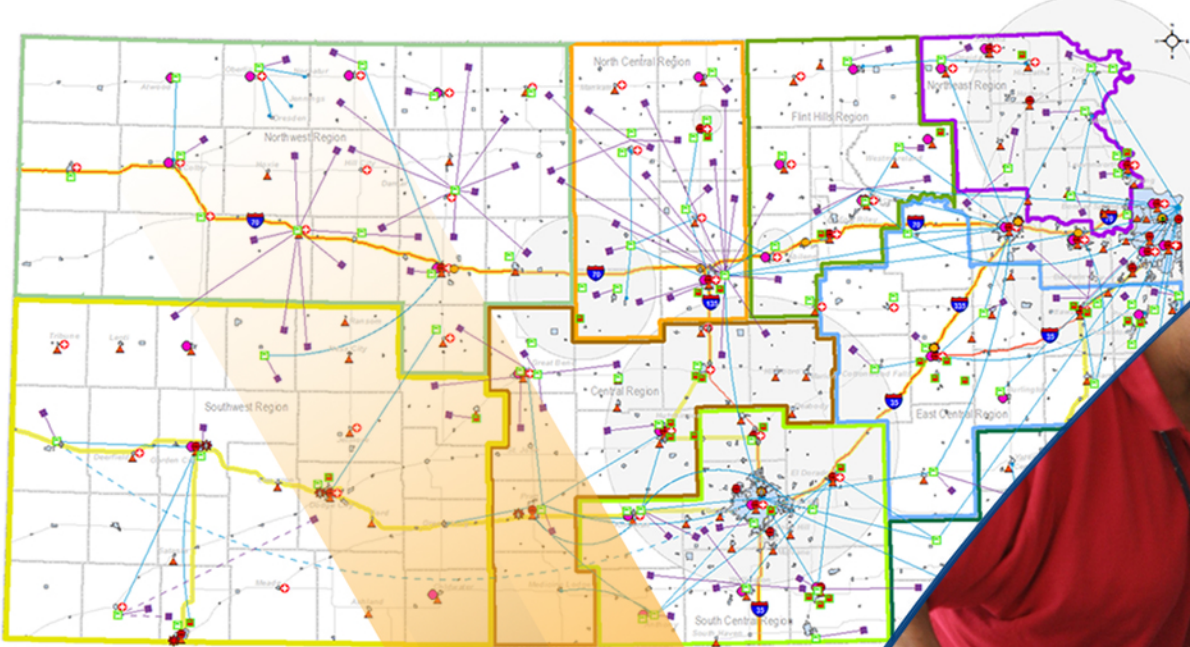


KDOT REGIONAL TRANSIT BUSINESS MODEL IMPLEMENTATION PLAN

DECEMBER 31ST, 2014



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EXECUTIVE SUMMARY

The purpose of the KDOT Regional Transit Business Model Implementation project is to develop strategies for the provision of transit services throughout rural Kansas that make the most efficient use of additional transit funding made available by the state legislature as part of the Transportation Works for Kansas (T-WORKS) transportation program, which was signed into law in May of 2010. This additional funding support is intended to improve the efficiency and availability of rural transit service throughout the state, making transit more accessible and more useful to the state's rural residents. Improving efficiency and availability requires finding common services connected to some or all providers within a region of the state and developing programs to share labor and capital resources associated with the common services.

This effort was led and managed through the Kansas Department of Transportation (KDOT) public transportation program unit. The study team consisted of KDOT representatives and the consulting team of Olsson Associates, SRF, and URS. The project was initiated in December of 2012 and spanned a two-year period culminating in the finding and recommendations described in this report. At the onset of the project, the consultant team—working with KDOT staff—outlined a step-by-step process that allowed the project to move forward in an orderly, efficient and productive way. The steps in this process are described in Volume I and identified below:

- Define and formalize transit service regions within the state
- Form stakeholder committees within each region
- Organize and conduct information gathering meetings in each region
- Collect data
- Establish project vision and goals
- Define/reconfirm needs within each region, and outline the consistent needs in all regions
- Identify the following:
 - Gaps in intra- and inter-regional communication
 - Gaps in intra- and inter-regional coordination of transportation
 - Mobility needs within and between each region
- Develop coordination strategies aimed at addressing the identified needs and issues
- Narrow the strategies to the most promising and appropriate relative to how each addresses the needs, feasibility for implementation, and cost
- Define a preferred action plan for each region

On the basis of current travel patterns, the state was divided into nine primarily rural-focused regions, which are the focus of this project, and a tenth urban region comprised of Douglas, Johnson, Shawnee, and Wyandotte counties. The current CTD boundaries will be adjusted to conform to the boundaries of the defined regions. As a result, the state will now consist of 10 CTDs compared to the original 15 CTDs. Within each region, stakeholder teams composed of transit providers, city and county officials, medical providers, and social agencies were created. Each stakeholder team and study team met four times over the course of the project. The project and regional boundaries were introduced in July and August 2013. Initial concepts were

presented in December 2013. . Refined concepts were discussed in April 2014. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers.

While specific strategies and elements have been tailored to each new CTD, and described in Volume II, some themes remained consistent across CTDs. These common elements across the regions will provide a consistent framework from which regions can interact with both KDOT and adjacent CTDs. Implementing elements such as regional governing and funding structures, dispatch linking providers, and mobility management creates a base systematic process from which jurisdictions and providers within the CTD can discuss, design, fund, and implement new regional services or strategies. Generally, these broad strategies that would be implemented in many CTDs can be described as the following:

- Regional routes – that allow multiple providers to coordinate, combine, and share trips, while preventing duplication
- Coordinated scheduling – that utilizes Global Position System (GPS), vehicle-based tablets, and scheduling software to provide providers with knowledge and details of other trips in their area
- Mobility management – that gives transit providers a regional resource to provide driver or rider training and that facilitates administrative transit connections between transit providers, employers, medical centers, and social agencies
- Regional governance structure – that provides a framework to make service and funding decisions related to regional transit, including oversight, financial participation, legal context, and regional branding
- Branding elements – that convey the connection between the provider, the CTD, and KDOT’s public transportation program to the public

Table ES - 1 illustrates KDOT’s preliminary allocation of funding for these strategies utilizing the increased state dollars as part of the T-WORKS Transit Program.

Table ES - 1 KDOT Match Allocation for Regional Strategies

Strategy		1 st Year		After 1 st Year	
		Federal/State	Local	Federal/State	Local
Coordinated Scheduling	Software / Hardware	100%	0%	100%	0%
	Personnel	80%	20%	80%	20%
Mobility Manager	Personnel and Administration	100%	0%	80%	20%
Intercity Services	Operations	70%	30%	70%	30%
	Capital	100%	0%	80%	20%

After holding the final round of stakeholder meetings in September 2014, the study team finalized details for proposed strategies of the nine CTDs. While each of the coordination strategies have experienced support and buy-in from stakeholders, some CTDs are closer to

implementing their coordination strategies than others. Figure ES - 1 displays the new CTD boundaries with the proposed regional routes, and Table ES - 2 summarizes each CTD's implementation plan.

Figure ES - 1 Proposed Regional Routes

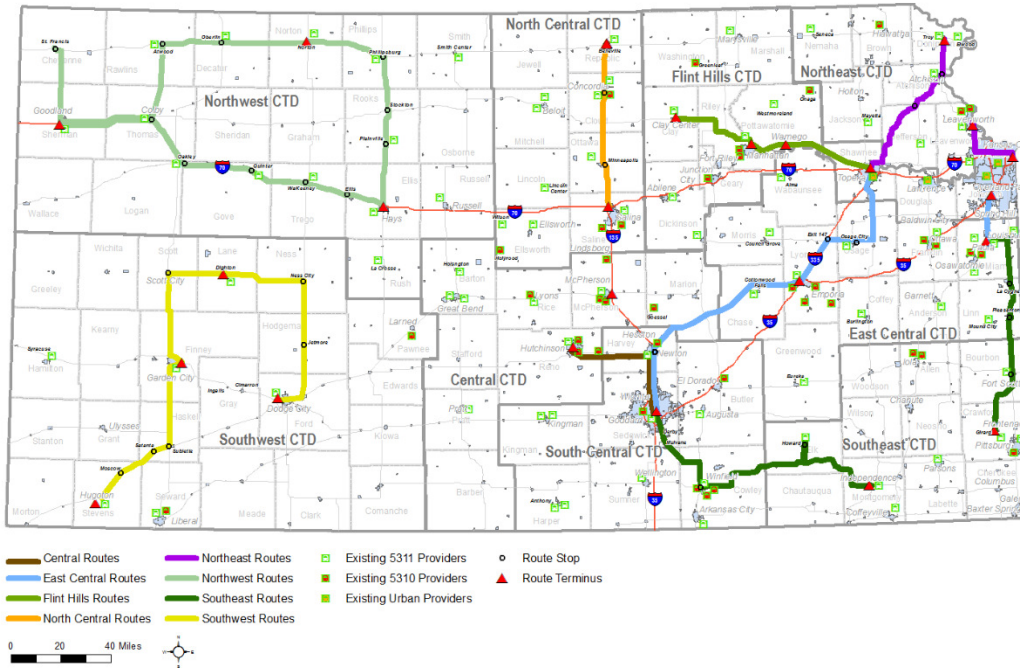


Table ES - 2 Implementation Plan Summary

Strategy	Immediate Next steps	Short Term (0 - 2 years)	Med. Term (2 - 5 years)	Long Term (5+ years)
Central CTD				
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Hutchinson to Wichita Inter-regional Route			✓	
East Central CTD				
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Emporia to Topeka Inter-regional Route			✓	
Emporia to Wichita Inter-regional Route			✓	
Paola to Kansas City Metro Inter-regional Route		✓		
Flint Hills CTD				
Regional Coordination Structure	✓			
Mobility Manager	✓			
Coordinated Scheduling		✓		

