacramento (Cal.) Transit Agency, Santa Clara (Cal.) Transit Authority, Fort Worth (Tex.) Transit Authority, and Sonoma County (Cal.) Transit Agency.

All buses in the Smart Moves *transit system will be equipped with bike carriers. On weekends and during off-peak times, transit riders will be encouraged to bring their bikes on board if the carriers are full.*

Convenient and Secure Bicycle Parking at Transit Stops and Transfer Centers

It is estimated that more than 1.5 million bicycles are reported stolen every year in the United States. Fear of bicycle theft is recognized as a significant deterrent to bicycle use. The availability of safe and convenient parking is as critical to bicyclists as it is for motorists and yet it is frequently overlooked in the design and operation of shops, offices, schools and other buildings.

[3] Bicycle & Pedestrian Information Center www.pbic.org , University of North Carolina, Highway & Safety Research Center.

[4] The Pasadena Area Bicycle Advocate, Volume 1, Nov 97, Page 2

To address this problem, bike parking features of the *Smart Moves* system will include:

- Good support of the bicycle
- Security — capacity to lock the frame and both wheels
- Ease of use
- Durability
- Visibility of site
- Convenience to destination
- Compatibility with site conditions
- Attractiveness

The *Smart Moves* transit system will provide a variety of bicycle parking options depending on the location, purpose and duration of parking.

FIGURE 4

Bicycle Parking Options

Bike Lockers

High-Security Bike Racks

Low-Security Bike Racks

Bike Stations: A Future Option

Denver, Colorado Concept Rendering

Based on demand, bike stations could be located at some regional transit hubs and/or local transit centers to offer secure, guarded storage for bikes, by the month or by the day. Repair services could also be available, so commuters could have their bikes worked on while they are at work. Visitors would be able to rent bicycles, Segways, electric bikes and electric scooters. Because the bike stations will be located in a transit center or hub, commuters will have access to a variety of other services such as ATMs, shops, etc.

Currently three bike station facilities are in operation in California — Long Beach, Palo Alto, and Berkeley — and several communities across the country are in various stages of planning and implementation. The Long Beach, California, *Bikestation* offers various membership options — bronze, silver and gold — which allow commuters to access a range of services including basic bike parking, electric bike rentals and electric car rentals.

Simple Bike-and-Transit Trip Planning

Planning a bikeand-transit trip will be a lot easier for the *Smart Moves* transit rider of the future because bike routes and bike parking locations will be included inside transit shelters and printed on transit route maps. Using Internet web technology, a commuter will be able to enter a home address along with a destination address, desired time of arrival and return trip, with an added feature to designate an intermodal bike trip. They system will be able to recommend a preferred bike route to connect from home to the nearest bus stop. An itinerary will include a recommended departure time from home in order to catch the bus and arrive at a place of work by a specified time. On the return trip, a preferred bike route will also be given to connect the place of work with the nearest bus stop.

SERVICES FOR PERSONS WITH MOBILITY-RELATED DISABILITIES

The *Smart Moves* plan is specifically designed to serve the needs of persons with mobility-related disabilities. As the population of elderly and persons with disabilities increases so, too, does service demand. *Smart Moves* serves this demand in two ways; 1.) through an accessible mainstream system, and 2.) through an expanded complementary paratransit system.

First, *Smart Moves* seeks to maximize service to those with mobility impairments by maximizing the access to the mainstream system. This means all vehicles are wheelchair-lift equipped. Low-floor vehicles are used for easier boarding. In some areas, flex routes bring transit vehicles to the curb in front of a user's home.

Individuals that currently rely on the very limited supply and often costly paratransit services may find *Smart Moves* services more convenient and cost effective, as service levels are increased and coverage expanded. More transit centers will make transferring among different routes and modes more convenient, and local services in many areas will consist of various flexible service types, such as route deviation and demand-response service, that are better able to meet the needs of individuals with mobility limitations.

Secondly, *Smart Moves* recognizes that some people will require taxi-style service. The Americans with Disabilities Act (ADA) requires this type of service — "complementary paratransit" — be made available within three-quarters of a mile of fixed-route transit service. To use the service, individuals must be unable to use fixed-route transit due to mobility limitations. As fixed-route services under *Smart Moves* expand, so, too, will the ADA Complementary Paratransit services.

Currently, Kansas City Area Transportation Authority provides this complementary paratransit service through its Share-A-Fare program. In addition to ADA Share-A-Fare service, a number of other paratransit services exist in the metropolitan area. For example, Share-A-Fare also provides service for lower-income elderly residents in Kansas City, Missouri. Johnson County operates Special Edition service for county residents with disabilities and Wyandotte County provides paratransit service for elderly residents and those with disabilities. In addition to the services provided by the metropolitan area's transit agencies, there are other paratransit providers operating either general public or client-based paratransit under a variety of funding and sponsorship programs.

SPECIAL EVENTS TRANSPORTATION

Consumer access to tourist attractions and favorite activities benefits the health and vitality of any region. The deployment of *Smart Moves* takes several of the region's activity centers and special event under consideration. Park-and-ride lots, for example could serve as convenient locations for residents to catch and use special events

express buses made available for charter by area sponsors. Table 5-6 outlines opportunities where residents could access the best of what the region has to offer with improved transit service.

TABLE 5

Activity Centers and Events Accessible by Transit

ARTS AND THEATRE	***MUSIC***
First Fridays - Freight House District (Downtown KCMO) Starlight Theatre New Downtown Performing Arts Center (Proposed) Folly Theatre Plaza, Hidden Glen, and Brookside Art Fairs	Blues and Jazz Festivals Verizon (Sandstone) Amphitheatre 18th and Vine Jazz District Starlight Theatre
FAMILY ATTRACTIONS	***SPORTING EVENTS***
Plaza Lighting Ceremony (fix spacing) Worlds of Fun Union Station/Science City Events Kansas City Zoo Municipal Auditorium American Royal	Chiefs Stadium Express Transit Lanes Royals Stadium Express Transit Lanes Kansas Speedway Proposed Downtown Arena
SPECIAL EVENTS	***CONVENTIONS***
Kemper Arena Activities	Overland Park Convention Center
New Years' Eve at Union Station	Bartle Hall

Chapter 6: SERVICE PLAN

The service plan is designed to provide an easy-to-understand system of cross-regional and local routes connected by transit centers. As illustrated in Figure 1, the Rapid Riders and Freeway Flyers provide cross-region trips. Local trips are provided by Local Link service.

Rapid Riders use new technology to connect major employment centers and attractions with fast, convenient service, while Freeway Flyers are coaches designed for commuter travel over the highway system. Local Links provide more frequent circulator bus service and expanded operational hours within local communities.

The following describes each service type in detail, how each one works individually, and how each piece serves the geographic areas that constitute the metropolitan area.

Figure 1 Full Service Plan Map

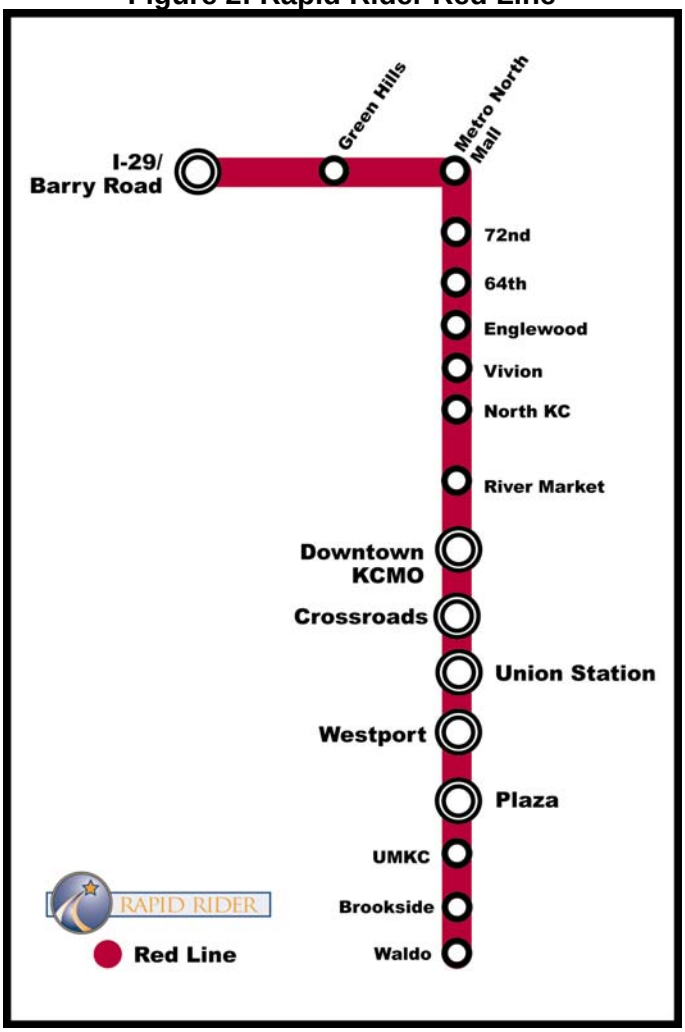
RAPID RIDER SYSTEM

Rapid Riders provide the fastest and most frequent service to major activity centers and attractions along key thoroughfares in the region. Signal priority and limited stops make the service prompt and convenient. Special identity and simple routing make it easy to understand. Vehicles would run every six to 20 minutes in the peak hours depending on demand. Midday, evening and weekend service would run every 10 to 60 minutes on key segments. Exclusive bus lanes could also be used in some locations. Extra amenities would be provided in high-capacity corridors. Six major lines link the region:

Red Line

This line extends from I-29/Barry Road in the Northland to the Waldo area in midtown Kansas City, Mo., with intermediate stations at Metro North Mall, North Kansas City, River Market, Downtown KCMO, Union Station, Crossroads District, Westport, and the University of Missouri–Kansas City.

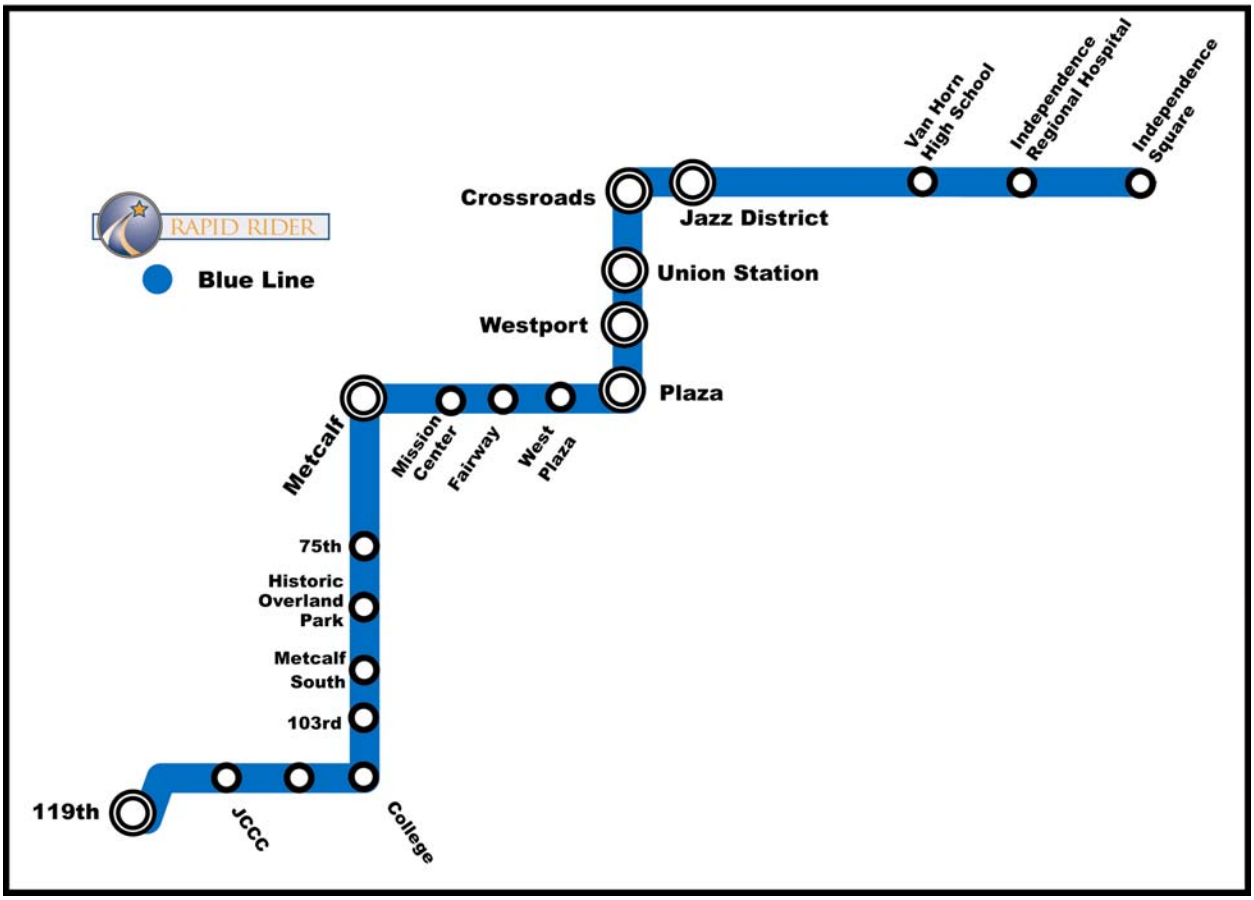
Figure 2: Rapid Rider Red Line



Blue Line

This line extends from Olathe, Kan., to Independence Square, with intermediate stations at Johnson County Community College, Corporate Woods, College Blvd., Metcalf South, Historic Overland Park, 75th Street, Mission Center, Fairway, Plaza, Westport, Union Station, Crossroads, 18th and Vine jazz district, Van Horn High School, and Independence Regional Hospital.

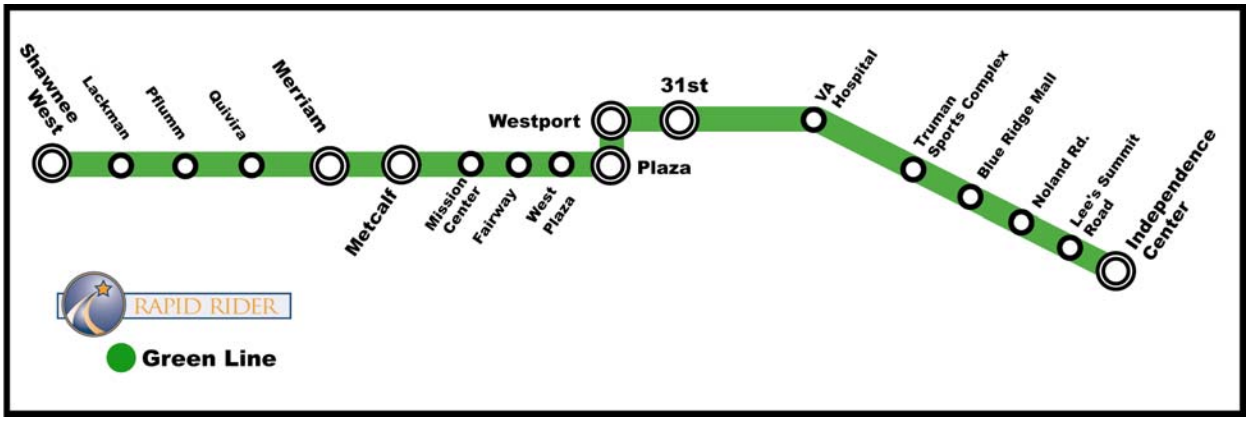
Figure 3: Rapid Rider Blue Line



Green Line

This line extends from western Shawnee, Kan., to Eastern Jackson County, Mo., with intermediate stops at Lackman Road, Pflumm Road, Quivira Road, Merriam, Metcalf, Mission Center, Fairway, Plaza, Westport, 31st Street, VA Hospital, Truman Sports Complex, Blue Ridge Mall, Noland Road, and Lee's Summit Road.