Strategy	Immediate Next steps	Short Term (0 - 2 years)	Med. Term (2 - 5 years)	Long Term (5+ years)
Flint Hills CTD contd.				
Manhattan to Wamego Intra-regional Route	✓			
Clay Center to Topeka Inter-regional Route				✓
North Central CTD				
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Belleville to Salina Intra-regional Route			✓	
Northeast CTD				
Regional Coordination Structure		✓		
Mobility Manager			✓	
Coordinated Scheduling				✓
Troy to Topeka Inter-regional Route				✓
Leavenworth to Kansas City Inter-regional Route				✓
Northwest CTD				
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Northern Intra-regional Route			✓	
Southern Intra-regional Route			✓	
South Central CTD				
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Southeast CTD				
Regional Coordination Structure	✓			
Mobility Manager	✓			
Coordinated Scheduling			✓	
Elk County Inter-regional Route		✓		
Girard to Paola Inter-regional Route				✓
Southwest CTD				
Regional Coordination Structure	✓			
<i>Make Intermediate Community Stops for Trips to Regional Centers</i>				
Strategy 1 (Modified) – Stevens County Transit	✓			
Strategies 11 and 12 – Lane County Transit	✓			
<i>Coordinated Scheduling/Dispatching</i>				
Strategy 8 – Limited to Stevens County Transit		✓		
<i>New Intercity Service</i>				
Strategy 5 - Garden City to Dodge City		✓		
Strategy 2 - Garden City to Liberal			✓	
Mobility Manager			✓	

VOLUME I – STRATEGIC PLAN

PROJECT PURPOSE AND NEED

The purpose of the KDOT Regional Transit Business Model Implementation project is to develop strategies for the provision of transit services throughout rural Kansas that will make the most efficient use of additional transit funding made available by the state legislature as part of the Transportation Works for Kansas (T-WORKS) transportation program. This additional funding support is intended to improve the efficiency and availability of rural transit service throughout the state, thus making transit more accessible and more useful to the state's rural residents. Improving efficiency and availability requires finding common services connected to some or all providers within a region of the state and developing programs to share labor and capital resources associated with the common services.

Passage of the T-WORKS program in 2010 ushered in a new approach to rural transit program management and operations across the state, as well as an enhanced funding plan to implement the desired changes. Historically, the 140 rural transit providers¹ across the state have planned and operated services independently, which in some locations has resulted in redundant service and/or missed opportunities for providing service to those without access. Connected with T-WORKS, the Kansas Department of Transportation (KDOT) and stakeholders throughout the state are developing and implementing a new approach of coordinated transit service which will:

- Allow more people in the state to have access to some level of transit service.
- Improve the efficiency and cost-effectiveness of the public and private investments in transit.
- Reduce the gaps and redundancies observed in the current approach to providing service.

T-WORKS has provided the financial opportunity to advance ideas of coordination beyond localized efforts, but it does not represent the beginning of the state's transit coordination efforts. Steady progress to advance coordination has been made since the effort was formalized by passage of the 1992 Kansas Coordinated Transit District Law. Having recognized the benefits of promoting and advancing rural transportation coordination strategies and opportunities, KDOT created Coordinated Transit Districts (CTDs) throughout the state for the purpose of providing an administrative structure for facilitating coordination and collaboration

¹ The combined number, as of this effort, of rural general public transit agencies funded by FTA's section 5311 program, and non-profit organizations that receive capital assistance through FTA's section 5310 program to serve the transportation needs of elderly persons and persons with disabilities in cases where public transit is inadequate or inappropriate.

between transit providers. In their current form, the CTDs have, in fact, improved administrative coordination among transit providers; however, they have been less successful in advancing operational coordination strategies.

In 2009, a governor-appointed task force made several recommendations on how to better address the philosophical inefficiencies of having many independent transit providers, yet still having underserved areas. These recommendations included one-call dispatching administered by one transit agency in each region, designation of transit jurisdictions, and allowing lead transit agencies to subcontract with other transit providers to provide transit coverage within their respective region. A small number of pilot projects that would begin addressing these recommendations were created through a partnership with KDOT, the Kansas Association of Counties, and the League of Kansas Municipalities, and with technical support from the University of Kansas Transportation Center (KUTC). These pilot breakthrough teams were located in the Southwest (Garden City area), the North Central (Salina area), and the Flint Hills (Manhattan area) CTDs.

While Kansas has nearly more public transit agencies than any other state², 22 counties still have no public transit service, and vast areas of most counties have no service or limited service outside the primary towns or cities. To increase the availability of rural transit throughout the state and to capture efficiencies from providers working together, a number of key elements needed to be addressed, including the following:

- The limited number of services, which are set by the funding jurisdictions and based on restrictions as to where they can expend local funds
- Presence of counties and areas underserved by rural transit, or with no access to rural transit
- Difficulty of inter- and intra-provider communication regarding linking passenger trips and sharing long-distance trips
- Lack of a regional model to fund and implement regional transit services
- Disconnect between those seeking or needing goods and services and the providers of those goods and services
- High cost of providing transit across longer distances within areas of low population density
- Presence of multiple providers, each with their own policies, fares, and service areas, making it difficult for passengers to determine which ones to use; uncoordinated services; non-uniform policies and procedures

² As determined by FTA's FY 14 Section 5311 Rural Area Formula Calculations. Kansas was third (89 5311 agencies), behind North Carolina (107) and California (159).

www.fta.dot.gov/documents/NTD_Section_5311_data_for_website.xlsx . Accessed 12/30/2014

- Presence of duplicative services in certain areas; uneven distribution of transit across the state; multiple providers providing some duplicative service in some areas; no or very little access to transit in other areas

To address the key elements, the following process was developed and advanced to create a strategic plan.

- Developed an understanding of the transportation needs for each county, each region, and for the state
- Designed intra- and inter-regional services aimed at addressing those needs
- Developed regional centralized dispatching strategies to support the regional services
- Developed a management structure to support the administrative requirements associated with regional service strategies
- Developed a governance model tailored to each region that incorporates statewide governance requirements
- Estimated costs for regional coordination strategies
- Developed regional short-range transit operation plans and long-range capital improvement plans
- Developed a statewide brand for the regional coordination effort

This process resulted in the creation of an underlying system structure—specific to each region—that formally engages the 5311 transit providers in Kansas to deliver coordinated transit service throughout their regions.

PROJECT APPROACH AND PROCESS

This effort was led and managed through the Kansas Department of Transportation (KDOT) public transportation program unit. The study team consisted of KDOT representatives and the consulting team of Olsson Associates, SRF, and URS. The KDOT Regional Transit Business Model Implementation project was initiated in December of 2012 and spanned a two-year period, culminating in the findings and recommendations described in this report. At the onset of the project, the study team outlined a step-by-step process that allowed the project to move forward in an orderly, efficient, and productive way. The steps in this process are identified below:

- Define and formalize transit service regions within the state
- Form stakeholder committees within each region

- Organize and conduct information gathering meetings in each region
- Collect data
- Establish project vision and goals
- Define/reconfirm needs within each region, and outline the consistent needs in all regions
- Identify the following:
 - Gaps in intra- and inter-regional communication
 - Gaps in intra- and inter-regional coordination of transportation
 - Mobility needs within and between each region
- Develop coordination strategies aimed at addressing the identified needs and issues
- Narrow the strategies to the most promising and appropriate relative to how each addresses the needs, feasibility for implementation, and cost
- Define a preferred action plan for each region

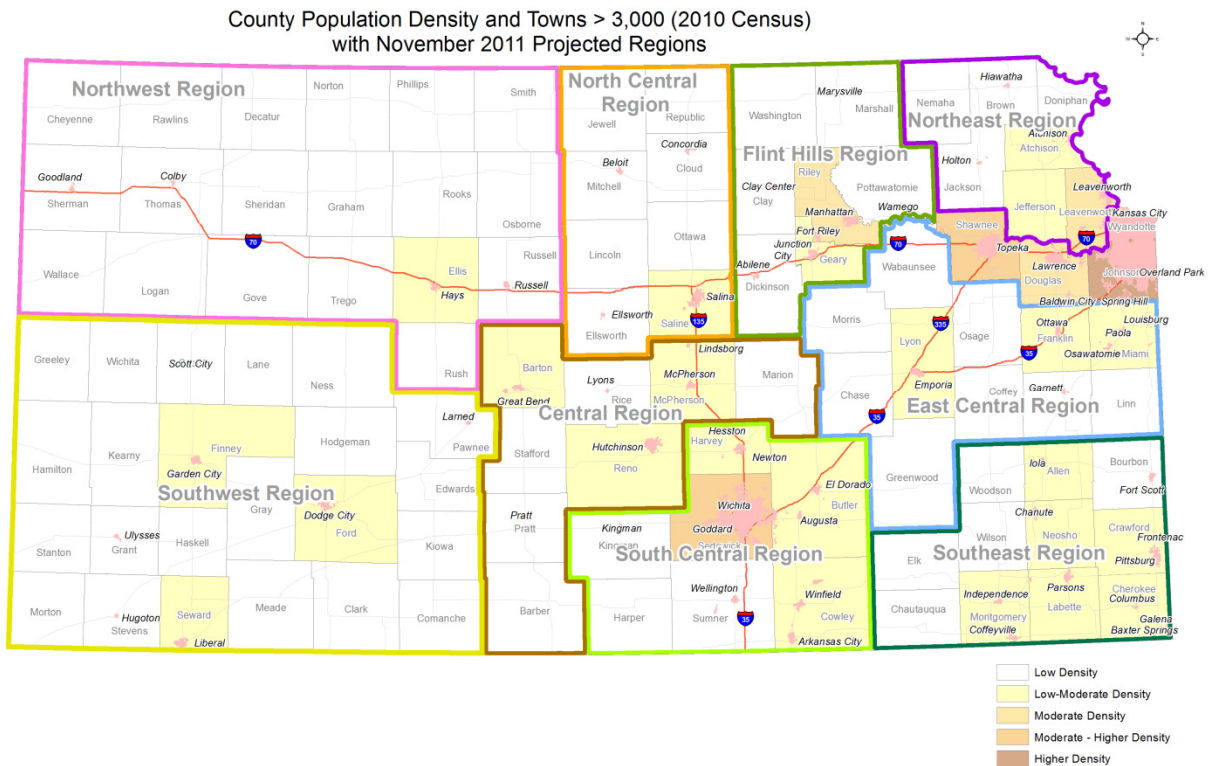
These steps are described in greater detail in the following sections.

CREATION AND FORMALIZATION OF REGIONS

The basis for regionalizing coordination efforts is to increase efficiency and communication and to reduce duplication of trips and services among providers within a geographic area that has common trip destinations and trip patterns.

The initial boundaries of the regions were influenced by CTD boundaries and regional boundaries defined in previous regionalization efforts. The CTD boundary structure across the state was based on an administrative structure of many of the associated agencies such as area Agencies on Aging, county boundaries, and Community Development Disability Organization areas. An initial step in the on-going regionalization project was to evaluate the individual CTD boundaries and make appropriate adjustments to better reflect commuter flows, population densities, and travel sheds for medical and retail areas, while retaining the county boundary element of the administrative structure. Population density, created from 2010 U.S. Census data (with hospital facilities), is presented in Figure I-1. There is generally one population cluster in each region.

Figure I-1 County Population Density



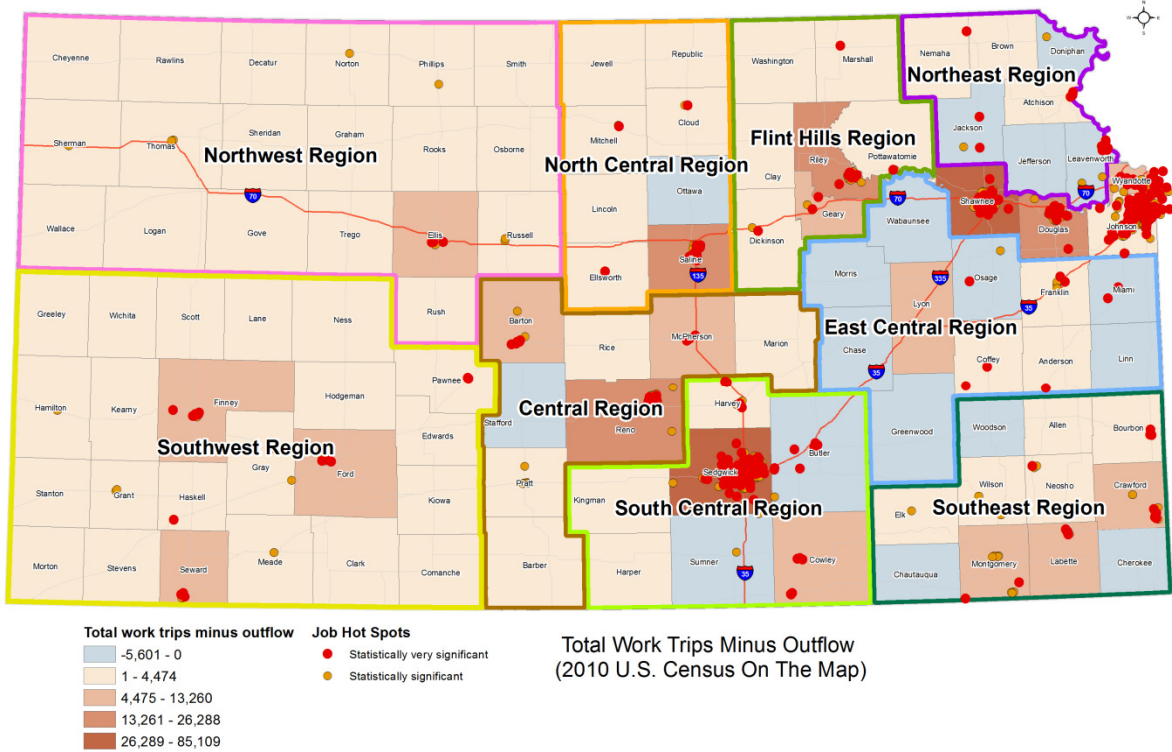
Work trip data was downloaded from the U.S. Census' OnTheMap website³. This site utilizes Longitudinal Employer Household Dynamics (LEHD), which combine federal and state administrative data on employers and employees with the Census Bureau data, and describe the number of commuters going from one designated county or place to another. This data is expressed in Figure I-2 and Figure I-3 as the total number of employees commuting to or working within a county, minus the workers living in the county and commuting to another.

In addition, an ArcGIS "hotspot analysis" was performed using Census Tract-level data from OnTheMap to identify locations having a statistically significant number of jobs compared proportionately to the sum of all features in the data set.

Each analysis is displayed in Figure I-3, against the projected regions identified by KDOT in November 2011. The blue counties represent net exporters of workers, while the deepening shades of red indicate counties with higher numbers of employees either commuting to or working in that county.

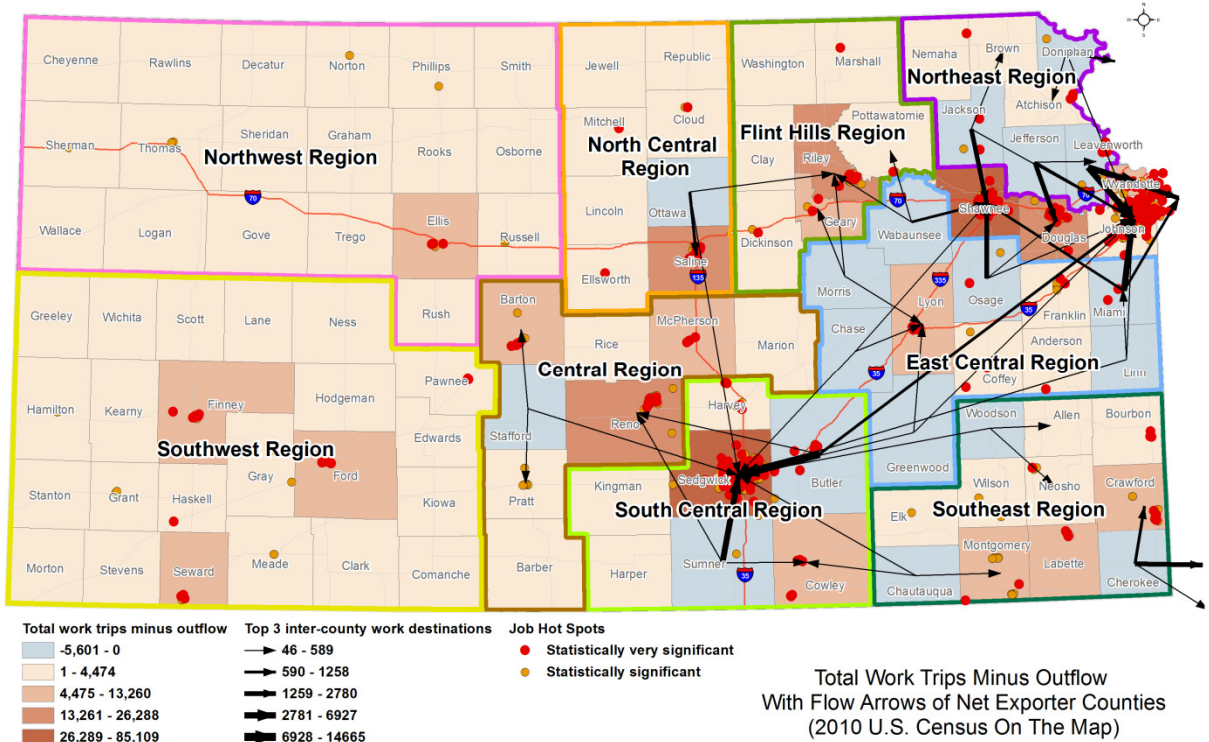
³ <http://onthemap.ces.census.gov/>

Figure I-2 Total Work Trips minus Outflow



As Figure I-2 displays, several clusters of the net exporting counties are present in multiple regions on the eastern portion of the state. The flow from these counties was examined to determine whether work flows primarily remained in the region or flowed outside the region. These flow arrows are displayed in Figure I-3.

Figure I-3 Flow Arrows of Net Exporter Counties



There were also some discussions on dividing up some of the larger regions, particularly the Northwest and Southwest regions. But after further examination of internal trip patterns and discussions regarding transit providers' experiences and current transit trip patterns, it was determined the regions would be better served by their defined boundary prior to separation.

As the regionalization effort progresses and evolves, boundaries may change if trip patterns shift after regionalization is fully realized. Regardless of the proposed regional boundaries, the nature of rural transit service and the dispersed geographical distribution of employment centers, medical facilities, and other trip attractions imply that certain transit trips will regularly cross regional boundaries.

Following this evaluation, the state was eventually divided into nine primarily rural-focused regions, which are the focus of this project, and a tenth urban region comprised of Douglas, Johnson, Shawnee, and Wyandotte counties. The current CTD boundaries will be adjusted to conform to the boundaries of the defined regions. As a result, the state will now consist of 10 CTDs compared to the original 15 CTDs.

Figure I-4 shows the current CTD structure and Figure I-5 displays the final modified CTD boundaries serving as a basis for designing and implementing the KDOT Regional Transit Business Model Implementation project.