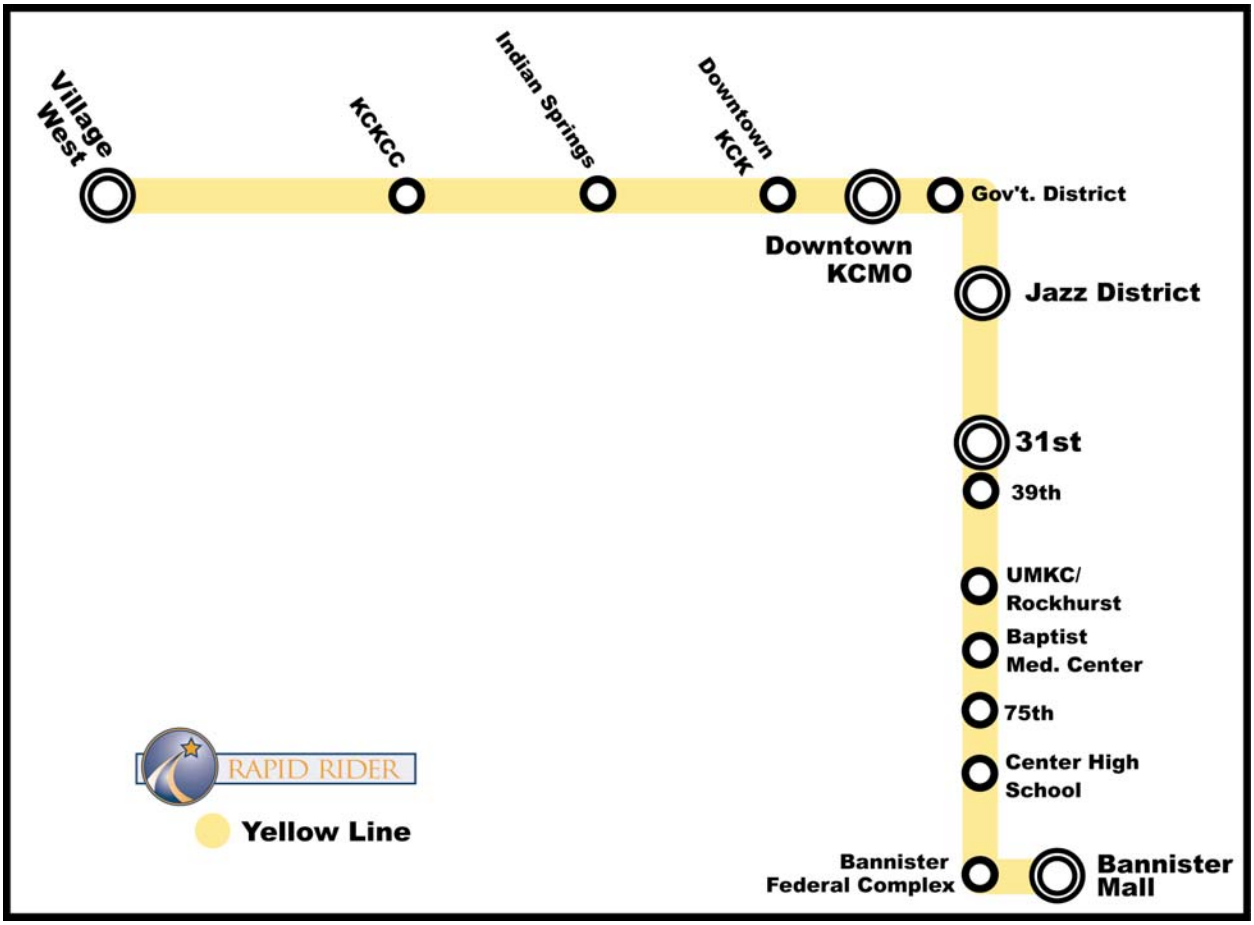
Figure 4: Rapid Rider Green Line



Yellow Line

This line extends from Village West (in Wyandotte County, Kan.) to southeastern Jackson County with intermediate stops at Kansas City Kansas Community College, Indian Springs, Downtown Kansas City, Kansas, Downtown Kansas City, Missouri, Government District, Jazz District, 31st Street/Troost, 39th Street/Troost, UMKC, Baptist Medical Center, 75th Street/Troost, Center High School, and Bannister Federal Complex.

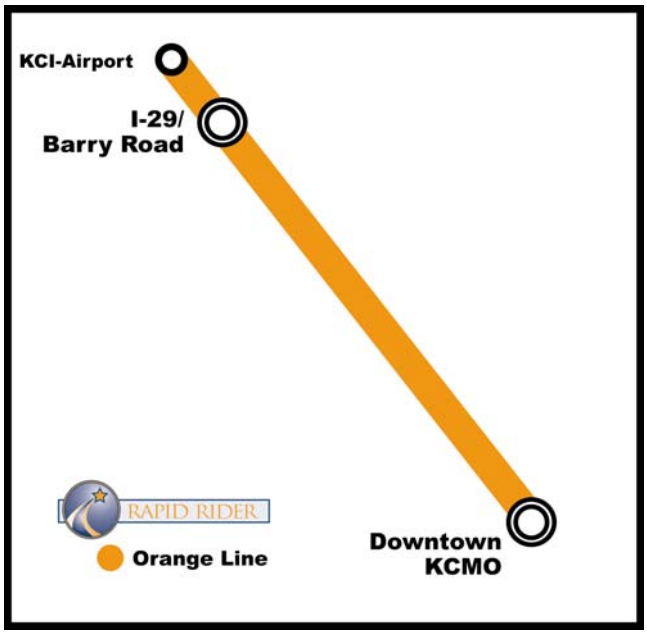
Figure 5: Rapid Rider Yellow Line



Orange Line

This line extends from Kansas City International Airport to Downtown KCMO with intermediate stops at Barry Road and I-635.

Figure 6: Rapid Rider Orange Line



Grey Line – Commuter Rail

This line extends from Olathe, Kan., to Downtown KCMO with intermediate stops at Lenexa, Merriam and Rosedale. Design and preliminary engineering are also included to complete the line to Eastern Jackson County.

Conversion of Lines – Light Rail

Rapid Riders are designed as much as possible like light rail transit. Rapid Rider routes could be converted to light rail in the future, as demand warrants. For now, service will be provided with rubber-tired vehicles, with exclusive Rapid Rider lanes designated for signal priority.

FREEWAY FLYER SYSTEM

Freeway Flyers serve major employment centers, connecting suburbs to each other and to the metropolitan core. They operate every 15 to 30 minutes on main freeways between employment centers. Although Freeway Flyers provide commuter service from longer distance suburban areas, they also provide reverse commute service to residents in the core who work in outlying areas. All Freeway Flyers operate only during the rush hour on weekdays. Off-peak service is provided by Local Link and Rapid Rider services. High-comfort, largely non-stop coaches are used. Services are accessed at Park-and-Ride lots and Transit Centers. The routes are:

Downtown-to-Suburbs System

Suburbs-to-Downtown — via US-169, I-35, I-70, US-50, US-71, I-29.
Downtown-to-Suburbs — via US-169, I-35, I-70, US-50, US-71, I-29.

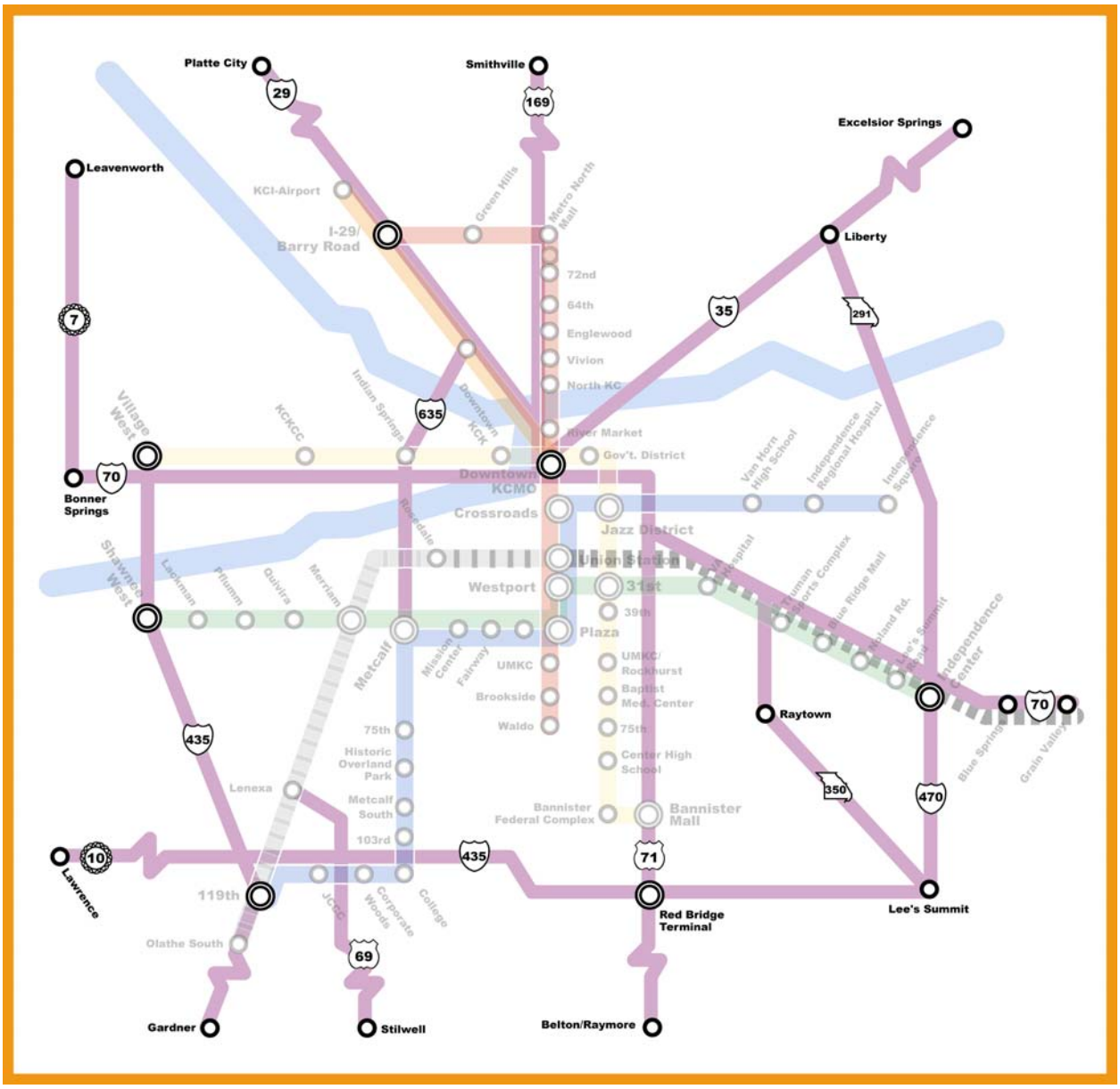
- US-169 Smithville
- I-35 Excelsior Springs
- I-70 Grain Valley
- US-50 Lee's Summit/Raytown
- US-71 Belton/Raymore
- I-35 Gardner
- I-70 Bonner Springs
- I-29 Platte City

Suburb- to-Suburb System

- M-291/I-470 Liberty – Independence – Lee's Summit
- I-435/K-10 Lawrence – Corporate Woods – Lee's Summit
- K-69 Stilwell – I-435 – Lenexa
- I-435 Olathe – Shawnee West – Kansas Speedway
- K-7 – Leavenworth to Bonner Springs
- I-635 Shawnee Mission Parkway – Indian Springs – I-29

Employment centers served include: the downtown areas of Kansas City, Missouri, and Kansas City, Kansas, south Johnson County, Olathe, Shawnee, Platte City, Kansas City International Airport corridor and others.

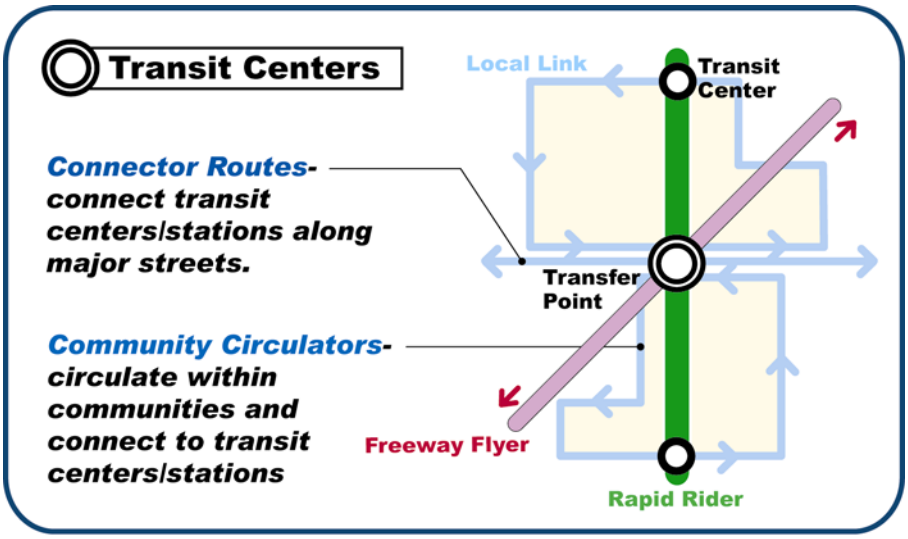
Figure 7 Freeway Flyers



LOCAL LINKS BY SERVICE AREA

Local Links are the foundation of the Smart Moves system. They provide service around local communities and connections to cross-regional services.

Figure 8: Local Link



Local Links are described in the following on a service-area-by-service-area basis.

Metropolitan Core

Characteristics

The metropolitan core service area, as shown in Figure 9, encompasses downtown Kansas City, Missouri, and portions of four counties: Clay, Jackson, Johnson and Wyandotte. It is bordered on the south and east by I-435, to the north by Englewood Road, and to the west by I-35.

Higher density developments and a continuous-grid street pattern with very few cul-de-sacs characterize the metropolitan core. Many of the smaller communities in the planning area developed as bedroom communities — the first suburbs — after World War II. Much of the retail and commercial development is set closer to the street, making pedestrian access from transit easier for customers. This development pattern is less dense in other sections that were built more recently.

Transit Centers

The prospective metropolitan core transit center is also illustrated in Figure 9. Transit service in the Downtown Kansas City, Missouri area will provide one of the highest levels of connectivity and transfer opportunities for the region. This is due to its proximity to the area's largest employment centers, as well as the confluence of highways and expressways around the downtown loop. Commuter parking is not expected at this site. The Core Area Regional Transit Center will serve several local link routes, as well as 10 Freeway Flyers, the Red and Yellow Rapid Rider Lines, and the Airport Arrow.

Local Link Services

Local Links serve local transit needs by both circulator and connector routes as illustrated in Figure 9.

- *Core Area Local Link Circulators*

Circulators provide the highest degree of local neighborhood services and link customers to a local transit center. They are designed to penetrate neighborhoods to provide maximum accessibility for customers. During peak hour service, 23 fixed route circulators are proposed, as well as seven flexible routes.

The flexible circulators would not operate on a fixed schedule. Service is provided as requested by the customer. Table 1 lists whether or not service is available during a given time period. Generally, all the flexible services would operate during the weekdays and into the evening hours. All would operate on Saturday and some on Sunday or weekend evenings.

FIGURE 9: Metropolitan Core
Transit Centers and Local Link Services
Locations to be determined

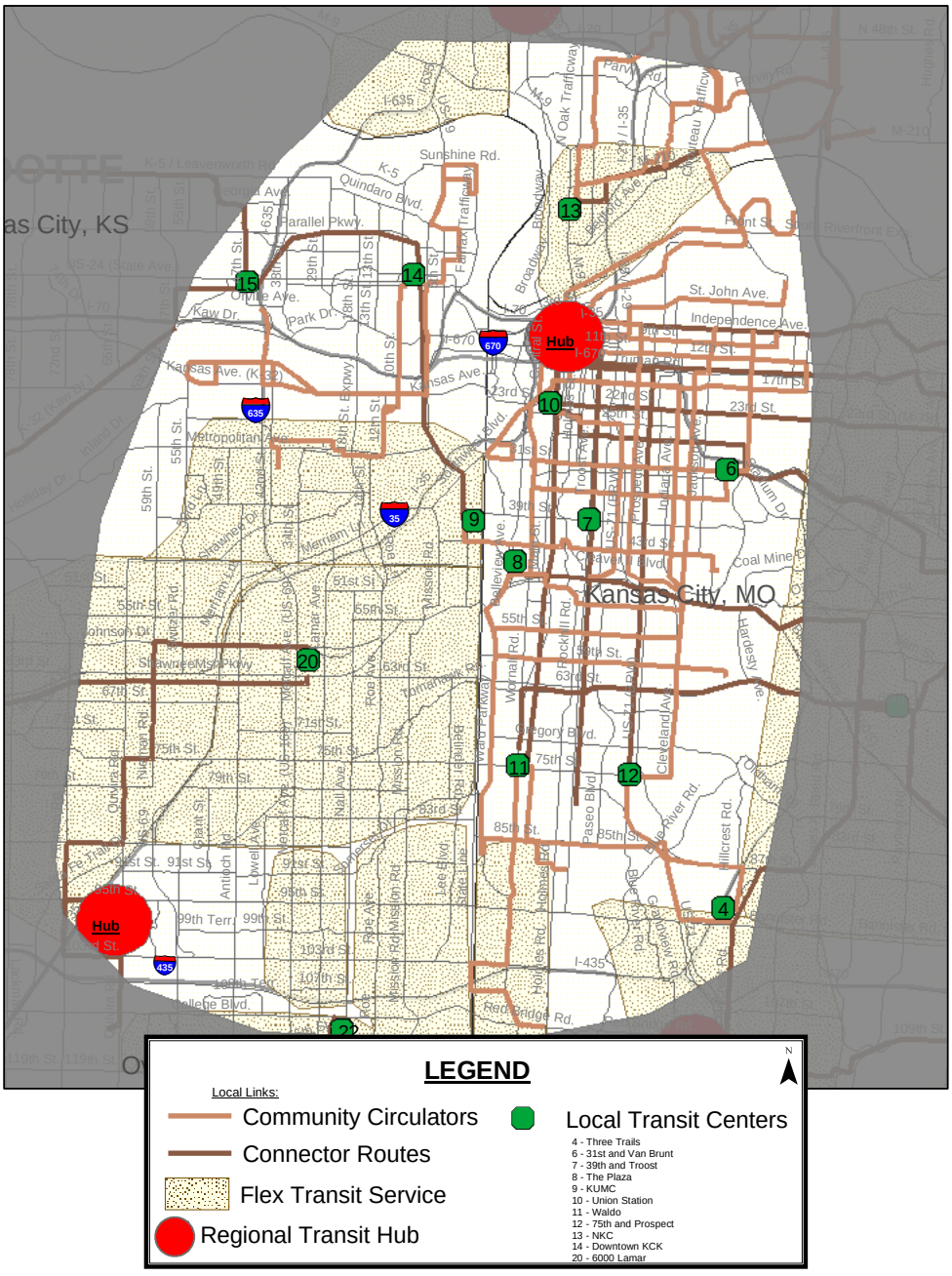


TABLE 1

Local Link Circulators – Flexible
Core Area

ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
M1	NE Johnson County	Yes	Yes	Yes	Yes	No	No	No
M7	Riverside	Yes	Yes	Yes	Yes	No	Yes	No
M8	North Kansas City	Yes	Yes	Yes	Yes	Yes	Yes	Yes
M9	South Kansas City	Yes	Yes	Yes	Yes	Yes	Yes	No
M18	Overland Park	Yes	Yes	No	Yes	No	No	No
M22	Leawood/Sprint	Yes	Yes	No	Yes	No	No	No
M25	Rosedale	Yes	Yes	Yes	Yes	Yes	Yes	No

Table 2, describes most of the local fixed route circulators operating all day during the week and into the evening hours. Most also operate during the day on Saturdays and Sunday.

TABLE 2

Local Link Circulators – Fixed
Core Area

ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
C11	31st Street	10	15	30	15	30	30	60
C12	18th Street	20	30	60	30	60	60	
C13	9th Street	20	30	60	30	60	60	
C14	12th Street	20	30	30	30	60	60	60
C15	Northeast	20	30	30	30	60	60	60
C16	43rd Street	30	30	60	30	60	60	
C17	Ward Parkway	20	30	60	30	60	60	
C18	Indiana	20	30	60	30	60	60	60
C19	Brooklyn	30	30	60	30	60	60	
C20	Woodland	30	30	60	30		60	
C21	Cleveland	30	30	60	30	60	60	60
C22	Hardesty	30	30	60	30	60	60	
C23	55th Street	30	30	60	30	60	60	
C24	51st Street	30	60	60	30		60	
C25	59th Street	30	60	60	30		60	
C27	South Main	30	60	60	30		60	
C28	85th Street	30	60	60	30		60	
C29	Argentine	30	30	60	30	60	60	
C30	Fairfax	20	30	60	30	60	60	60
C33	Kansas Avenue	20	30	60	30	60	60	
C34	Casino Cruiser	30	30	60	30	60	30	60

Local Link Circulators – Fixed Core Area								
ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
C35	East Fifth Street	30	30	60	60		60	
C36	35th Street	30	30	60	30		60	

- *Core Area Local Link Connectors*

Connector routes, outlined in Table 3, provide less direct neighborhood service, but still provide a high degree of access to residential and commercial/retail sites. A total of 22 local link connectors are proposed for this service area. Local links are the backbone of the transit service. They operate with the most frequency continuously throughout the week. All local link connectors would provide service during rush hour, midday and weekend days. Most would provide evening service.

TABLE 3

Local Link Connectors Core Area Service								
ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
L8	23rd Street	20	20	60	30	60	60	60
L9	63rd Street	20	20	60	30	60	60	60
L10	Blue Parkway	20	30	60	30	60	60	
L11	Truman Road	30	30	60	30	60	60	60
L13	Edwardsville	60	60		60		60	
L16	Gardner	60	60		60		60	
L17	Stanley	60	60		60		60	
L20	7th Street/Parallel	20	30	30	20	60	30	60
L35	27th Street	15	30	60	30	60	30	60
L38	Troost	30	30	30	30	30	30	60
L39	Country Club	30	30	30	30	30	30	60
L40	Prospect	15	20	30	20	30	30	30

Ten connectors particularly serve regional needs and provide connections across the metropolitan region seven days per week. As Table 4 describes, with two exceptions, all regional connectors operate 20 hours per day, seven days per week.

TABLE 4

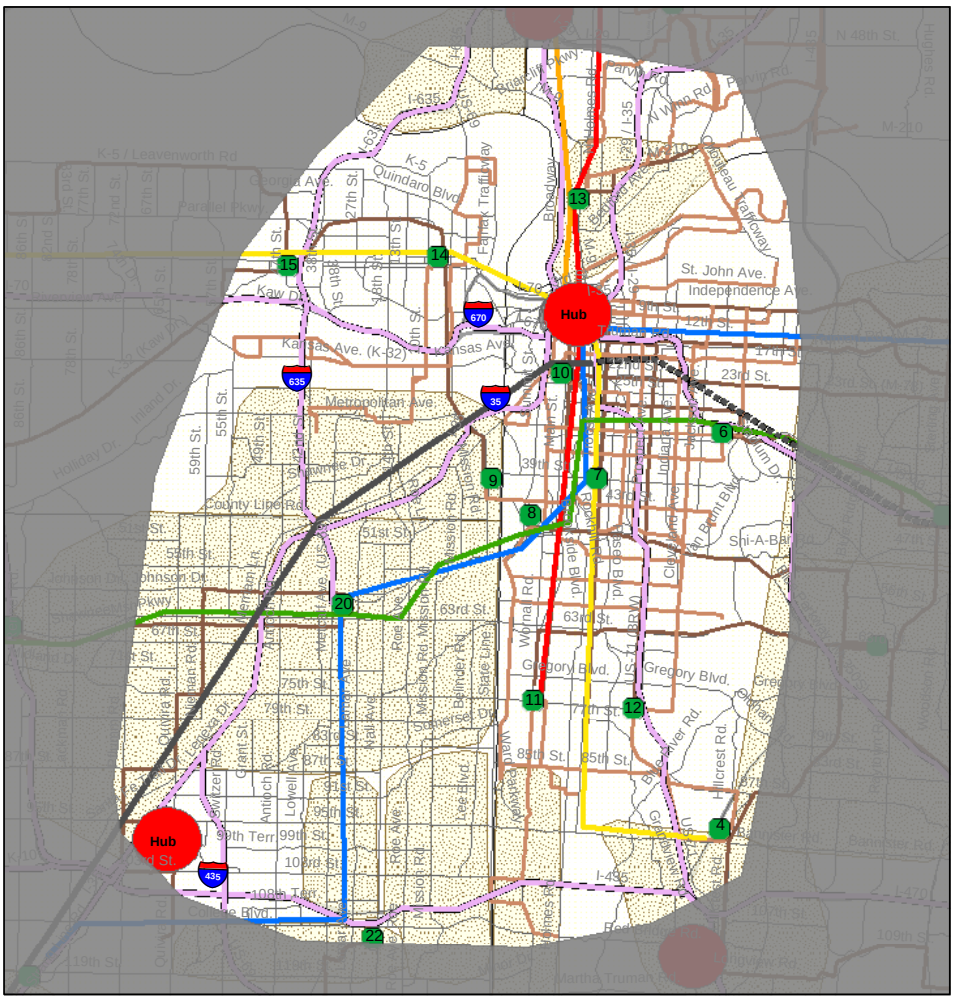
Local Link Connector – Regional Core Area Service								
ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
RC1	KCI	20	30	60	30	60	60	60
RC2	Vivion/Antioch	20	30	60	30	60	60	
RC3	95th Street	20	30	60	30	60	60	
RC5	75th Street	20	30	60	30	60	60	60
RC7	Minnesota	20	30	30	20	60	30	60
RC8	Central	20	30	60	30	60	60	60
RC11	Chouteau/Van Brunt	20	30	60	60	60	60	60
RC12	Antioch/Blue Ridge	30	60	60	60			
RC14	39th Street	15	20	30	20	30	20	30
RC16	Quindaro	15	20	30	20	30	30	30

- *Core Area - Comprehensive Plan*

Figure 10 illustrates the draft locations of Local Link routes and facilities. Rapid Rider and Freeway Flyer routes are also illustrated. A purpose of Municipal Area Planning project is to refine the Local Link alignments and facilities.

Figure 10: Core Area Comprehensive Plan
Routes and Facility locations to be determined

Core Area Comprehensive



LEGEND

Local Links:
- Community Circulators
- Connector Routes
- Flex Transit Service
- Freeway Flyers

Rapid Riders
- Blue Line - Olathe/Independence Square
- Green Line- Shawnee West/Independence Center
- Grey Line - Commuter Rail I-35
- Grey Line - Commuter Rail I-70 Planned Extension
- Orange Line - KCI/ Downtown Center
- Red Line - Barry Road/Waldo
- Yellow Line - Village West/Bannister Mall

- Regional Transit Hub
- Local Transit Centers

4 - Three Trails
6 - 31st and Van Brunt
7 - 39th and Troost
8 - The Plaza
9 - KUMC
10 - Union Station
11 - Waldo
12 - 75th and Prospect
13 - NKC
14 - Downtown KCK
20 - 6000 Lamar

Remaining Northland

Characteristics

The Northland service area (not already included in the Metropolitan Core) is illustrated in Figure 11. It encompasses an area that straddles portions of three counties – Platte, Clay and Leavenworth. The southern boundary of the Northland is generally Englewood Road between I-35 and I-29. To the north, the planning area extends to Leavenworth, Smithville, Platte City, Kearney and Excelsior Springs. The northern most portions of Clay, Platte and Leavenworth counties were not incorporated in this planning area because they will most probably continue to remain rural and agricultural in the next 10 years. Fewer lots and more cul-de-sacs characterize these new neighborhoods. The Northland also tends to have larger lot size, and homes may have more square footage than their neighbors south of Englewood Road.

Transit Centers

Northland Transit Centers are also illustrated in Figure 11. The regional transit center in this service area (in red) is located generally in the vicinity of the I-29/35/69 split. This transit center could have a large commuter parking lot. Five local transit centers are proposed for this planning area.

Local Link Service

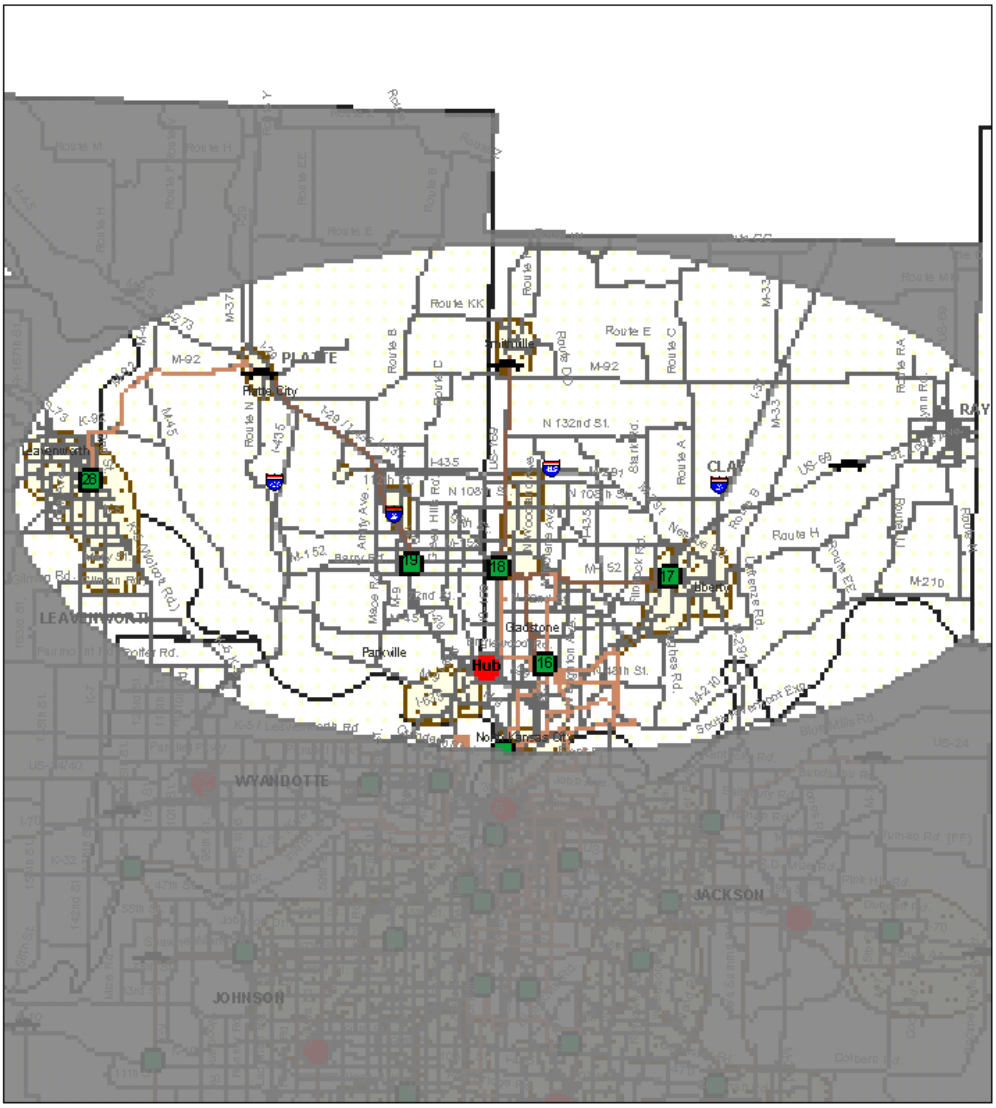
Local Link Service is illustrated in Figure 1-11

- *Local Link Circulators*

In the Northland, both fixed route and flexible services are proposed. Seven flexible Local Link Circulators, as shown in Table 5, would provide demand-response service in select areas of the Northland.