Figure I-4 Current CTD Boundaries

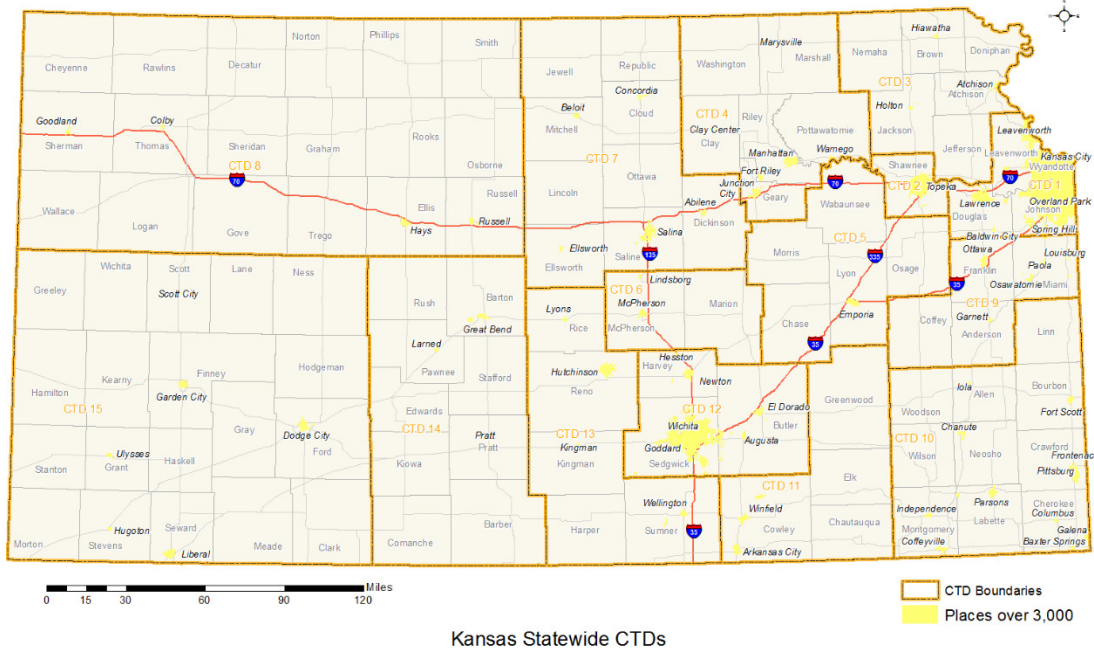
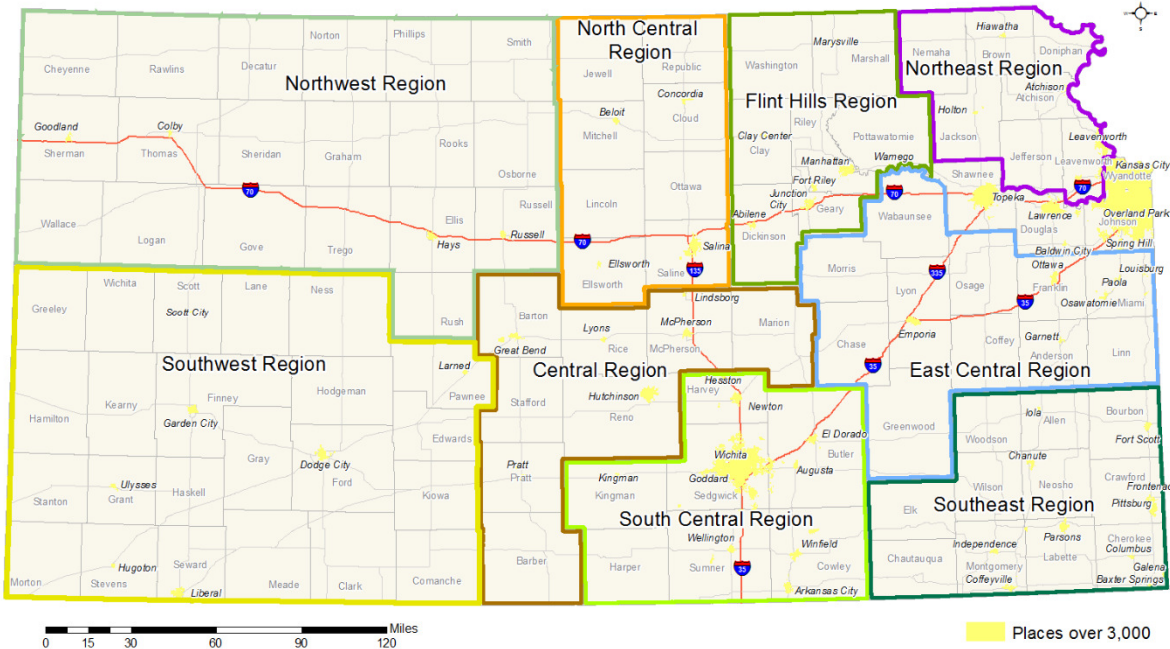


Figure I-5 Regional Boundaries for KDOT Regional Transit Business Model Implementation



PROJECT VISION AND GOALS

Through the process of carrying out the KDOT Regional Transit Business Model Implementation project, a vision was created that summarized the overall purpose of the effort and formed a basis for which the project goals were developed. The vision statement was created after a significant amount of data collection and discussions with stakeholders about the needs and challenges of providing transit and mobility in their respective service areas. The vision statement also spoke to the general goal described by the legislation that provided the impetus for embarking on this regional transit coordination effort.

PROJECT VISION

- Maintain quality of life for individuals; allow them to stay within their current communities
- Improve efficiency and effectiveness of transit service so more Kansans can be served

To support the project vision, four goals (below) were defined that would support the vision statement and were within the boundaries of a broad, statewide effort. As the project moved forward, specific goals would provide the context for selecting which needs would be addressed, and with what strategies.

- Increase the level of communication, cooperation, and coordination among existing providers
- Increase/enhance level of connectivity between activity centers (i.e., cities, major employers, major medical)
- Increase awareness and perception of transportation services (mobility management, transit service characteristics, etc.)
- Identify mechanisms for expanding service

UNDERSTANDING REGIONAL TRANSPORTATION ISSUES

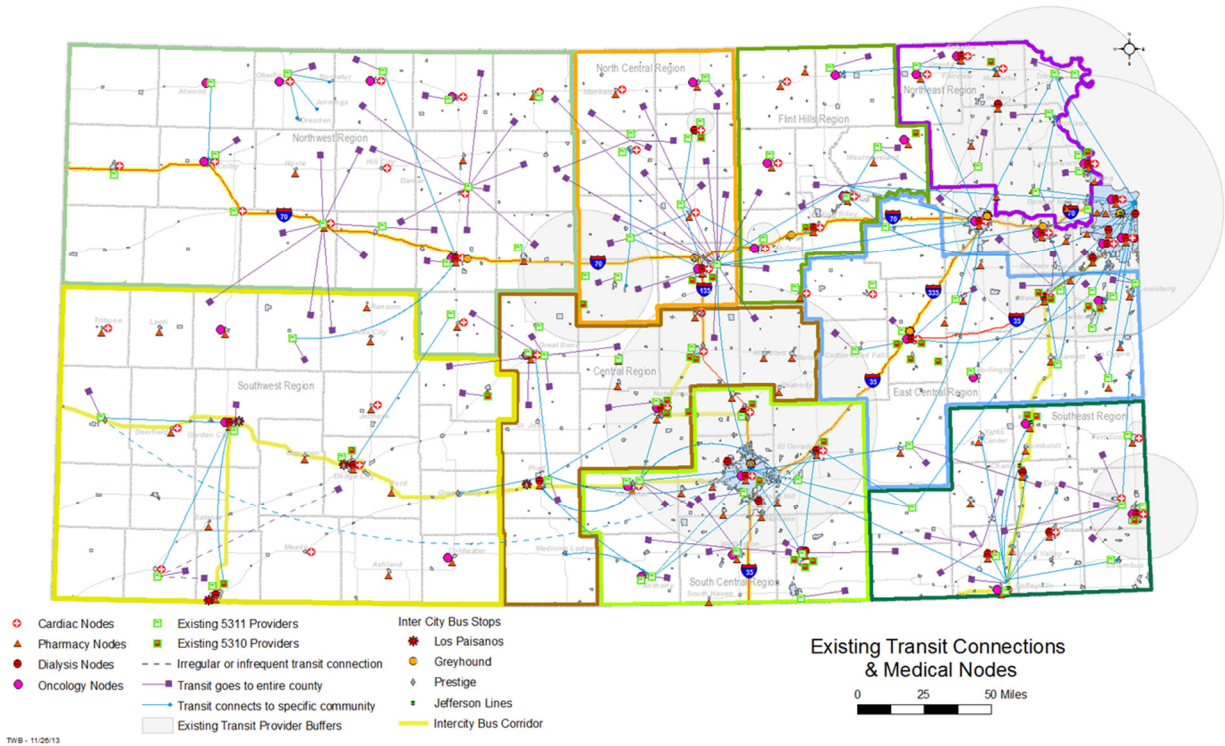
To better understand the range of capacity and operations for the public transit (5311) provider agencies, a survey was administered. The survey included questions regarding service area, service hours, ridership, trip costs, maintenance procedures, scheduling/dispatching procedures, and, perhaps most importantly, experience with regional coordination. Specific survey results for each transit provider can be viewed in Volume II's CTD specific plans. The complete survey questionnaire for each CTD is provided in Appendix A.

Generally, a number of service characteristics and issues surfaced as a result of the survey responses. Some of the more predominant service characteristics and emerging coordination issues included the following:

- Several agencies provide travel outside of their city or county while others are restricted to jurisdictional boundaries. Geographical boundaries and restrictions are mostly governed by the local body overseeing the agency (e.g., city council or county commission).
- Many agencies also provide service to distant cities for special medical procedures such as dialysis.
- Most agencies are operating at 50 to 100 percent of their fleet capacity.
- Most agencies provide weekday service only, but many agencies would be interested in providing weekend service if funding were available.
- Maintenance procedures typically include pre- and post-trip inspections and routine maintenance based on manufacturer's guidelines and KDOT recommendations.
- Most demand-response services require a 24-hour reservation for rides, but many will also accommodate same-day requests if capacity is available.
- Most demand-response services require cancellations at least a couple of hours before scheduled pickup.
- Most agencies have a no-show policy in place. A typical no-show policy initiates a 30-day suspension from service after two or three no shows.
- A minority of agencies have been practicing limited coordination with other agencies. This limited coordination seems to have resulted in successful fulfillment of client needs through cross-jurisdictional geographies. For the most part, agencies seem somewhat reluctant to work with other regional providers for fear of losing a degree of control over the service they provide their clients.
- Agencies cited funding, geography, jurisdictions, and policy issues most frequently as barriers to coordination.

Figure I-6 shows the communities currently served by transit agencies, as well as existing transit connections and important medical destinations, or “medical nodes.” This map was developed using data from self-reported surveys, interviews and facilitated discussions with transit providers, and information published on agency websites.