FIGURE 11: Remaining Northland Service Area
Routes and Facility Locations to be determined

Remaining Northland Local Link System



LEGEND

Local Links:
- Community Circulators
- Connector Routes
- Flex Transit Service

Perimeter Park & Rides
Regional Transit Hub
Service Area

Local Transit Centers
- 16 - Antioch
- 17 - Liberty
- 18 - Metro North
- 19 - Barry Road
- 28 - Leavenworth

TABLE 5

Local Link Circulator - Flexible Northland Service								
ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
M2	Lansing/Leavenworth	Y	Y	N	Y	N	N	N
M3	Platte City	Y	Y	N	Y	N	N	N
M4	Smithville	Y	Y	N	Y	N	N	N
M5	North Broadway	Y	Y	N	Y	N	N	N
M6	Excelsior Springs	Y	Y	N	Y	N	N	N
M26	Tiffany Springs	Y	Y	Y	Y	Y	Y	Y
M21	Liberty	Y	Y	N	Y	N	N	N

Nine fixed-route Local Link Circulators, as shown in Table 6, are proposed to provide neighborhood service. Most of the nine routes would operate at least 12 hours per day, Monday through Saturday. The following routes are anticipated for the Northland:

TABLE 6

Local Link Service - Fixed Northland Service								
ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
C1	Meadowbrook	30	30	60	30		30	
C2	Maple Woods	30	60	60				
C3	48th Street	30	60	60	60		60	
C4	Vivion Road	30	60	60	60	60	60	
C5	Parvin/Chouteau	30	60	60	60		60	
C6	Antioch/NKC	30	60	60	60	60	60	
C7	North Broadway	30	60	60	60		60	
C10	Platte/Leavenworth	60	60		60			
C32	Worlds of Fun	30	30	60	30	60	30	60

- *Local Link Connectors*

Connectors provide very similar services. These routes provide less direct neighborhood service, but still provide a high degree of access to residential and commercial/retail sites. Five Local Link Connectors, as shown in Table 7, are proposed for the Northland. These routes would operate along busier corridors. Most would operate at least 12 hours per day, Monday through Saturday.

TABLE 7

Local Link Connector Service Availability/Frequency in the Northland								
ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
L12	Armour/210	20	30	60	60	60	60	60
L22	Metro North/Antioch	30	60	60	60	60	60	
L24	Barry Road	20	60	60	30	60	60	
L25	Smithville	60	60		60			
L26	Platte City	60	60		60			

In addition to the Local Link Connectors, five Regional Link Connectors are proposed for this planning area (see Table 8). Most of the regional connectors would operate at least 12 hours per day, seven days per week. These regional connectors would operate more frequently to allow for connections between the Northland and other areas of the metropolitan region.

TABLE 8

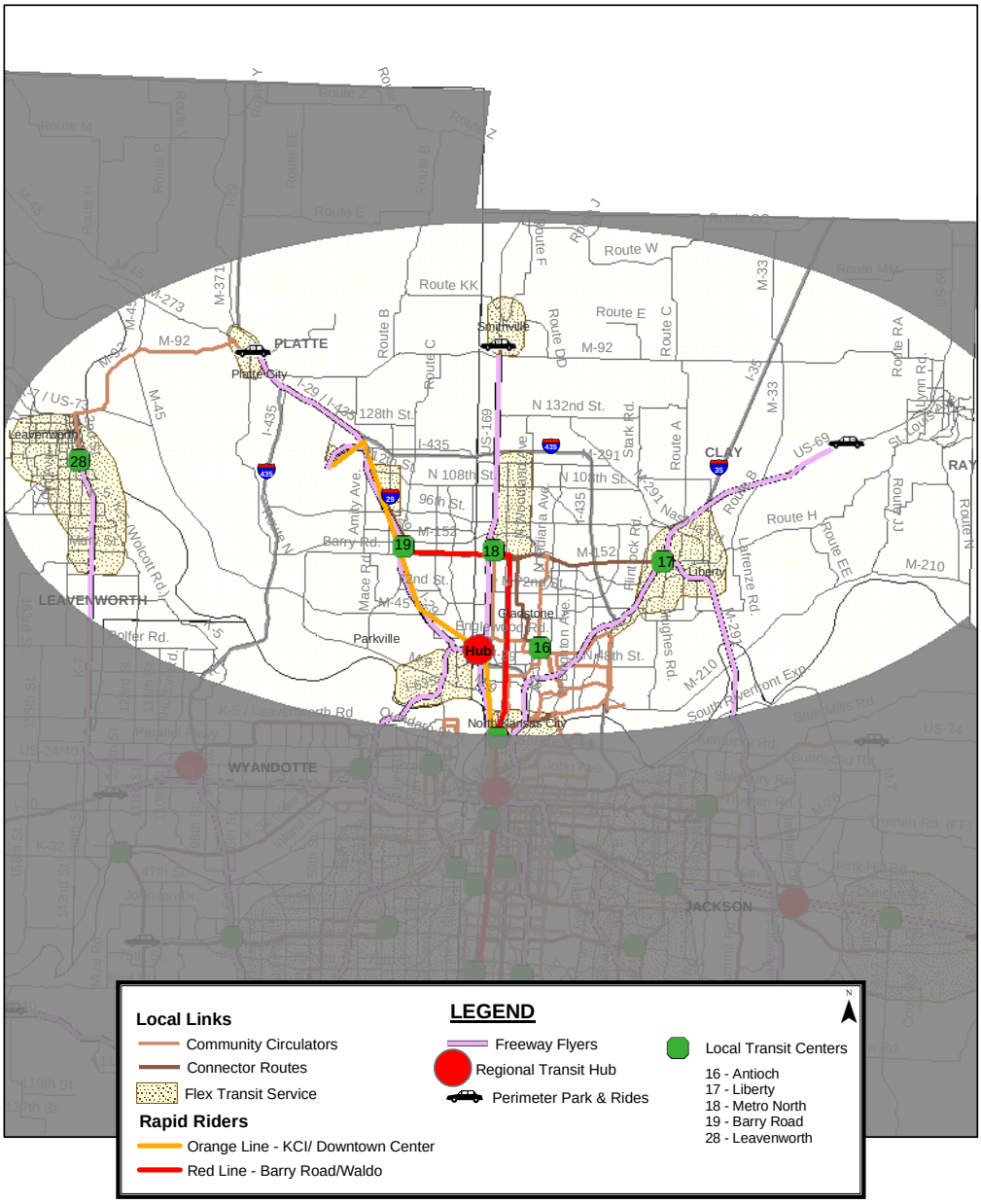
Local Link Connector – Regional Service Availability/Frequency in the Northland								
ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
RC1	KCI	20	30	60	30	60	60	60
RC2	Vivion/Antioch	20	30	60	30	60	60	
RC4	KCK/Northland	30	60		60		60	
RC9	Vivion/Prairieview	30	60	60	30	60	60	
RC10	Liberty/KCI	30	60		60		60	
RC11	Chouteau/Van Brunt	20	30	60	60	60	60	60
RC12	Antioch/Blue Ridge	30	60	60	60			
RC13	Waukomis	30	60	60	30	60	60	

Remaining Northland - Comprehensive Plan

Figure 12 illustrates the draft locations of Local Link routes and facilities. Rapid Rider and Freeway Flyer routes are also illustrated. A purpose of Municipal Area Planning project is to refine the Local Link alignments and facilities.

Figure 12: Remaining Northland Comprehensive Plan Route and Facility Locations to be determined.

Remaining Northland Comprehensive



Remaining Jackson County

Characteristics

The Eastern Jackson County planning area (Figure 13) encompasses the remainder of Jackson County not included in the metropolitan core. Larger cities in this planning area include Independence, Raytown, Lee's Summit and Blue Springs. Older established communities that have grown due to the population influx from the urbanized core characterize this area. Many of the communities in Eastern Jackson County began as farming communities or railroad hubs. The city of Independence, Missouri, has a rich history as a trailhead in the 1800s supporting wagon trains heading to California, New Mexico and Oregon. This area is very diverse and includes a great deal of rural, agricultural land. Developments outside the older downtown areas tend to be lower density in nature and retail/commercial tends to follow a strip format with larger setbacks that make pedestrian access difficult.

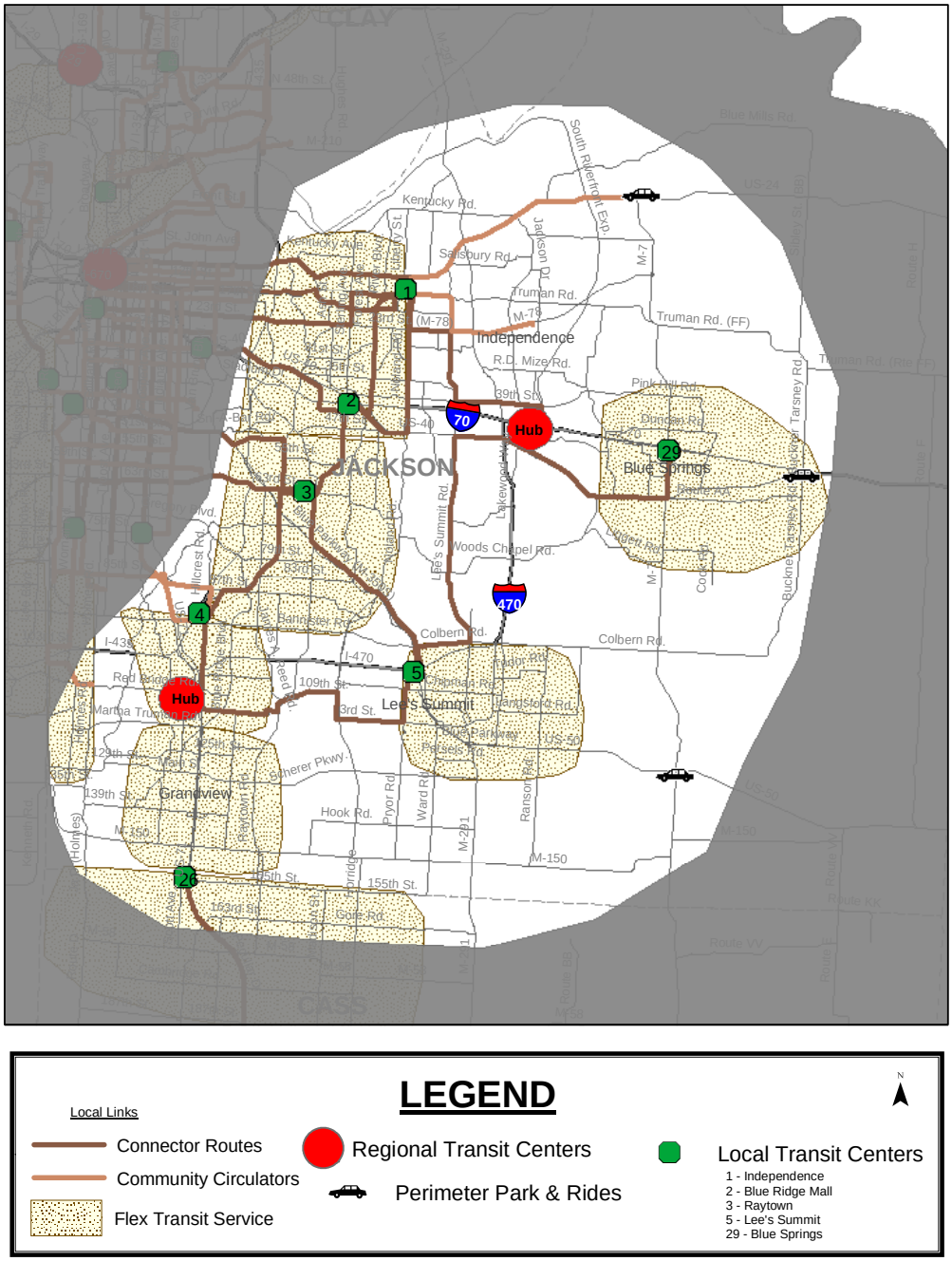
Transit Centers

Two regional transit centers are proposed within this planning area. One would be located in southern Jackson County near Red Bridge Road and US-71, and the second would be located in eastern Jackson County near I-470 and I-70. Both transit centers could include a sizeable commuter-parking component. Five local transit centers are proposed for Jackson County.

Local Link Service

Local Links serve local transit demand by circulators and connectors.

**Figure 13: Jackson County Service Area,
Transit Centers and Local Links Locations to be determined**



- *Local Link Circulators*

Circulators provide the highest degree of local neighborhood services and link customers to a local transit center. Circulators can operate as fixed or flexible routes and are designed to penetrate neighborhoods to provide maximum accessibility for customers

In Jackson County, both fixed-route and flexible local circulator services are proposed. Most of the services in the Table 6-9 are new services, although the plan proposes an expansion of Lee's Summit and Raytown flexible services. Saturday and Sunday service would be new for most of these flexible zones, as well. Six flexible service zones would provide demand-response transit in the following areas:

TABLE 9

Local Link Circulator – Flexible
Service Availability in Jackson County

ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
M10	Grandview	Yes	Yes	Yes	Yes	Yes	Yes	No
M11	Bannister/Ruskin	Yes	Yes	Yes	Yes	Yes	Yes	No
M13	Raytown	Yes	Yes	Yes	Yes	Yes	Yes	No
M14	Independence	Yes	Yes	Yes	Yes	Yes	Yes	No
M15	Lee's Summit	Yes	Yes	No	Yes	No	No	No
M16	Blue Springs	Yes	Yes	No	Yes	No	No	No

In addition to the flexible services proposed for Jackson County, a number of fixed route neighborhood circulators are included in the plan. Four routes fall into the category of Local Link Circulators. Two of these routes are new services. All four operate approximately 20 hours per day during the weekday. Saturday and Sunday daytime services are also proposed, in addition to some weekend evening hours.

TABLE 10

Local Link Circulator – Fixed
Service Availability/Frequency in Jackson County

ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
C8	Independence Red	30	30	60	30	60	60	
C9	Independence Yellow	30	30	60	30	60	60	
C26	Hickman Mills	30	60	60	30		60	
C31	Red Bridge	30	60	60	30	60	60	60

- *Local Link Connectors*

Connectors provide very similar services. These routes provide less direct neighborhood service, but still provide a high degree of access to residential and commercial/retail sites

Nine Local Link Connectors are proposed for Jackson County. These routes would generally operate along busier corridors connecting points within the larger planning area. All proposed connectors in this category

would operate at least 12 hours per day, Monday through Saturday. Sunday and evening service would be available on some routes.

TABLE 11

Local Link Connector
Service Availability/Frequency in Jackson County

ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
L1	Independence Avenue	15	20	30	20	60	30	60
L2	Blue Ridge	20	30	60	30	60	60	60
L7	US-40	30	60	60	30		60	
L36	Independence Green	30	30	60	30	60	60	
L37	Independence Blue	30	30	60	30	60	60	
L44	Lee's Summit Road	60	60		60			
L45	Blue Springs	30	60		60			
L46	Longview	30	60		60			
L47	M-350	30	60		60			

In addition to the Local Link Connectors, two Regional Link Connectors are proposed for this planning area. These routes would operate at least 12 hours per day, seven days per week.

TABLE 12

Local Link Connector – Regional
Service Availability/Frequency in Jackson County

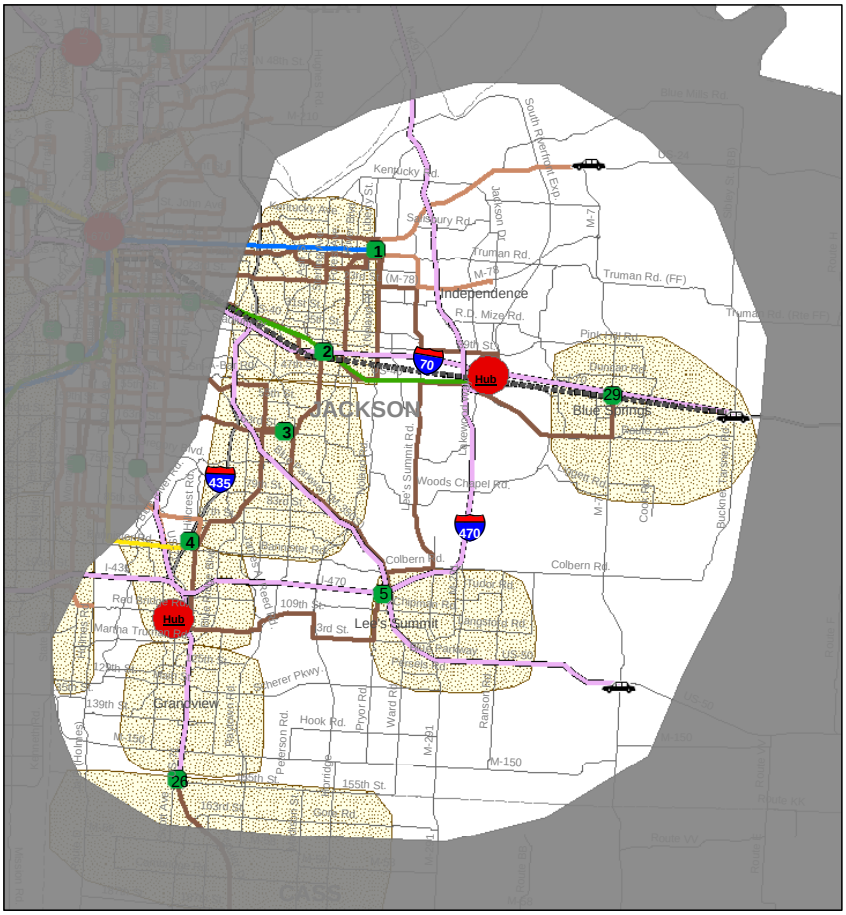
ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
RC6	College/Red Bridge	30	60		30		60	
RC12	Antioch/Blue Ridge	30	60	60	60			

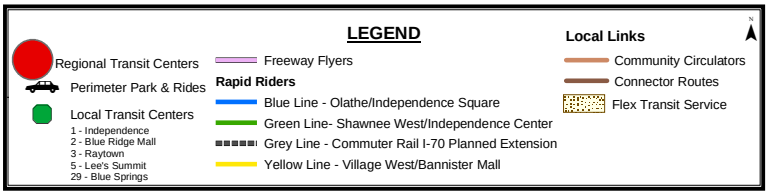
Remaining Jackson County Comprehensive Plan

Figure 6-14 illustrates the draft locations of Local Link routes and facilities. Rapid Rider and Freeway Flyer routes are also illustrated. A purpose of Municipal Area Planning project is refining the Local Link alignments and facilities.

Figure 14: Remaining Jackson County Comprehensive Plan Route and Facility Locations to be determined.

Remaining Jackson County Comprehensive





Remaining Johnson County

Characteristics

The Johnson County planning area contains all of Johnson County not incorporated into the metropolitan core. Johnson County also has a rich history dating to the 1800s that supported settlers moving west. Northeastern Johnson County has a generally different development pattern than that found to the west of I-35 and south of I-435. The rest of the county has developed in a much lower density, suburban style. Large portions of this section of Johnson County are still dedicated to open land or agriculture uses. Design patterns in Johnson County are very similar to those found in Eastern Jackson County and the Northland planning area. As with the Northland, average household incomes in Johnson County tend to be higher. In addition to generally larger home lots, automobile ownership is also higher.

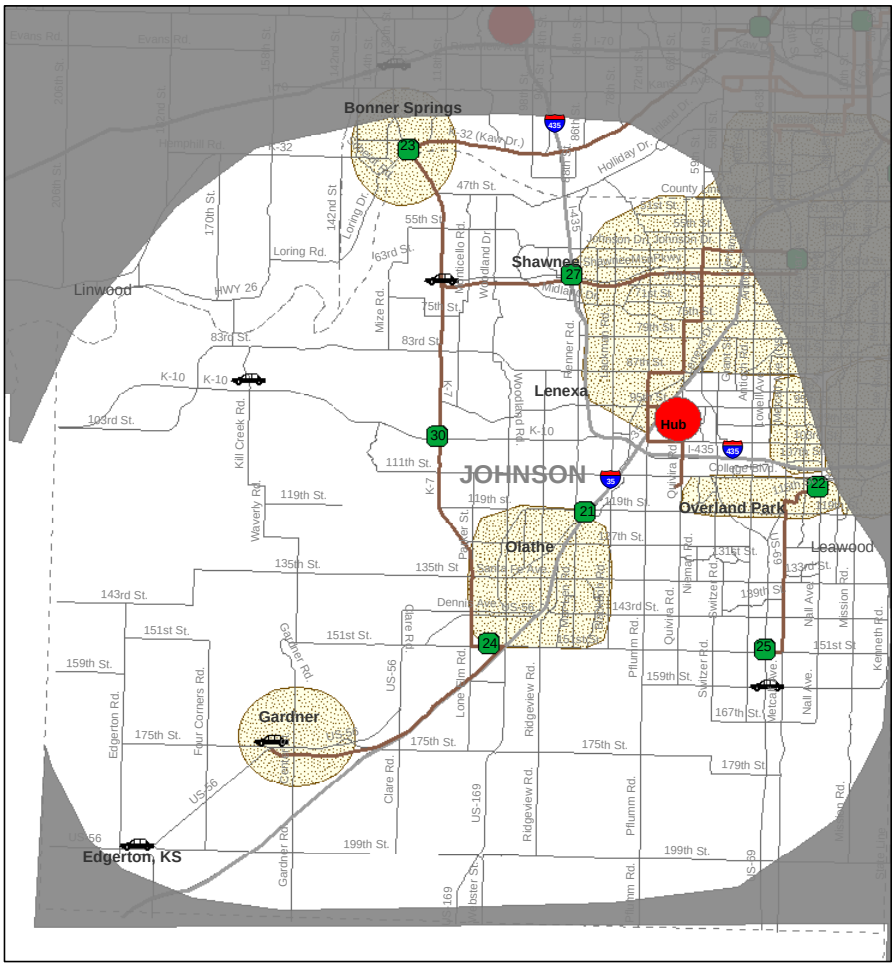
Transit Centers

One regional transit center is proposed within this planning area. The transit center would be located near the intersection of I-35 and I-435. It could include a sizeable commuter-parking component. Five local transit centers are also proposed for Johnson County.

Local Link Service

Local Links serve local transit demand by circulators and connectors.

Figure 15: Remaining Johnson County Transit Centers and Local Links Locations to be determined



Local Link Service

- *Local Link Circulators*

Circulators provide the highest degree of local neighborhood services and link customers to a local transit center. Circulators can operate as fixed or flexible routes and are designed to penetrate neighborhoods to provide maximum accessibility for customers.

In Johnson County, both fixed route and flexible local circulator services are proposed. The service zones below are mixture of existing and new service. A second major difference between existing and proposed service is the addition of weekend and evening service. Five flexible service zones would provide demand response transit in the following areas. Most of the local service proposed for Johnson County is included in the demand-response zones. This provides an opportunity for the transit provider to tailor service to each particular neighborhood.

TABLE 13

Local Link Circulator – Flexible
Service Availability in Johnson County

ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
M17	Shawnee	Yes	Yes	No	Yes	No	No	No
M19	Olathe	Yes	Yes	Yes	Yes	Yes	Yes	No
M20	College Boulevard	Yes	Yes	No	Yes	No	No	No
M22	Leawood/Sprint	Yes	Yes	No	Yes	No	No	No
M24	Gardner/Edgerton	Yes	Yes	No	Yes	No	Yes	No

- *Local Link Connectors*

Connectors provide very similar services. These routes provide less direct neighborhood service, but still provide a high degree of access to residential and commercial/retail sites

Five Local Link Connectors are proposed for Johnson County. These routes would generally operate along busier corridors connecting points within the larger planning area. All proposed connectors in this category would operate at least 12 hours a day, Monday through Saturday.

TABLE 14

Local Link Connector Service Availability/Frequency in Johnson County								
ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
L6	Shawnee Mission Parkway	20	30		30		60	
L16	Gardner	60	60		60		60	
L17	Stanley	60	60		60		60	
L31	Quivira	20	30	60	30		60	
L32	K7	30	60		60			

In addition to the Local Link Connectors, three Regional Link Connectors are proposed for this planning area. These routes would operate at least 12 hours per day, seven days per week.

TABLE 15

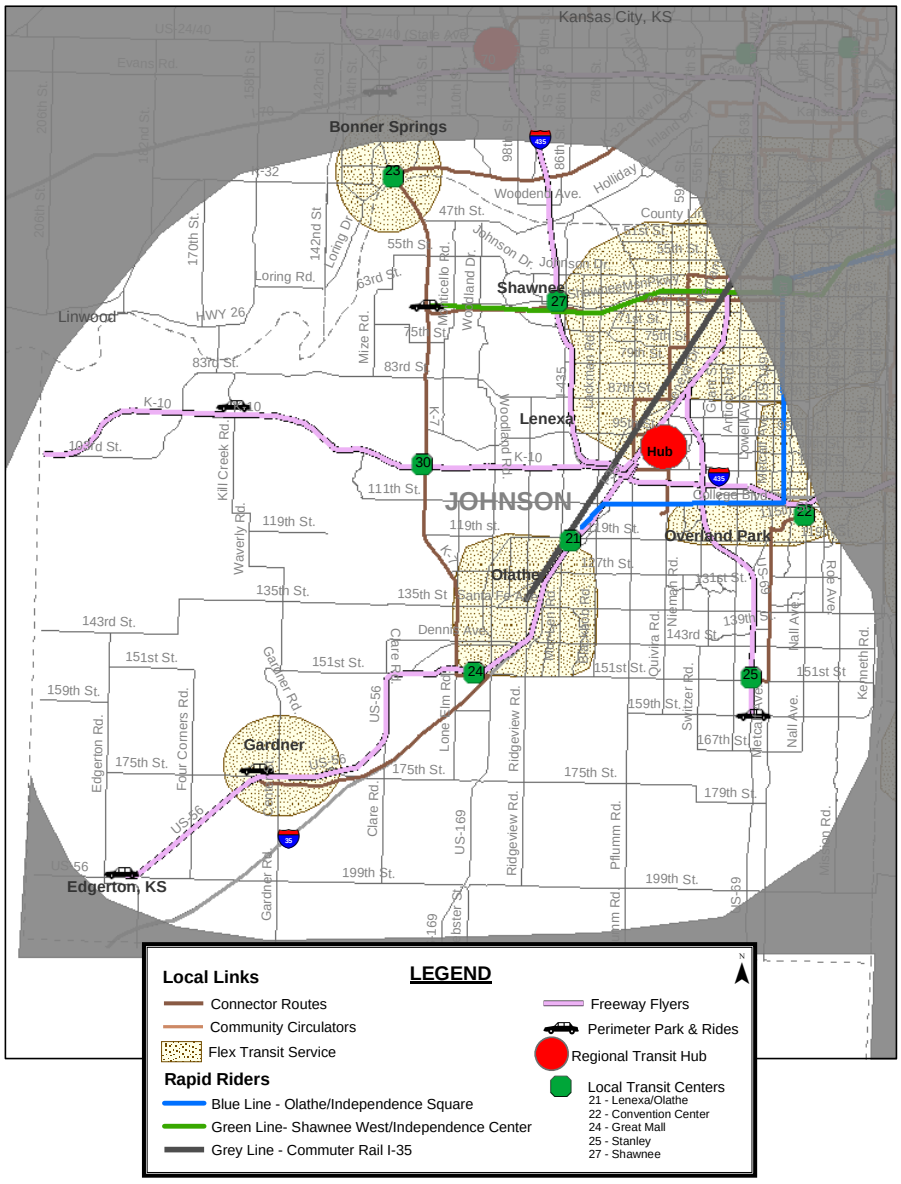
Local Link Connector – Regional Service Availability/Frequency in Johnson County								
ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
RC3	95th Street	20	30	60	30	60	60	
RC5	75th Street	20	30	60	30	60	60	60
RC15	Mission	30	30	60	60		60	

Remaining Johnson County Comprehensive Plan

Figure 16 illustrates the draft locations of Local Link routes and facilities. Rapid Rider and Freeway Flyer routes are also illustrated. A purpose of Municipal Area Planning project is to refine the Local Link alignments and facilities.

Figure 16: Remaining Johnson County Comprehensive Plan Route and Facility Locations to be determined.

Remaining Johnson County Comprehensive



Remaining Wyandotte/Leavenworth Counties

Characteristics

As with other outlying areas in the metro, western Wyandotte and southern Leavenworth counties don't have much in common with the more densely developed portions of eastern Wyandotte County. This planning area is bounded on the east by I-635, and the west by the Wyandotte County line. Only a small section of Leavenworth County, which tends to be low density and rural in nature, is included in this planning area. Areas of western Wyandotte and southern Leavenworth are just beginning to see heavier development, so there isn't a tremendous amount of service included in the 10-year plan.

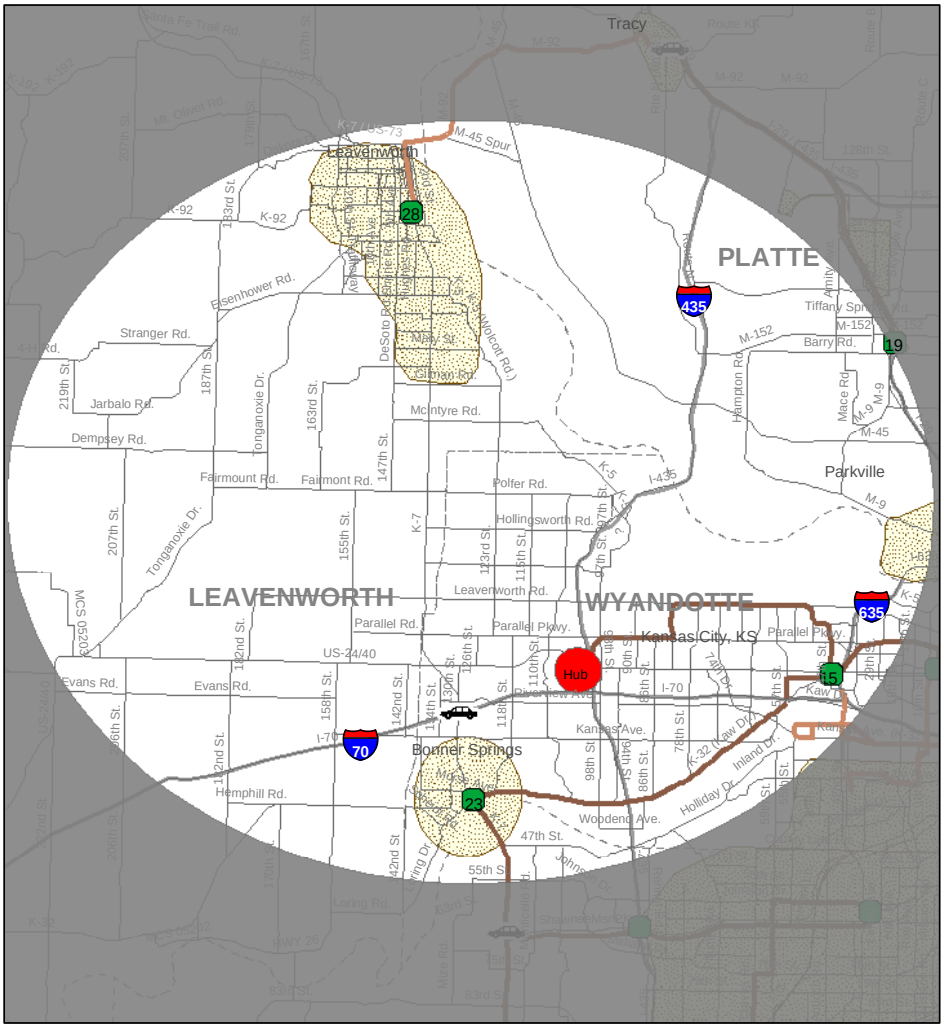
Transit Centers

Within this planning area, there is one regional transit center proposed. The transit center would be located in the vicinity of I-435 and I-70. This transit center could include a sizeable commuter-parking component.