Figure I-6 Existing Transit Connections & Medical Nodes



Engagement of regional stakeholder groups provided invaluable input and insight into the following:

- Determination of regions based on transit markets
- Creation of a coordination model and transit approach that is specific to each CTD and development of strategies for meeting customer needs
- Determination of logistics of governance, local funding, staffing, vehicle maintenance, and policies for riders

For the first round of meetings, stakeholders—including transit providers, local- and county-level officials, and representatives of other human service organizations—were invited for a working session to discuss the needs and service gaps for public transit and human services transportation in their respective CTDs. The study team completed the initial round of regional stakeholder meetings between late July and the month of August 2013 in each CTD around the state. At each of the meetings, discussion centered on unmet customer needs and service/operations gaps that providers encounter in their areas. In early December 2013, stakeholders were invited to the second round of regional meetings to review the results of the needs survey and discuss CTD-specific strategies to address locally identified needs and service gaps in their CTDs. A third round of meetings took place in the spring of 2014, at which

time more-developed coordination strategies were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers.

CONSISTENT CONCEPTS ACROSS CTDs

While specific strategies and elements have been tailored to each new CTD, some themes have remained consistent across CTDs. These common elements across the regions will provide a consistent framework from which regions can interact with both KDOT and adjacent CTDs. Implementing elements such as a regional governing and funding structures, dispatch linking providers, and mobility management creates a base systematic process from which jurisdictions and providers within the CTD can discuss, design, fund, and implement new regional services or strategies. Generally, these broad strategies that would be implemented in many CTDs can be described as the following:

- Regional routes that allow multiple providers to coordinate, combine, and share trips, while preventing duplication
- Coordinated scheduling that utilizes Global Position System (GPS), vehicle-based tablets, and scheduling software to provide providers with knowledge and details of other trips in their area
- Mobility management that gives transit providers a regional resource to provide driver or rider training and that facilitates administrative transit connections between transit providers, employers, medical centers, and social agencies
- A regional governance structure that provides a framework to make service and funding decisions related to regional transit, including oversight, financial participation, legal context, and regional branding
- Branding elements that convey the connection between the provider, the CTD, and KDOT's public transportation program to the public

REGIONAL ROUTES

Establishing regional routes addresses the need to link local service and inter-regional service. Regional routes could potentially support other primary needs in each CTD including increasing the awareness and perception of transit service and the need to provide "some level of service" in counties presumably without service.

After compiling data from provider surveys, phone conversations, and in-person conversations with transit providers, it was made clear there are multiple providers in each CTD offering long-range trips to regional centers such as Colby, Dodge City, Emporia, Garden City, Goodland, Hays, Hutchinson, Independence/Coffeyville, Manhattan, Salina, Topeka, Wichita, and the Kansas City metro area. This duplicative service presents an opportunity to help each provider's

operations become more efficient by offering a regional route alternative. Establishing a regional route allows providers the option to drop off passengers at designated transfer stops. Providers currently making the long-distance trips have the ability to limit their operating expenses and refocus their efforts on providing local trips within their local service area. Some providers respond to the long distances, high costs, and relatively low passenger numbers by either not offering the service at all or by limiting the service to residents of the funding jurisdiction.

Alternative inter-city services are available throughout the state including Greyhound Lines, Inc., the BeeLine Express, Jefferson Lines, and the Los Paisanos inter-city bus services. Greyhound offers service through Wichita, Emporia, Topeka, and Lawrence, Kansas; and Kansas City, Missouri. The route structure, limited frequency, few “same-day return” options, and relatively high fares of these existing inter-city services limit these services’ use for medical appointments, social outings, employment, education, shopping trips, or other short-term visits.

The following regional route concepts were identified by stakeholders as a need, and service characteristics, population projects, and costs were developed for each:

Central CTD

- Hutchinson to Wichita Route, operating along US-50 and I-135; stopping in Newton en route to Wichita

East Central CTD

- Emporia to Topeka Route, operating along I-335 east toward Osage City and northward toward Topeka following US-75
- Emporia to Wichita Route, operating southwest along US-50, stopping in Newton and continuing south along I-135 to Wichita
- Paola to Kansas City Metro Route, operating along KS-7, stopping in Spring Hill before arriving in southern Olathe

Flint Hills CTD

- Wamego to Manhattan Route, operating along mostly US-24 between Highland Community College in Wamego and stopping at multiple destinations in Manhattan including Kansas State University, Dillon’s grocery store, and the Manhattan Town Center

North Central CTD

- Belleville to Salina Route, operating along US-81 and stopping at Concordia, Minneapolis, and the Highway 24 junction before ending in Salina

Northeast CTD

- Troy to Topeka Route, operating along K-7, US-59, and K-4 with a stop in Atchison before ending in Topeka

Northwest CTD

- Northern Route, operating westbound and eastbound alignments originating in Norton. (The westbound route follows US-36, KS-25, and I-70 and stops in Oberlin, Atwood, and Colby before ending in Goodland. The eastbound route follows US-36 and US-183, stopping in Phillipsburg, Stockton, and Plainville before ending in Hays.)
- Southern Route, operating a bi-directional alignment primarily along I-70, connecting St. Francis, Goodland, Colby, Oakley, Quinter, WaKeeney, Ellis, and Hays

Southeast CTD

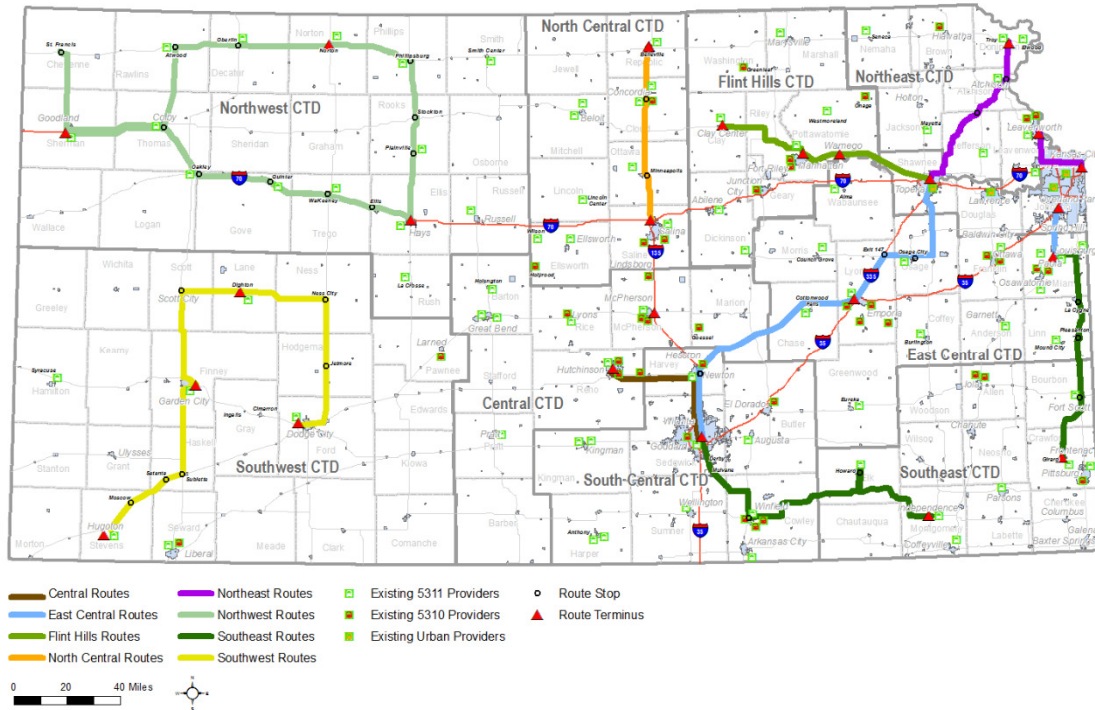
- Expanding capacity for Elk County's current coordination effort with Four County Mental Health and SEK-CAP to provide more opportunities for connections to Winfield and Wichita

Southwest CTD

- Enhancement of current service to Garden City and Dodge City from Stevens County and Lane County by providing stops in "intermediate" communities along current service routes. (This concept would not add significantly to the overall regional service mileage, but would provide service to residents in Moscow, Satanta, and Sublette via Stevens County Transit and Ness City and Jetmore via Lane County Transit, none of whom presently have access to service. In addition, residents in Scott City would be provided additional/enhanced service to Garden City via Lane County Transit.)
- New "triangle" regional service between Garden City-Dodge City-Liberal, with stops at each of the smaller communities along routes between each of the regional centers

Refer to Figure II-6 for the alignments of the proposed regional routes.

Figure I-7 Proposed Regional Routes



Most routes are expected to stop at a dedicated location along the alignment and drop off or pick up riders at multiple locations within the activity center.

COORDINATED SCHEDULING

Coordinated scheduling or dispatching can be an important component to a successful coordination strategy among rural transit agencies in Kansas. Coordinated scheduling or dispatching is the utilization of scheduling and routing software paired with GPS-enabled in-vehicle tablets to efficiently assign and route passengers on the most optimal trip. The technology can be used by one agency to schedule trips on their own vehicles, or it can be used in conjunction with other agencies to assign passengers via the software to vehicles operated by the other agency. Varying degrees and varying levels of scheduling/dispatching centralization can be considered. Once the basic infrastructure has been installed within agencies and vehicles, transitioning between the different degrees of centralized scheduling would require minimal investment. Electing to have one agency dispatch for another agency would also require minimal additional investment. Three options have been described to the CTDs:

- Option 1 – Focusing centralized scheduling efforts to regional or long-distance trips
- Option 2 – Each provider scheduling their trips using the centralizing scheduling system and dispatching their own vehicles, but allowing multiple providers to see each other’s trips, making coordination and trip chaining easier
- Option 3 – Scheduling all trips through a centralized call number that assigns the trip to the appropriate agency

Most of the CTDs throughout Kansas indicated a desire to pursue coordinated scheduling and dispatching at the level of Option 1 or Option 2. Even though these levels would continue having each agency as the primary scheduler and dispatcher for their customers and vehicles, a single agency in the CTD would still be designated to administer the contract with the technology vendor. This single-vendor model for each CTD would allow dynamic interaction between the trip and vehicle schedules of multiple agencies within the CTD and could allow—at each agency’s discretion—dispatching and scheduling services to be contracted to other agencies.

Through discussions with stakeholders and at regional meetings, the following providers in each CTD have indicated a willingness and ability to serve as a point agency to administer the coordinated scheduling software.

Central CTD

Reno County Area Transit (Rcat) is willing to serve as a point agency to administer the coordinated scheduling software for the Central CTD.