One local transit center is proposed for the Wyandotte/Leavenworth planning area.

Local Link Service

Figure 17: Remaining Wyandotte County, Transit Centers and Local Links Locations to be determined



- *Local Link Circulators*

Circulators provide the highest degree of local neighborhood services and link customers to a local transit center. Circulators can operate as fixed or flexible routes and are designed to penetrate neighborhoods to provide maximum accessibility for customers

In Wyandotte/Leavenworth planning area, Flexible Local Circulator service is proposed. A flexible service zone has been proposed for the Bonner Springs area. There is currently service in this area that would be linked into the regional transit system under the *Smart Moves* plan. This service would operate 12 hours a day, seven days a week.

TABLE 16

Local Link Circulator – Flexible
Service Availability in Wyandotte/Leavenworth

ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
M23	Bonner Springs	Yes	Yes	No	Yes	No	Yes	No

- *Local Link Connectors*

Connectors provide very similar services. These routes provide less direct neighborhood service, but still provide a high degree of access to residential and commercial/retail sites

Four Local Link Connectors are proposed for the Wyandotte/Leavenworth area. These routes would generally operate along busier corridors connecting points within the larger planning area. Each of these connectors would operate at least 12 hours per day, Monday through Saturday.

TABLE 17

Local Link Connector – Fixed
Service Availability/Frequency in Wyandotte/Leavenworth

ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
L13	Edwardsville	60	60		60		60	
L32	K7	30	60		60			
L20	7th Street/Parallel	20	30	30	20	60	30	60
L43	Leavenworth Road	30	60		60		60	

In addition to the Local Link Connectors, four Regional Link Connectors are proposed for this planning area. These routes would operate at least 12 hours per day, seven days per week.

TABLE 18

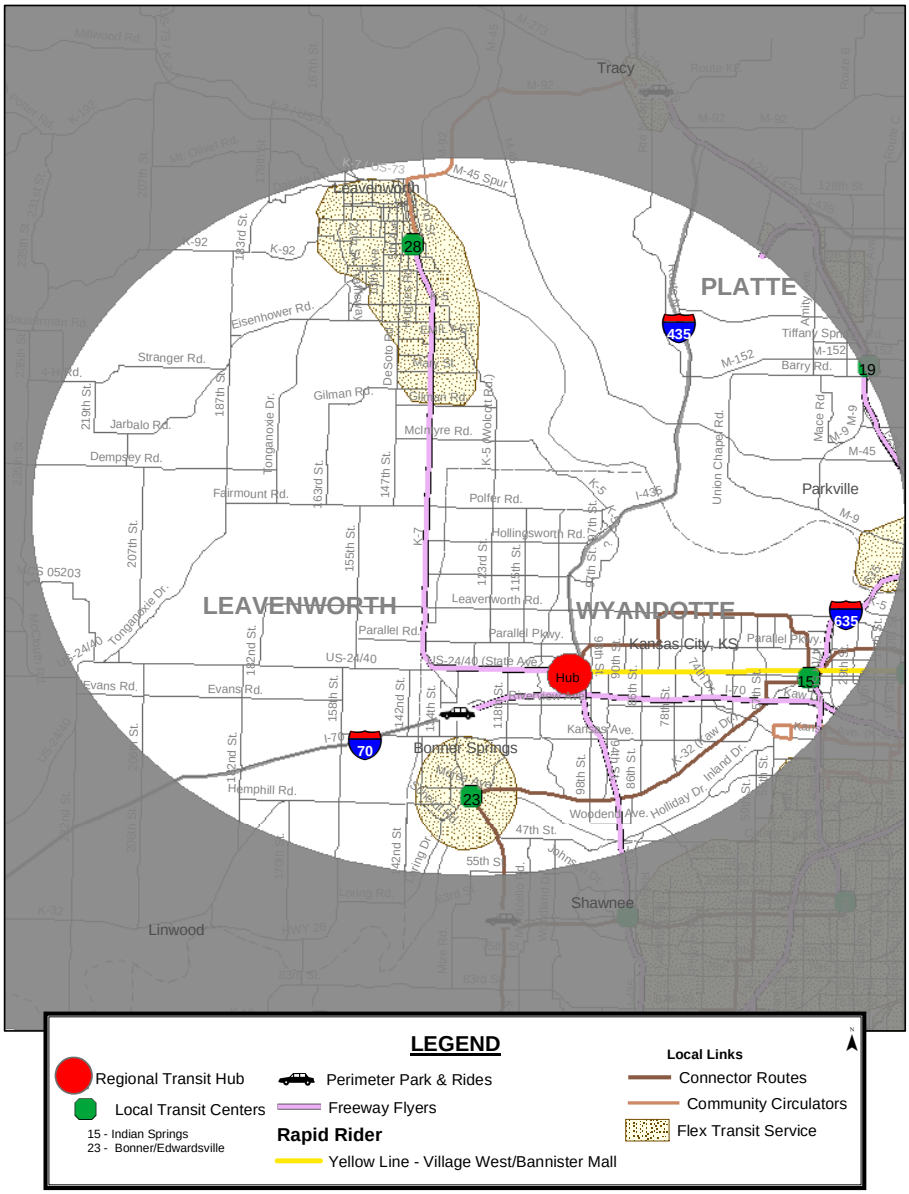
Local Link Connector – Regional Service Availability/Frequency in Wyandotte/Leavenworth								
ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
RC4	KCK/Northland	30	60		60		60	
RC7	Minnesota	20	30	30	20	60	30	60
RC8	Central	20	30	60	30	60	60	60
RC16	Quindaro	15	20	30	20	30	30	30

Remaining Wyandotte County Comprehensive Plan

Figure 18 illustrates the draft locations of Local Link routes and facilities. Rapid Rider and Freeway Flyer routes are also illustrated. A purpose of Municipal Area Planning project is to refine the Local Link alignments and facilities.

FIGURE 18: REMAINING WYANDOTTE COUNTY COMPREHENSIVE PLAN
Routes And Facilities To Be Determined

Remaining Wyandotte County Comprehensive



Northern Cass County

Characteristics

Historically, Cass County has been separate from the metro area until the last few decades. As with all outlying areas, the most growth in the metropolitan area is taking place outside the urban area. Cass County cities such as Belton, Raymore and Peculiar, for example, are growing quickly. This planning area (Figure 19) encompasses northern Cass County, but does not extend further south into the county because there is a natural break in the development between Peculiar and Harrisonville, the next community to the south. Cass County has just begun to develop in earnest, so there is still a great deal of rural land. It is not believed that development will extend into these areas to any great degree in the next 10 years. Because development in the county is just beginning, only modest amounts of service are proposed for this planning area for this 10-year period.

As stated in previous sections, suburban development is just beginning in Cass County. *Smart Moves* does not contain proposed service in Cass County south of Peculiar because it is not believed that densities in this area will be great enough to support transit service in 10 years.

Transit Centers

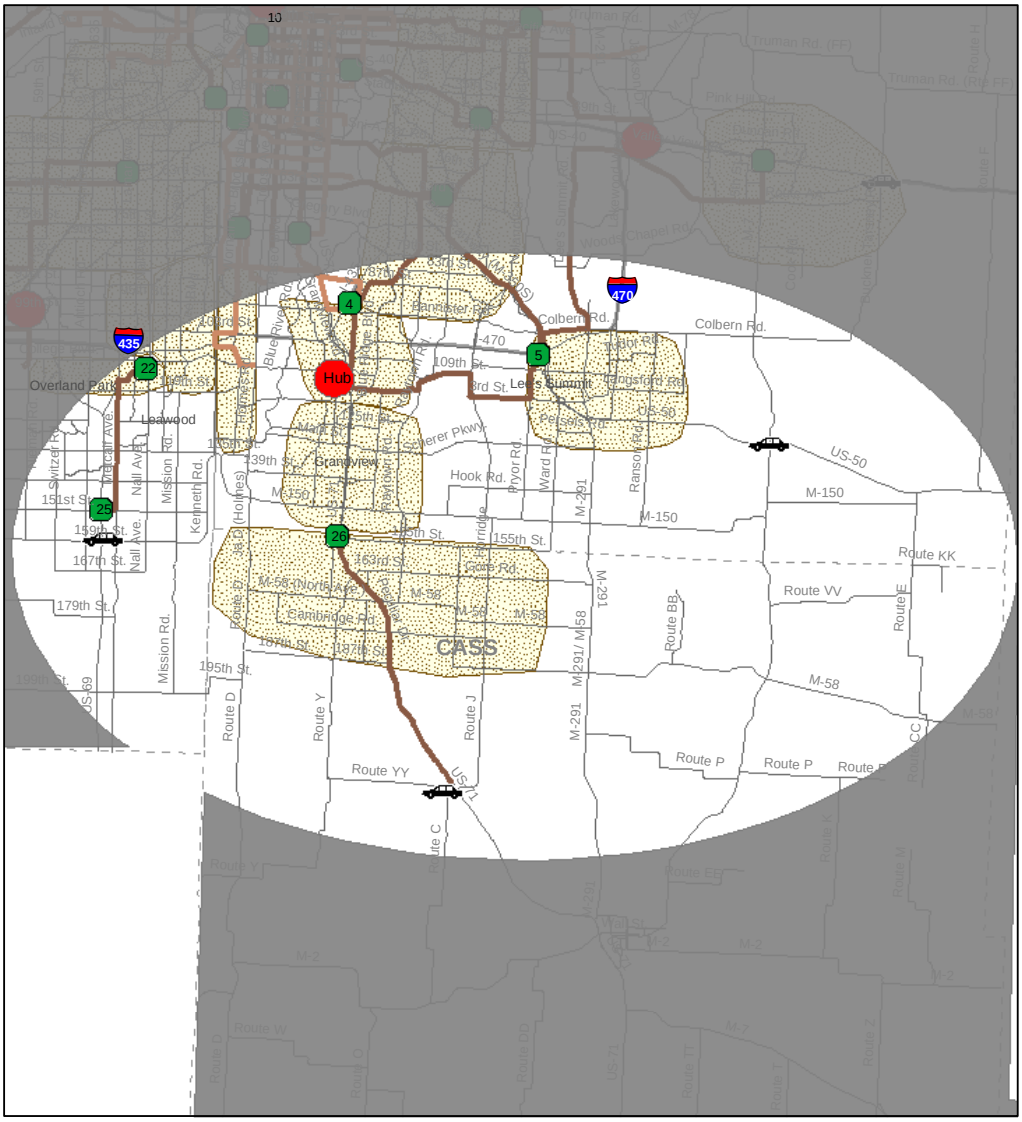
Because *Smart Moves* is a short- to medium-range transit plan, the planning team determined that development in the county would not be sufficiently dense to support a regional transit center. However, Local Link routes would collect people and take them to the regional transit Center in southern Jackson County. At this hub, commuters will be able to travel in a variety of directions to complete their trip.

One local transit center is proposed for the Northern Cass County planning area, near M-150.

Local Link Service

Local links services are illustrated in Figure 19.

Figure 19: Cass County
Transit Centers and Local Links Locations to be determined



- Local Link Circulators

In the Cass County planning area, a flexible service zone has been proposed that would cover all of Belton and Raymore. This area could be treated as one zone or subdivided into smaller service zones. Flexible Local Circulator service is proposed for this zone. The flexible service could link passengers to the local transit center at M-150 or the regional transit center at Red Bridge Road. This service would be a new addition to the region.

TABLE 19

Local Link Connector – Flexible
Service Availability in Northern Cass County

ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
M12	Belton/Peculiar	Yes	Yes	No	Yes	No	No	No

- *Local Link Connectors*

A Local Link Connector is proposed for the Northern Cass Planning area. This route would generally operate along busier corridors connecting points within the larger planning area. In this case, the connector route would actually operate on the highway and connect Peculiar to Belton and to the local transit center at M-150. Service would be provided 12 hours per day, Monday through Saturday.

TABLE 20

Local Link Connector
Service Availability/Frequency in Northern Cass County

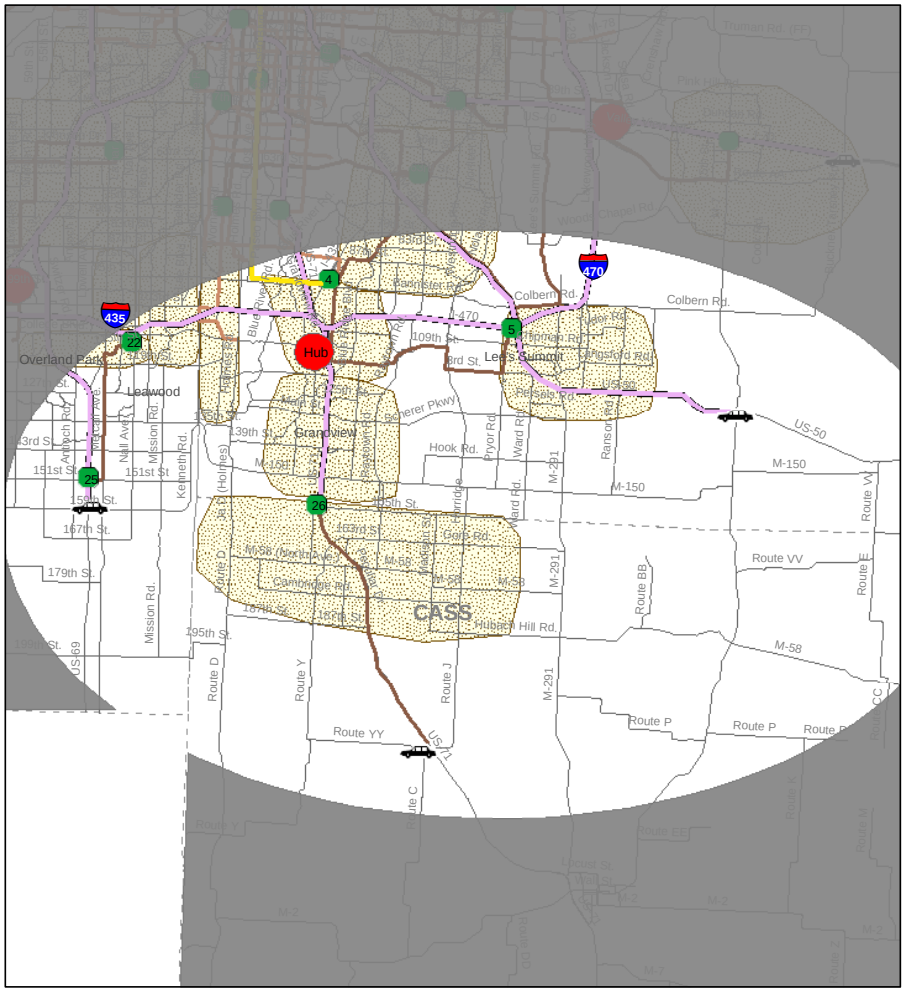
ID	NAME	Peak	Midday	Evening	Saturday Day	Saturday Evening	Sunday Day	Sunday Evening
L30	Belton/Peculiar	60	60		60			

Cass County Comprehensive Plan

Figure 20 illustrates the draft locations of Local Link routes and facilities. Rapid Rider and Freeway Flyer routes are also illustrated. A purpose of Municipal Area Planning project is to refine the Local Link alignments and facilities.

Figure 20: Cass County Comprehensive Plan
Routes and Facility Locations to be determined

Remaining Cass County Comprehensive



Appendix 3:1 Focus Group Responses

Appendix 3-1: Focus Group Responses

Overview

On June 27, 2002, ETC Institute facilitated two focus groups with residents of the Kansas City area. The primary purpose of the focus groups was to test the effectiveness of various messages that have been developed to explain a new transit service concept, called SMART MOVES. The concept will be unveiled to the public later this year.

Participants in the two focus groups were shown maps and portions of a PowerPoint presentation that was developed by MARC as a tool for communicating the SMART MOVES plan. Participants rated the effectiveness of the slides they were shown. They were also encouraged to share ideas for improving the presentation.

Methodology

The first focus group consisted of eleven residents from Kansas. The second group contained of ten residents from Missouri. Focus group participants were recruited based on gender, education, race, and age to ensure that a representative cross section of residents from the Kansas City area were present.

Focus group participants reviewed seven components of a presentation that was developed to communicate the SMART MOVES concept to the general public. The components are listed below:

- an introduction to the plan
- how to use the new transit system
- why there is a need for the system
- the goals of the new system
- investment and funding sources for the new system
- what an experience on the new transit system would be like
- myths about public transit

Ratings

Participants were shown PowerPoint slides that had been developed for each of the seven components of the presentation. While viewing each slide, participants were asked to:

- Independently rate their perceptions regarding the effectiveness of each slide
- Provide feedback on likes or dislikes of each slide
- Rate their overall feelings about how well the slide contributed to their understanding of the SMARTMOVES plan

Participants were asked to rate individual slides on a scale of 1 to 5, where 1 meant "not effective at all" and 5 meant "very effective." The ratings for each of the seven components of the presentation are provided below.

1: Introduction to SMART MOVES

- A total of five slides were rated during this portion of the presentation.
- The highest average rating of 3.82 was given to the last slide; the last slide received the most "5" ratings among all slides in this portion of the presentation.
- The lowest average rating of 2.94 was given to the fourth (4^{th}) slide; this was the only slide to receive a rating of "1" in this series of slides.

2: How to Use SMART MOVES:

- Seventeen slides were rated during this portion of the presentation.
- The highest average rating of 4.00 was given to the sixth (6^{th}) slide.
- The fourth (4^{th}) slide received the most "5" ratings.
- The slide receiving the lowest rating was slide number 13; it received the greatest number of "2" ratings; its overall average rating was 2.90

3: Need for SMART MOVES

- Five slides were rated during this portion of the presentation.
- The highest average rating of 3.45 was given to the third (3^{rd}) slide.
- The lowest average rating of 2.64 was given to the fourth and fifth (4^{th}, 5^{th}) slides.

4: Goals of SMART MOVES

- Eleven slides were rated during this portion of the presentation.
- The highest average rating of 3.45 was given to the first and last (1^{st}, 11^{th}) slides.
- The lowest average rating of 2.73 was given to the eighth (8^{th}) slide.

5: Investment/Funding for SMART MOVES

- Three slides were rated during this portion of the presentation.
- The highest average rating of 3.36 was given to the second (2^{nd}) slide.
- The lowest average rating of 2.91 was given to the last (3^{rd}) slide.

6: Experience of SMART MOVES

- Five slides were rated during this portion of the presentation.
- The highest average rating of 4.11 was given to the second (2^{nd}) slide; 44% of participants gave the second slide a rating of "5."

- The lowest average rating of 2.00 was given to the first (1st) slide.

7: Myths of SMART MOVES

- Six slides were rated during this portion of the presentation
- The highest average rating of 3.11 was given to the third (3rd) slide.
- The lowest average rating of 2.11 was given to the fourth (4th) slide.

Other Findings

In addition to rating individual slides in the presentation, all participants were asked four questions regarding the overall effectiveness of the SMART MOVES presentation. The results of these questions follow:

- Ninety-five percent (95%) of participants said that they thought they understood the SMART MOVES plan as a result of watching the presentation.

- Eighty-five percent (85%) of participants said they think there is a need in the Kansas City area for this type of public transit system.

- Sixty-five percent (65%) of participants thought the SMART MOVES plan is innovative.

- Thirty-five percent (35%) of participants said that they were excited about SMART MOVES.

- Participants in both focus groups repeatedly asked for more information about user costs.
- Focus group participants thought information about safety features and security measures was very important.

- Participants also generally responded favorably to seeing new, futuristic busses; photos of new buses generally made participants feel more excited about the plan.

Appendix 3:2 Workshop Agenda and Comments

Appendix 3-2:
COMMUNITY WORKSHOP AGENDA AND PUBLIC COMMENTS

INTRODUCTION

This appendix contains comments from seven community workshops held a year prior to the public release of the *Smart Moves* Regional Transit Plan. The purpose of these workshops was to gather vital information during the early stages of the planning process that would enhance the development of the final plan. Comments received on the *Smart Moves* website are also included in this section. The workshops took place at the following locations on these dates:

August 20, 2002	Kansas City Kansas Community College
August 22, 2002	Liberty (Mo.) Community Center
August 27, 2002	Ewing Marion Kauffman Foundation (Midtown Kansas City, Mo.)
August 29, 2002	Leavenworth County (Kan.)/Warren Middle School
September 4, 2002	Longview Community College (Grandview, Mo.)
September 10, 2002	Old Shawnee (Kan.) Town Hall
September 12, 2002	Raytown (Mo.) City Hall

Below is the sample program agenda used for all seven meetings. Participants were asked for general comments, what they liked best about the plan, and what they liked least about the plan. They were also asked to list any questions they felt were not addressed in the presentation.

MEETING FORMAT

Objective: Get your feedback on proposed *Smart Moves* Service Plan.

Format: Interactive! Explore the exhibits, talk with exhibit guides, listen to presentation and give us your ideas and input.

Schedule:
5:30 to 6:00 p.m. Explore Exhibits
6:00 to 7:00 p.m. Presentation & Facilitated Discussion
7:00 to 7:30 p.m. Explore Exhibits

Presentation:

Presenters Mell Henderson, Transportation Dir. Mid-America Regional Council Mark Swope, Planning Director, Kansas City Area Transit Authority

Facilitators Sheila Shockey, Shockey Consulting Services, LLC.
Julie Hakan, Shockey Consulting Services, LLC.

Exhibits:

The System Hear how the proposed services will work and see a system map as well as details about your service area.

The Facilities New Transit Hubs & Centers link all the services together. Park & Ride lots open up the system to a broader ridership. New, improved bus stops make the system more

user-friendly. See examples of facilities used across the country and prototypes of facilities.

The Experience — Sit back & relax while MARC Staff members describe what riders can expect from the proposed system.

Investment — MARC Staff explain the long-term costs and funding options.

RTA Exhibit — The Regional Transit Alliance, an independent not-for-profit organization promoting transit, is available to answer questions about RTA and how to become a transit advocate.

Don't forget to stop by and fill out a comment card. We need your input to complete the plan!

WORKSHOP COMMENTS

Kansas City Community College/Wyandotte County, August 20, 2002

Comments

- We need to increase transit programs for the elderly and disabled; our population is aging and disabled.
- Think about how we communicate with visually impaired customers.
- More opportunities for high school students to work areas in PM for internships, work and extracurricular activities – Maybe a shuttle from high school to local and/or regional routes.
- Don't have Wyandotte County Regional hub in correct place. Most residents are in Eastern part of county and wouldn't be going to racetrack unless shopping and entertainment – not for work, etc. – Hub doesn't need to be at intersection of major highways – Survey should be done.
- Bad assumption – Downtown area of KCK not included for regional hub because of declining population and development.
- Talk about funding and market to general public; do not only emphasize elderly and special needs.
- Fear of crime; safety at stops a big issue.
- Until gridlock is unbearable, people won't be interested and then it's too late.
- Incredible difference to see where money would come from…to much competition – uphill battle.
- Used up sales tax capacity; break the barrier for funding and rely on elderly.
- Comprehensive and metro/regional availability; Transportation needed from outer areas to hubs.

Questions

- Suburban office parks spread out – How do you get people distributed through bus systems to different office parts, especially in Southern Johnson County?
- Connecting workers to jobs regionally – Allows availability to where the jobs are – but how quickly?
- How do we make Wyandotte County a destination point for the region? We talk about getting people from there to other parts of the region but it is important to bring people to Wyandotte County.

What I Like Least

- Twelve years away too long.
- Concerns about funding.

What I Like Most

- Congrats on focusing on disabled and elderly – built-in clientele, and they vote.
- Like Rapid Rider concept.

- Likes focus of making system truly regional.

Liberty Community Center/Northland (Clay and Platte Counties) August 22, 2002

Comments

- Rapid Rider – Stopping every half -mile seems like it isn't very rapid: still a lot of stops.
- A real struggle to build up ridership in Liberty because of cost and trip time.
- Bike lockers at hubs.
- Reliability in the way the system operates is important.
- Use transit system more to cut down on need for additional parking at events in the evening.
- Regional vs. local sales tax initiative for funding of expansion and proposed plan – educate the public about this.
- More frequency needed as well as fewer stops.

Questions

- How does "Local Link" planning tie in with development issues so it is more accessible to residents (i.e. no sidewalks to get to bus stops in some areas)? "Demand response" system may be the best answer here.

What I Like Least

- Concerned that a lot of money (public funds) will be spent on routes with little ridership – change in mentality needed! This plan has to be embraced by the entire region.
- "Regional tax"
- It can't be ready more quickly – there is a lot to like about the proposal

What I Like Most

- Ease of use
- Likes the fact that this is accessible and affordable for elderly and people who can't afford cars and insurance.
- Likes choices provided which allows greater accessibility.
- Likes plan because of less wear and tear on vehicles and nerves
- Coordination of plan and how it links the region together is good.
- "Hope of greater independence."

Ewing Marion Kauffman Foundation/Midtown Kansas City, Mo., August 28, 2002

Comments

- The resources will never be developed if there isn't a "will" to get it done.
- Bus signs need to include route.
- Need to focus on services that will allow the elderly and disabled to have greater access.
- Supplement school transportation services.
- Adult riders need to be more courteous to youth and vice versa.
- When arriving in KC from somewhere else, it (the system) isn't very user-friendly. Too many schedule; not one comprehensive map to figure out routes

- Plan needs to work in conjunction with existing facilities (Union Station). Would like to see Union Station as a Regional Transit Hub.
- Unified pass would be helpful as well as expanded night service.
- It is difficult for a blind or sight-impaired person to find the signs at bus stops. Signs should be more standardized and more recognizable.

Questions

- Rapid Rider has signal that is transmitted to a traffic signal?
- What kind of security will be at the park and rides?
- What effect will there be on drivers when a bus causes the traffic signal to change?
- What collaboration of existing service has there been?
- Will this plan have any effect on taking existing homes?
- How do you plan to sell the *Smart Moves* plan?
- What will the fares be and how much will fares increase?
- Shops and space to rent out?
- Who will govern system? Accountability and quality?
- Will this plan be coordinated with bike and pedestrian plans?
- Why aren't we using the Blue Springs Amtrak station as well as Union Station?
- Will there be expanded service along Troost and Southeast to connect people to jobs?
- Could there be a "Mapquest" type search to find out the best way to get places?
- How will the public be educated so that more people will want to use the system?

What I Like Least

- Take so long to put into effect.
- Requires new planning and a lot of unknowns/Will it work?
- $100,000,000 lost due to funding and existing programs.
- Presentation does not present public transportation for people w/ disabilities as a choice.
- Region expands outward; makes it difficult to serve everyone.

What I Like Most

- Relieving congestion.
- Getting to work.
- Opening up the region to everyone.
- More choice to get places.
- More regional/regional hubs.
- Good plan. Plan places emphasis on accessibility to everyone.
- Rapid Rider concept.

Warren Middle School/Leavenworth, Kansas, August 29, 2002

Comments

- What piece of the pie belongs to Leavenworth?
- Where will the money come from?
- One sales point is "environmental;" another is bus service to sports and community events.
- Have special and expanded routes worked out and has ridership increased?

- How does the phasing in work?
- Why were vehicles chosen instead of rail- isn't the objective to get cars off the roads?
- What is the short-term plan for Leavenworth and Lansing?
- What can we do in the short term to support these communities?
- Why was Leavenworth proposal rejected for CMAC money?
- Would the funding be regional or would it mean Kansas communities fund Kansas service and Missouri communities fund Missouri service?

Questions

- Can the current bi-state tax be used?

What I Like Least

- No rapid transit in plan or currently.
- Financing.
- No specific route "from my house to my office."
- Commuter rail is not included.
- How will it be financed.
- Building it backwards-should locate transit hubs and acquire zoning first.
- Necessity of need - who are potential riders not identified.
- Funding.
- Plan, as proposed, doesn't get into Leavenworth enough (only peripheral).
- Financing mechanism.

What I Like Most

- Regional transit critical.
- Draws employees from all around region.
- Regional system concept.
- It answers need for regional transit system.
- Meets a greater need.
- Plan allows us to walk before we can run.
- Vision.
- Education is critical.
- Some feel current fares are too high.

Longview Community College/Jackson and Cass Counties, September 4, 2002

Comments

- Local link route links still need to be defined.
- Promote and educate system to tourists and young people.
- Nationally more transportation is needed for elderly.
- System could better support youth activities.
- Education of how to use current system-imp.
- Smp. to have to pay only once per ride.
- Discounts for alert days not publicized enough.
- Be patriotic and "save gas" campaign.
- Senior population increasing and weekend system needs to be expanded for them.

Questions

- Special services for seniors/disabled? Electronic runner on board to let people know about upcoming stops? (LED)
- Where is money for this coming from?
- The "comfort" items and high tech offerings are not used in some of the other successful systems around the country. Is this needed to be successful in our metro area?
- Would this system eliminate current problems w/dial-a-ride systems?
- When will it get started?

What I Like Least

- Plan needs to get me closer to work.
- Plan can't be put in place immediately.
- Neg. on technology.
- Takes too long to implement.
- Routes and connections not defined yet (weekend routes not discussed).
- *Buses* lurch around-smoother ride.
- Limited routes in northern Cass County (local service routes not defined yet).
- Local to regional routes are somewhat confusing.

What I Like Most

- Connectivity of the plan.
- Regional approach.
- Rail not right away.
- Speed of travel.
- Plan brings *Buses* closer to riders (local link).
- Services for disabled.
- Big improvement over what we have.
- Increased service area.
- Pager notification system will increase ridership.
- High technology system offers.
- Hit all segments of population and users.
- Increased number of trips.