East Central CTD

Lyon County Area Transit (Lcat) is willing to serve as a point agency to administer the coordinated scheduling software for the East Central CTD, but Coffey County and Louisburg Senior Center have expressed interest in learning more about employing the coordinated scheduling software.

Flint Hills CTD

Flint Hills Area Transportation Agency (FHATA) is willing to serve as a point agency to administer the coordinated scheduling software for the Flint Hills CTD.

North Central CTD

OCCK is willing to serve as the point agency to administer the coordinated scheduling software for the North Central CTD, with Mitchell County (Solomon Valley), and Concordia Senior Citizens Center possibly serving as partner agencies.

Northeast CTD

Implementing coordinated dispatch in this CTD may be a long-term strategy, dependent on regional transit providers evaluating their technical capacity and transit demand of their

agencies. Nemaha County Transit is willing to serve as a point agency to administer the coordinated scheduling software for the Northeast CTD, although they lack facility space for any additional dispatching elements.

Northwest CTD

ACCESS has indicated a willingness to serve as a point agency to administer the coordinated dispatching software for the Northwest CTD, although they are currently limited in facility space for additional dispatching elements.

South Central CTD

Wichita Transit is willing to serve as a point agency to administer the coordinated scheduling software for the South Central CTD, and they indicated they do have facility space for additional dispatchers, if necessary. A variety of coordinating scheduling software is used by providers within the CTD. Any implementation of regional coordinating software would have to incorporate either adoption of a single software or protocols that would allow dynamic interface between different software vendors.

Southeast CTD

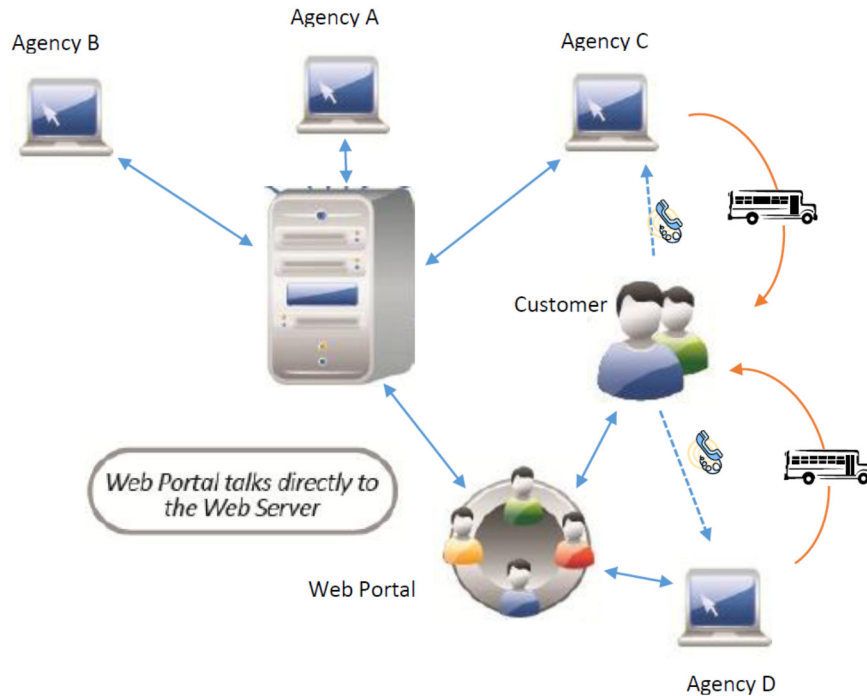
SEK-CAP is willing to serve as a point agency to administer the coordinated scheduling software for the Southeast CTD, and they indicated they do have the facility space for additional dispatchers, if needed.

Southwest CTD

Finney County Transit is the most logical of the current providers in the region to serve as a central hub for scheduling and dispatching. Of the six public transit providers in the region, only Dodge City and Stevens County have expressed interest in centralized scheduling and dispatch. Currently, Finney County Transit is providing scheduling and dispatch service to Dodge City.

Figure I-8 illustrates the structure of a basic centralized scheduling system that would support the scheduling of regional trips involving more than one provider.

Figure I-8 Centralized Scheduling of All Trips



MOBILITY MANAGEMENT

Roles and Responsibilities of a Mobility Manager

The concept of mobility management is built on the principle of coordination to maximize efficiency. A common responsibility of a mobility manager is to identify and collaborate with each and all of the transportation providers in one or more regions. At the customer level, mobility managers can serve as a clearinghouse for all available transportation services in their respective CTDs. The mobility manager has access to the range of options and schedules for travel and is charged with the responsibility to assist customers in securing the appropriate transportation service for their needs. In some cases, this may involve actually scheduling the trip on behalf of the customer with the appropriate provider(s). The mobility manager will also be able to provide information regarding service costs and service policies.

At the system or organizational level, the mobility manager would be responsible for working within the service area to identify gaps and help to close those gaps by facilitating inter-organizational agreements and relationships, such as between transportation providers, major employment and medical providers, and cities or counties; identifying additional resources; or bringing additional transportation partners together. Mobility managers might work at a community, county, or regional level to help improve transportation services.

To reach a cost-efficient level of service that also meets customer needs, the American Public Transportation Association has outlined three main goals of any mobility management professional⁴:

- 1) Creating partnerships between a diverse range of community organizations (public, private, non-profit, for-profit, etc.) to ensure that transportation resources are coordinated effectively
- 2) Using these partnerships to develop and enhance travel options for customers in the community or CTD
- 3) Developing ways to effectively communicate those options to the public to inform customers' decision-making, focusing on enhancing customer service

Funding and Administering a Mobility Management Position

A myriad of models can be applied to funding mobility managers in rural areas. KDOT has committed to funding a mobility manager position within each CTD at 100 percent for the first year, and then 80 percent for subsequent years. The local match can be generated through funding agreements either directly with a regional coordination board, or indirectly through multiple transit agencies, cities, and counties through an agreed-upon formula. The overall cost of the position—including salary, benefits, and administration—may be lower if the position is hired through an existing organization such as a transit agency or city or county government. In this scenario, even though a single agency may have “hired” the mobility manager, funding, duties, and oversight for the position could come from a regional coordination board made up of regional representatives.

Stakeholders at regional meetings discussed possible organizations that would house a mobility manager for their CTDs. In addition, conversations were held with those organizations to determine their ability and willingness to house a regional mobility manager.

Central CTD

Rcat has indicated a willingness and ability to house the mobility manager on a contractual basis. This arrangement is suitable to several other transit providers in the Central CTD.

East Central CTD

Lcat has indicated a willingness and ability to house the mobility manager on a contractual basis. This arrangement is suitable to several other transit providers in the East Central CTD.

⁴ Wichman, Chris. “What Does a Mobility Manager Do All Day?” Kansas RTAP Fact Sheet.

Flint Hills CTD

The mobility manager for the Flint Hills CTD would be based out of the Flint Hills Regional Council. The Flint Hills Regional Council overlaps with portions of both the Flint Hills CTD (Riley, Pottawatomie, and Geary counties), and the East Central CTD (Chase, Lyon, Morris, and Wabaunsee counties). As such, this position would be responsible for mobility management with the Flint Hills (transit) CTD, although it would be expected to coordinate with mobility management in other CTDs.

North Central CTD

OCCK, Inc. has indicated a willingness and ability to house the mobility manager on a contractual basis. This arrangement is suitable to several other transit providers in the North Central CTD.

Northeast CTD

Nemaha County Transit has indicated a willingness to house the mobility manager on a contractual basis. This arrangement is suitable to several other transit providers in the Northeast CTD.

Northwest CTD

ACCESS Transportation has indicated a willingness and ability to house the mobility manager on a contractual basis. This arrangement is suitable to several other transit providers in the Northwest CTD.

South Central CTD

Wichita Transit has indicated a willingness and ability to house the regional mobility manager on a contractual basis. This position would focus on mobility management issues throughout the South Central CTD, while also working with Wichita Transit's dedicated mobility manager.

Southeast CTD

SEK-CAP has indicated a willingness and ability to house the regional mobility manager on a contractual basis. This arrangement is suitable to several other transit providers in the Southeast CTD.

Southwest CTD

It is most logical that Finney County Transit provide office facilities and support for the Southwest CTD mobility manager. The Southwest CTD is a self-described "frontier" rural area of the state and presently has only three public agencies that provide inter-city service. If the focus of the mobility manager is on coordinating and enhancing outreach for inter-city (regional) trips, there is not presently enough need/demand to support a full-time position. Presently, both Finney County Transit and Dodge City Transit employ a mobility manager who addresses local

service needs. Advancement of the mobility manager concept in the Southwest CTD is likely most effectively addressed through working with one (or both) of the current managers to divide regional duties.

A sample job description and job advertisement for the regional mobility manager position can be viewed in the April regional meeting package for each of the CTDs located in Appendices B through J.

GOVERNANCE

Planning and concept design for enhancing the level of coordination between the public and human services transportation providers has been addressed for the entire state. With that being said, the coordination plan must have flexibility in the overall concept to reflect the differences in needs and opportunities that exist not only across the state, but also within designated CTDs. Concepts recommended across the state range from coordinating schedules for shared rides between communities, to centralizing dispatching, to a much more simplified program of allowing agencies that provide inter-city service to stop in communities along their path to pick up passengers who currently do not have access to service. The intent of the proposed concept is to allow the coordinated services setup to differ between CTDs, but to still have a consistent organizational framework across each CTD.

Integral to the regionalization concept is establishing a framework that promotes communication between elected officials, local and regional transportation providers, and agencies managing access to services that require clients to travel from their homes. To promote communication and decision-making regarding services, it is proposed that each CTD will have an active forum (a working title of Regional Public Transit Coordination Association is proposed) for elected officials, local transit providers, and other stakeholders to talk about and act upon service coordination that is appropriate for their particular population.