Old Shawnee Town Hall/Johnson County, Kansas, September 10, 2002

Comments

- Will all systems be connected through a transfer or universal pass system?
- How would the seamless system work? Mechanics, administration, funding, etc.
- Time line/phasing/Start date?
- Examples of other metro areas w/ 2 states? Multiple counties?
- Can people call ahead for service? Passes mailed to customer?
- Flexible services/special services.
- Equipment and support for sight and hearing impaired?
- Will there be longer hours for service? Expanded weekend service?
- Trip planning service via the Internet or other service?

- Has Bi-State tax funding been considered?
- Provide more info to people on the bus and from call centers re: schedules, routes, etc. More staffing and options for communication.
- Capability for multilingual services (expand and more accessible)
- Convenience, speed, limited stops, specialized dedicated bus lanes or "HOV" lanes
- Will there be scheduling designed to make fewer stops?
- What is the cost of the proposed system per capita in the other communities we compared to?
- Has light rail been discussed as part of 12 yr. Plan?
- What will the mechanisms be for measuring customer satisfaction?
- How are hub sites chosen?
- Does corporate advertising help defray costs?
- What will the use of alternative fuels be?

What I Like Most

- Identified areas for improvement well.
- Increased availability.
- Builds upon existing system.
- Variety of opportunities.
- Complete.
- Coverage and network.
- Can combine systems for a seamless service.
- Use of technology.

What I Like Least

- Time frame.
- Costs.
- Needs more definition of plans and routes to KCI.
- Not enough focus and connections to major employers in the area.
- Not a large ridership currently.
- Airport needs to be better served.
- We should use existing buildings and malls to save costs and bring in commerce.

Raytown City Hall/Eastern Jackson County, September 12, 2002

Questions

- Would Freeway Flyer routes require stops or bus changes for commuters?
- Size of Freeway Flyer buses?
- Will there be consideration to use dedicated lanes?
- How will this be funded…taxes?
- What would happen to fares? Will there be a charge to park at Park and Ride?
- Will it be easier to get monthly passes, etc.?
- Will there be a way to better accommodate service to special events?
- Service to KCS?
- Commuter rail…does this plan replace this or would that be a future part of the plan?
- Would there be new management or coordination between providers in the region?
- What is the time frame to implement?

- Day care or schools at Regional transit hubs?

Comments

- Cross routes are vital.
- Expanded hours to coordinate w/ retail hours.
- Won't work w/ individual governments, multi-jurisdictional government and taxes critical.

What I Like Most

- Availability/flexibility.
- Less congestion and pollution.
- Increased routes and times…more during the day.
- Convenience and takes people off.
- Features of new buses.
- Airport service.
- Technology.
- Expanded service to disabled.
- Comprehensiveness.
- Well thought-out allowing a regional option.
- Regional concept and coordination.
- Greater employment opportunities.

What I Like Least

- Cost/ongoing maintenance costs.
- Local govt. cooperation will be difficult/politics of implementation.
- Would prefer light rail or train.
- Time frame-implementation plan and timing.
- Traffic pattern effects on the system/ How will the system respond when work begins on I-70 and it is down to 2 lanes?
- Several years too late/not here now.
- Should have a universal or consistent fare.
- Look at cost savings by having fewer cars on the road…less pollution, etc.
- Great need to improve communication.

IV. Website Comments

Longview, Jackson and Cass Counties

- I live in Lee's Summit and work near the International Airport. I commute via a KCATA vanpool daily and it is great. However, light rail would be better. Roads are overcrowded now and will be getting worse.

- I have recently learned that the KCATA Express Bus from Lee's Summit/Raytown will be discontinued at the end of the federal subsidy (approximately March 2003). I have used this service since it start and believe that it is a very necessary transportation alternative. I would like to know if there are any current plans to continue this service and if not what alternatives, if any, are being contemplated. Also, the current fare is $1.50 each way. I have had discussions with other riders that make me believe that a fare increase to $2.00 each way would be acceptable to most riders.

- I think the KCATA as well as the ATA, should expand and provide more frequent and evening service throughout the greater Kansas City area, including Johnson County. By doing so, I believe that your ridership would increase tremendously throughout the area.

Raytown/Eastern Jackson County

- I am very interested in Blue Springs to downtown transit bus system. I feel that this is imperative to our community. The bus system was one of the reasons I choose to live in Blue Springs, as I would not be able to drive to work downtown.

- I have ridden the public transportation for over 20 years. I receive your notices of meetings to be held and admire your efforts to try & organize good public transportation for everyone. I admire how everyone in this organization stays focus. I live in Blue Springs and our bus service is once again being discontinued. I just don't understand since I hear our Council say they want to decrease the traffic on I-70, they want there to be other types of transportation available, yet they do nothing to support what it takes. This is all just words, which mean nothing. Thank you for your continued efforts.

- The dilemma of the KC metro area is to combat the philosophy of those who prefer a personal vehicle. This is why streetcars were removed. This is why the current bus system is very weak and poorly-funded. Two key issues affect the effectiveness of a transit system: 1) funding, and 2) availability (usefulness).

  Public transit never makes a profit, but it is essential for a healthy metropolitan community. Funding must come from a stable source, such as a property tax or committed general fund allocations from participating municipalities. Sales taxes and grants are unstable, regressive, and too economically-elastic.

  Transit serves a variety of population, but those who most depend on it can least afford it. Transit is a paradox: transit routes are not expanded or extended because people (who drive themselves) say they would not use it. However, those people drive because there is no transit alternative available. I ride the bus to work right now. It is the most convenient and inexpensive way for me to get there. However, I cannot get to shopping or entertainment by using the bus. The routes just are not available. I cannot imagine why someone would drive in a city if a streetcar, bus, or train were available. This is especially true with families.

  Public transit reflects the vibrance and growth of urban communities. The difficulty around KC is that we have 800,000 country people who want to live near town.

Wyandotte County

- I have been a bus rider since moving to KC in 1964. I am also handicapped. I have been thru the Blue Goose, metro, mini, and other assorted methods of transportation. What we have now with the KCK Mini bus is absolutely no good. The system is not set up to accommodate the general public but to meet the needs of the drivers. The first bus comes to my area at 7:35 a.m.; therefore, the changes of me arriving at work by 7 or even 7:30 don't happen.

  The drivers come and go as they please. Of late, the Leavenworth Rd mini bus has not been arriving at 57th until 7:55 am which means that I'm gonna to miss the 8 a.m. Metro Minnesota Ave. bus. Therefore not arriving at work until almost 9 a.m. You tell me how many employers will tolerate you arriving at work late every day? How soon before you are fired? I have a friend who rides the bus and he has lost 1 job for sure because the mini bus runs on a whim. Many times friends get on the bus and are not charged. Never tell you about ozone days. Very-unfriendly. Go past you when standing at bus stop. Play radio very loud. Even talk or sing religious stuff very loudly. One driver gets very upset when a lady who is handicapped (wheelchair) needs to ride because she has to do special procedure to load her on bus. I for one don't understand why

mini bus doesn't do Ride Share - but yet from what I have experienced - they'd never show up anyway. The mini bus and metro are supposed to work together - it doesn't happen too well. Just yesterday, the Leavenworth mini bus pulled into Indian Springs and the Metro just left - there were at least 3 to 4 people needing the Minnesota Ave bus.

I guess maybe I'd be very reluctant to put my dollars on any mini-bus expenditures to improve. But then there are many, many people in Wyandotte County who can't drive, are too poor, handicapped, old, etc. Wyandotte County has always gotten the short end of the deal for any decent bus service. I think there is a need for somebody to IMPROVE the coordination between the two bus companies so that the riders benefit rather than being left in the cold, rain, heat for a long period of time trying to get to work or to doctor's or store, and end up losing a job, or paying for a doctor's appointment missed because of the attitude/lack of interest of bus company employees.

What about the Metro buses that go around the construction at 5th & 6th street (by Reardon Center or EPA Building) and one bus (Minnesota bus) goes up and down 5th Street and then the next one goes up and down 6th street. Where do you catch the bus? If you go 5th - then surely the bus will go 6th & vise versa.

Appendix 3:3 Peer Review Minutes

Appendix 3-3: Peer-Review Summary
February 12 & 13, 2003

CINCINNATI – THE FAILED ELECTION**,** November 2002, John Schneider – Campaign Co-Chair
www.protransit.com

WHY WE LOST:

- Campaign started too late
- Difficulty raising campaign funds
- "Competing" ballot issues
- Not enough grass roots action.
- Bengals' stadium vote set 45% negative for any tax for pubic works project
- Opposition to light rail morphed to opposition to transit generally
- Business put up money but not leadership.

PLAN SUGGESTIONS

Include Country Club Row and connect south and southwest

1. Don't preclude rail if you want to change city
2. Move forward with Rapid Rider and get three downtown groups (River-Crown- Plaza) to get behind the plan
3. Use transit as place-making tool
4. Have Rapid Rider run on Grand Avenue because of its width.
5. Straighten out Rapid Red Line downtown alignment. Don't try to eliminate all walking downtown. View walking as an asset; not detriment to transit / business growth. Reduce headways - recount noontime riders
6. Replace lost on-street parking
7. Coordinate with downtown housing, and improve streetscapes

Conduct Day long visioning session with chamber and address:

1. How does transit fit in vision of community?
2. How strong is their commitment?
3. Do they care about health of downtown?
4. Is population aging faster, getting poorer than national average?
5. What is trend with "no car" households and where in region?
6. "Rise of Creative Class" Role of transit to build cosmopolitan image and keep younger talent Convince business leadership of new role for transit > not social programs anymore -- tours: Portland, Ottawa, Pittsburgh
7. Conduct cost analysis of plans / services

CAMPAIGN SUGGESTIONS

- Have the election area (district) be coterminous with voter support.
- Consider transit and road tax together
- Educate the media. Talk-radio tends to oppose transit
- Run a *Campaign* not a public education program
- Know exactly how to confront the opposition
- Advertise benefits
- Take chamber on a road trip to show advantages of successful transit election
- Calculate your timing, avoid bad economy. What will war in Iraq do for transportation expenses?
- Get political champions

- Show how the plan is solution to real, current problems
- Don't be a "do gooder" benefiting inner city residents (could turn incognito racial)

POLLING AND TIMING SUGGESTIONS

- Don't proceed right now.
- Structure election so you don't lose. We lost and now may not be able to try again for 5 years – Now transit opponents looking to get seats on SORTA board
- Conduct a hard nosed poll. Ask questions the most critical way possible – "With ridership falling, would you vote for a tax that costs you that much?"
- Our poll was conducted by Neil Newhouse and was wrong
    - Don't rely on leading question poll - ladder tree leading responders to draw conclusion (preferred)
    - Poll after election to gauge reasons for votes

Administration Ideas

- Use intergovernmental agreement to split cost by mileage per jurisdiction

Other comments:

- Miscellaneous and corridor studies hold "bombs" that will go off if not found first (e.g. future growth outside proposed service area)
- Bus vs. Light Rail -- Poll indicates bus only might do better, but not succeed alone. Earlier polls higher for LRT.
- Options besides sales tax? -- Constitutional prohibitions to gas tax, property tax funds schools -- only earnings (no business support) & sales tax

PHOENIX – THE SUCCESSFUL ELECTION, 2000,

Neal Manske, Former director of Phoenix Public Transit (4/10 cent sales tax for 20 years - 65% bus; 35% rapid transit

PLAN SUGGESTIONS

- have well defined plan, let local groups define local service
- include rail if you can, If not, then include rail studies (Tempe)
- limit tax term to build accountability
- Use focus groups to refine plan and take it to more personal level
- Be specific plan with year-by-year staging plan. Can't get everything at once
- promote rapid & freeway service, resist temptation to stop too often, do everything to make faster than car, go all the way. You may only have one chance
- Ottawa - best example of bus system
- get problems out of current service to not give ammunition to opponents

POLLING AND TIMING SUGGESTIONS

- polling is critical, ask correct questions
- timing is everything

SUPPORTERS

- tap business community and educate. Business must fund campaign $1-2 million
- promote citizens' committee and strong grass roots effort. have grass roots efforts (1,000 citizens in citizens' campaign)
- need full support from mayor/council
- need champions in each community
- Get support to reclaim your federal funding contribution so we are not a donor state

CAMPAIGN SUGGESTIONS

- Thoroughly describe benefits (case for why to riders and non-riders) impact of doing nothing, impact of doing something. Will help in wartime
- focus on early voting and target election day voters
- engage opposition - very important, have immediate strike back to opposition
- mail brochures to every registered voter
- we highlighted our LRT plan (full plan but noted ballot only funding a specific portion)
- we noted bus improvements (in detail) show maps and photo simulations. put maps on the ballot
- be aggressive, have visible campaign, expect opposition & forget logic
- organized, high profile support, informed & engaged bus operators
- Hispanic outreach - register voters
- weekly meetings between transit staff & campaign staff

LIGHT RAIL ELECTIONS IN ST. LOUIS, PAST AND PROPOSED

Tom Shrout, Citizens for Modern Transit

PLAN SUGGESTIONS

- Include rail if possible because its puts city in different league. It is a sellable message
- Disappointed CCROW not included in Smart Moves Plan. Rethink that, don't use row for bus
- Consider positioning BRT as first phase with light rail maybe coming later. Phoenix starting with BRT in major corridors, to be replaced with LRT - as LRT comes on line, will extend BRT further out to feed LRT
- Offer voters something new to capture imagination
- Commuter rail typically not as saleable as LRT. Carries more people in smaller space, has less impact, only way to get more people to popular destinations
- Coming to fork in the road that will determine destiny
- Sell ability of transit to reinvigorate downtown and replace surface parking
- In region migration many suburban residents lived or parents lived in center city and still have connection
- Push transit as economic development tool. This helps pull in business community
- Be sure traffic engineers are supportive of signal priority

POLLING AND TIMING

- Conduct polls and focus groups
- Beware of surveys that don't capture voter attitudes - need to be ongoing
- Good reason to be in general election - opponents harder to get air time - big African American turnout
- Working toward November '04 election in St. Louis County to match '97 St. Louis County approval
- Be cautious before moving to voters in this climate - don't think voters can easily be convinced
- Our drop dead date is May '04. If polling shows it won't pass then we will pull out.

CAMPAIGN

- RTA should be funded to work as advocacy group
- Need to strengthen the RTA; more independence from MARC
- Need help of other institutions (MPO, Bistate, Chamber, Civic progress)
- Don't conduct "stealth" campaign
- Sales tax projections don't materialize; need additional $$ to operate
- Opponents only have to create doubt. CRT -- Wendell Cox will criticize subsidy per passenger

Current activities of Citizens for Modern Transit in support of 2004 election

1. fund raising
2. web site
3. supporters list 50,000 names/addresses
4. building business com. Alliances
5. conducting some research, polling, focus groups
6. test increments of implementation
7. courting chamber vs. individual business leaders

- Consider having the vote in core areas where voter support is highest. Areas farther out will be harder to convince
- Regional vs. targeted initiative to pass in areas that support. Allow areas that pass to go ahead and others join in later
- Beware of hired guns. They will shoot down subsidy for CRT riders
- Be prepared to defend numbers

OTHER PARTICIPANTS

Kite Singleton, architect, and RTA member
Fern Kohler, KCATA Deputy General Manager
Tim Truesdale, RTA Board
Garry Kemp, RTA Board
John Dobies, RTA Board
Ken Bacchus, RTA Board Chair
Susan Stanton, CBC study co-chair
Neil Shortlidge, RTA Board
Kristi Wyatt, Greater KC Chamber of Commerce
Jerry Riffle, attorney, and KCATA legal council
Irene French, KCATA Commission, and member of Johnson County Transit Advisory Council
Mark Huffer, KCATA General Manager
Alice Amrein, Johnson County Transit Manager
Melana Cooke, Johnson County Transit Advisory Council
John Lamble, Johnson County Transit Advisory Council
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Staff of

- MARC
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