Regional Public Transportation Coordination Association

Organizational Structure

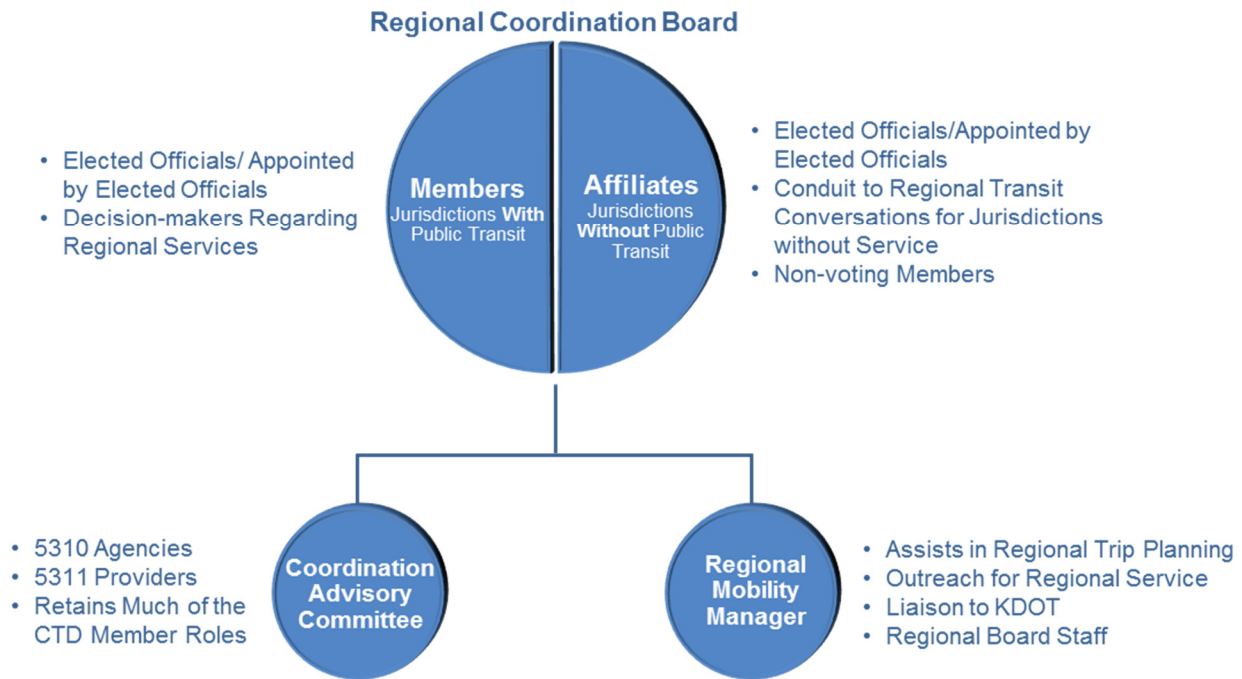
The Regional Public Transit Coordination Association would be comprised of three components:

- A Regional Public Transit Coordination Board
- A Coordination Advisory Committee
- Staff - The staff function would primarily be composed of a regional mobility manager

Regional Public Transit Coordination Board

The proposed role of the Regional Public Transit Coordination Board is to provide a forum for officials/representatives from the range of jurisdictions in each CTD to discuss and advance the coordination plan developed for their CTDs. The concept proposed at this point is that each county would be provided the opportunity to participate with representation on the coordination board. Counties have initially been proposed as the geographic entity as they reflect the jurisdictional level that would provide continuous geographical coverage of the CTD, assuming all counties choose to participate. Selecting board representation from municipalities leaves the question on the table about who provides the voice for people in rural areas (outside a town), and it also creates the potential for a very large body to organize. Establishing representation at the county level addresses both of the listed concerns.

Figure I-9 Regional Public Transit Coordination Association Organizational Chart



Not all counties across the state participate in providing funding for public transportation; therefore, stratified board membership is proposed to allow those jurisdictions that provide funding to have a greater voice in setting the coordination direction for the CTD. Representation on the board is proposed as follows:

- **Members** – Elected or appointed officials representing counties, municipalities, or other agencies contributing public local match funds to provide *public* transit service as part of the KDOT program. Each jurisdiction or organization contributing local funds would be allotted one board position. Board members would be responsible for setting the direction for *coordinated* services within the CTD, which would cover the following:

- Inter-city trips that are provided by an existing transit service. The board's role would be to encourage the service agency to investigate coordination opportunities with jurisdictions (counties or communities) intermediate of the origin and destination. In some cases, this may include a public transit provider that self-generates their local match to provide public transit service. The board would be tasked with providing KDOT advisory input as to whether adequate efforts were made to coordinate service.
- New inter-city, inter-county, or inter-regional service. The board would be responsible for encouraging and evaluating new service concepts for coordinated inter-city and/or inter-regional service and for providing KDOT with a recommendation whether a concept is:
 - Consistent with the regional transit coordination plan
 - Financially viable

Since not all board members would likely have a financial stake in all concepts, input to KDOT would be advisory.
- Policies and procedures for coordinated scheduling between transit service providers, such as regionalized/centralized dispatching.
- **Affiliate Members** – Elected officials or their designees from counties that do not offer transit service and counties with transit service that is not part of the KDOT program. Affiliate members would participate for four primary reasons:
 - Learn about the benefits of public transportation
 - Learn what resources are available should they decide to begin offering service
 - Meet potential partners with whom they could pool resources to provide service
 - Learn about the local costs associated with transit provision
- **Ex Officio Member** – A KDOT representative would function as a non-voting board member and provide technical guidance and direction.

A chair would be elected on a periodic basis (to be determined) from the membership of the Regional Public Transit Coordination Association. Members of the committee would nominate from their ranks and cast votes for the chair. The chair would call the meetings, set the agenda, and assemble the Regional Public Transit Coordination Association budget. The primary budget item for the association would be the cost of supporting the position of mobility manager. The roles and responsibilities of this position are outlined in a later section of this volume. Alternative concepts for how to implement and manage the mobility manager position have been discussed, and from this, the following recommendations describing how the mobility manager position would be attached to the proposed board were developed:

- The position of regional mobility manager is intended to provide support for residents throughout the CTD. Thus, the position needs to have a connection to representatives

from each of the jurisdictions with and without service and not be “attached” to any one agency, municipality, county, etc.

- The regional mobility manager is proposed as a position that requires local matching funds (20 percent of the cost) to the KDOT allocated grant. Thus, the position should report to the group responsible for providing the local matching funds.
- Membership of the board will likely change over time as elected officials from member jurisdictions change. The regional mobility manager would be an orientation resource for new members. Thus, the regional mobility manager would need to have firsthand knowledge of the proceedings of the board.

It is expected that a regional mobility manager position will be developed for each CTD; therefore, a budget and dues collection format must be established. The expectation is that KDOT resources will be used to subsidize the association and board activities; as with most other grant programs, however, local matching funds will be required.

Coordination Advisory Committee

The proposed Coordination Advisory Committee would essentially mirror the current CTD committee concept, with representatives from transportation and human service providers from across the CTD. The Coordinated Advisory Committee would provide the following:

- A forum for providers to discuss regional transportation needs, coordinated service opportunities, requests from the Regional Public Transit Coordination Board for input on new or consolidated service, and information sharing
- A group experienced in providing transit service that could design and implement coordination ideas developed through Regional Public Transit Board discussions
- An avenue to others that could assist in troubleshooting of software/hardware issues
- A centralized group for KDOT to meet with to disseminate information and to collect input

The Coordinated Advisory Committee would be comprised of the following members:

- A representative from organizations participating in the 5310 funding program
- A representative from organizations participating in the 5311 funding program
- Ex Officio Member – A KDOT representative to function as a non-voting member and provide technical guidance and direction

Consistent with the current CTD organization, the Coordination Advisory Committee would elect a chair who would be responsible for leading meetings and be the point of contact for the coordination board.

Regional Mobility Manager within Governance Structure

Responsibilities of the regional mobility manager are proposed to include:

- Assisting patrons with trip planning
- Providing outreach of service availability
- Acting as the primary conduit between users or jurisdictions desiring to provide, but which do not currently provide, public transit and agencies that may be able to provide service
- Providing support to the Regional Public Transit Coordination Association by assisting the association's chair with activities such as assembling the association's budget, drafting agendas, providing support at meetings, and compiling and distributing meeting minutes and materials related to Regional Public Transit Coordination Association's meetings and activities

While it is proposed that the regional mobility manager would report to the coordination board, the person would be located with a transit agency, county or municipal government, or with a human services agency within the CTD. This concept is proposed because there is no expectation that the board will need office space or other employees. If needed, the mobility manager could be assisted in these duties by administrative staff in the entity hosting the mobility manager (with appropriate compensation provided to the host entity by the Regional Public Transit Coordination Association).

Responsibilities of Regional Public Transit Coordination Association

The Regional Public Transit Coordination Association would have the following responsibilities (shared between the Regional Public Transit Coordination Board, the Coordination Advisory Committee, and the mobility manager):

- Create bylaws to govern its membership structure and decision-making process.
- Provide a forum for transit and human service providers and elected officials to discuss opportunities for coordination of transportation services.
- Produce a coordination plan at regular intervals. This plan would be a document submitted to KDOT to fulfill the requirement of the Section 5310 program that funding applications originate from a "locally developed coordinated public transit-human services transportation plan." The plan would do the following:
 - Inventory the transportation needs and resources in the CTD
 - Identify gaps between the needs and available transit service
 - Recommend strategies to fill the gaps in service

- Define roles and responsibilities of agencies and jurisdictions involved in implementing services defined to fill gaps
- Provide an implementation plan and schedule for coordinated services to fill gaps
- Provide technical assistance to new/smaller transit agencies or human services agencies in preparing KDOT grant applications. Provide technical assistance on coordination strategies.
- Hire and direct a regional mobility manager, as well as enter into the necessary contract to provide work space, material support, and administrative report for the mobility manager.

The authority of the Regional Public Transit Coordination Association would only extend to activities related to coordinated service. The level and type of service provided locally in each county/municipality would continue to be based on direct discussions between local officials and KDOT. The Regional Public Transit Coordination Association would ensure, however, that attempts at coordination are made when possible.

Local Transit Provider Responsibilities

Local transit agencies will be integral to implementing the proposed regional coordination efforts by providing service in each CTD. Local providers will be requested to provide the following:

- If there is capacity to provide regional service, contract with the Regional Public Transit Coordination Association for the services implemented by them, such as regional routes or centralized/coordinated dispatching.
- Participate as a member of the Coordinated Advisory Committee. Participation in meetings will be required to receive funds through KDOT.
- Participate with the Regional Public Transit Coordination Association and the mobility manager to develop a coordinated service plan for their geographical areas and services.

Financial Participation

A cost allocation model was developed to determine how local match requirements could be allocated for regionally based services. While the specifics of the model could vary from region to region, it is important for each region to determine and agree on how the local match for cost associated with regional service would be allocated.

Generally, a major portion of the capital and operating expenses associated with these strategies will be funded through Federal Transit Administration (FTA) grant programs and KDOT. However, local match will still be required at some level to qualify for the state or federal aid. Typically, a transit service or component would be directly attributed to a single transit provider or jurisdiction to primarily benefit their own constituents and passengers, making the responsibility of the local match clear. For regional-based services, however, the responsibility

of the local match is less clear. How should local match be provided if a specific transit provider affiliated with a particular jurisdiction, and at the request of a regional transit governance body, provides a broader regional service, such as a regional route or hosting coordinated scheduling software, that benefits the entire region? The transit provider may incur significant expense that their sponsoring agency may be unwilling to fully reimburse if the service is regional in nature, especially for multi-year durations.

With this question in mind, a regional funding model was developed to determine how local match requirements could be allocated for regionally based services. While the specifics of the model could vary from CTD to CTD, it would be important for each CTD to determine and agree how the local match for cost associated with regional service would be allocated. This model represents one possible method. This allocation to provide local match would have to take into account equity of responsibility, how much particular areas of the CTD are benefiting from a particular strategy, the benefit and cost derived from having strategy-related infrastructure in place, and the benefits to a CTD as a whole provided by a strategy. Allocation would also have to take into account the proportion of benefit that each jurisdiction or provider would receive from a strategy. This amount of benefit would vary depending on the strategy. Counties with direct access to a regional route would receive more benefit than counties without direct access to a regional route. Similarly, agencies that choose to participate in coordinated scheduling would receive most of the benefit, although agencies not currently participating could benefit from the ability to more easily coordinate long-distance trips with those providers who do participate in coordinated scheduling. Alternatively, the mobility manager, as a strategy, would work for the benefit of a region as a whole, including linking the needs of employers and major medical centers to appropriate transit providers, and facilitating conversations with jurisdictions that are currently without transit.

Table I-1 illustrates KDOT’s preliminary allocation of funding for these strategies utilizing the increased state dollars as part of the T-WORKS Transit Program.

Table I-1 KDOT Match Allocation for Regional Strategies

Strategy		1 st Year		After 1 st Year	
		Federal/State	Local	Federal/State	Local
Coordinated Scheduling	Software / Hardware	100%	0%	100%	0%
	Personnel	80%	20%	80%	20%
Mobility Manager	Personnel and Administration	100%	0%	80%	20%
Intercity Services	Operations	70%	30%	70%	30%
	Capital	100%	0%	80%	20%

Table I-2 displays the illustrative costs of the strategies within each region. While these costs have been refined in the CTD level discussion in Volume II of this report, it should be stressed that these are at the conceptual level, and that actual costs would vary with the specifics of the strategy implemented.

Table I-2 Annual Costing Summary by Regional Strategy

Strategy	Coordinated Scheduling				Mobility Management				Regional Route(s)			
	Year 1		Year 2+		Year 1		Year 2+		Year 1		Year 2+	
Agency Funding Responsibility	State/Fed	Local	State/Fed	Local	State/Fed	Local	State/Fed	Local	State/Fed	Local	State/Fed	Local
Asset/Hardware Allocation	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Operations/Personnel Allocation	80%	20%	80%	20%	100%	0%	80%	20%	70%	30%	70%	30%
Central CTD												
Asset/Hardware	\$100	\$0	\$20	\$0	-/-	-/-	-/-	-/-	\$80	\$0	\$16	\$4
Operations/Personnel	\$20	\$5	\$20	\$5	\$150	\$0	\$120	\$30	\$71	\$31	\$71	\$31
Total Allocation Amount	\$120	\$5	\$40	\$5	\$150	\$0	\$120	\$30	\$151	\$31	\$87	\$35
Total Regional Cost	\$125		\$45		\$150		\$150		\$182		\$122	
East Central CTD												
Asset/Hardware	\$59	\$0	\$12	\$0	-/-	-/-	-/-	-/-	\$240	\$0	\$48	\$12
Operations/Personnel	\$16	\$4	\$16	\$4	\$150	\$0	\$120	\$30	\$105	\$45	\$105	\$45
Total Allocation Amount	\$75	\$4	\$28	\$4	\$150	\$0	\$120	\$30	\$345	\$45	\$153	\$57
Total Regional Cost	\$79		\$32		\$150		\$150		\$390		\$210	
Flint Hills CTD												
Asset/Hardware	\$129	\$0	\$35	\$0	-/-	-/-	-/-	-/-	\$80	\$0	\$16	\$4
Operations/Personnel	\$16	\$4	\$16	\$4	\$150	\$0	\$120	\$30	\$65	\$28	\$65	\$28
Total Allocation Amount	\$145	\$4	\$51	\$4	\$150	\$0	\$120	\$30	\$145	\$28	\$81	\$32
Total Regional Cost	\$149		\$55		\$150		\$150		\$173		\$113	
North Central CTD												
Asset/Hardware	\$129	\$0	\$37	\$0	-/-	-/-	-/-	-/-	\$80	\$0	\$16	\$4
Operations/Personnel	\$16	\$4	\$16	\$4	\$150	\$0	\$120	\$30	\$42	\$18	\$42	\$18
Total Allocation Amount	\$145	\$4	\$53	\$4	\$150	\$0	\$120	\$30	\$122	\$18	\$58	\$22
Total Regional Cost	\$149		\$57		\$150		\$150		\$140		\$80	
Northeast CTD												
Asset/Hardware	\$100	\$0	\$20	\$0	-/-	-/-	-/-	-/-	\$80	\$0	\$16	\$4
Operations/Personnel	\$20	\$5	\$20	\$5	\$150	\$0	\$120	\$30	\$14	\$6	\$14	\$6
Total Allocation Amount	\$120	\$5	\$40	\$5	\$150	\$0	\$120	\$30	\$94	\$6	\$30	\$10
Total Regional Cost	\$125		\$45		\$150		\$150		\$100		\$40	
Northwest CTD												
Asset/Hardware	\$51	\$0	\$17	\$0	-/-	-/-	-/-	-/-	\$240	\$0	\$48	\$12
Operations/Personnel	\$16	\$4	\$16	\$4	\$150	\$0	\$120	\$30	\$205	\$88	\$205	\$88

Strategy	Coordinated Scheduling				Mobility Management				Regional Route(s)			
Implementation Period	Year 1		Year 2+		Year 1		Year 2+		Year 1		Year 2+	
Agency Funding Responsibility	State/Fed	Local	State/Fed	Local	State/Fed	Local	State/Fed	Local	State/Fed	Local	State/Fed	Local
Asset/Hardware Allocation	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Operations/Personnel Allocation	80%	20%	80%	20%	100%	0%	80%	20%	70%	30%	70%	30%
Total Allocation Amount	\$67	\$4	\$33	\$4	\$150	\$0	\$120	\$30	\$445	\$88	\$253	\$100
Total Regional Cost	\$71		\$37		\$150		\$150		\$533		\$353	
South Central CTD												
Asset/Hardware	\$100	\$0	\$20	\$0	-/-	-/-	-/-	-/-	-/-	-/-	-/-	-/-
Operations/Personnel	\$20	\$5	\$20	\$5	\$150	\$0	\$120	\$30	-/-	-/-	-/-	-/-
Total Allocation Amount	\$120	\$5	\$40	\$5	\$150	\$0	\$120	\$30	-/-	-/-	-/-	-/-
Total Regional Cost	\$125		\$45		\$150		\$150		\$0		\$0	
Southeast CTD												
Asset/Hardware	\$100	\$0	\$20	\$0	-/-	-/-	-/-	-/-	-/-	-/-	-/-	-/-
Operations/Personnel	\$20	\$5	\$20	\$5	\$150	\$0	\$120	\$30	-/-	-/-	-/-	-/-
Total Allocation Amount	\$120	\$5	\$40	\$5	\$150	\$0	\$120	\$30	-/-	-/-	-/-	-/-
Total Regional Cost	\$125		\$45		\$150		\$150		\$0		\$0	
Southwest CTD												
Asset/Hardware	\$159	\$0	\$20	\$0	-/-	-/-	-/-	-/-	\$160	\$0	\$32	\$8
Operations/Personnel	\$16	\$4	\$33	\$8	\$150	\$0	\$120	\$30	\$291	\$125	\$291	\$125
Total Allocation Amount	\$175	\$4	\$53	\$8	\$150	\$0	\$120	\$30	\$451	\$125	\$323	\$133
Total Regional Cost	\$179		\$61		\$150		\$150		\$576		\$456	
Annual Totals												
Total Annual Cost State/Fed	\$1,087		\$378		\$1,350		\$1,080		\$1,302		\$662	
Total Annual Cost Local Match	\$40		\$44		\$0		\$270		\$216		\$256	
Total Annual Cost	\$1,127		\$422		\$1,350		\$1,350		\$1,518		\$918	
Year One State/Fed	\$3,739		<i>Notes: All costs are recorded in thousands. Total costs for regional routes are inflated due to the absence of operating cost recovery from collected fares. In Volume II – CTD Specific Plans – total annual costs for regional routes include three potential levels of operating cost recovery (5 percent, 10 percent, and 25 percent).</i>									
Year One Local Match	\$256											
Year Two+ State/Fed	\$2,120											
Year Two+ Local Match	\$570											
Year One Total Cost	\$3,995											
Year Two+ Total Cost	\$2,690											

Cost Allocation

Following discussions with stakeholders during the final round of regional meetings in September 2014, it was clear there was interest in reviewing numerous local allocation methods for the remaining costs of the proposed strategies. In response to the comments received, the study team developed three alternative methods for local match allocation.

Population-Based Allocation

The coordinated scheduling, mobility manager, and regional route costs are first divided evenly among the applicable counties with 5311 service based on the determined base fund ratio of either 10, 25, or 50 percent. Then the remaining costs are distributed among the applicable 5311 counties based on their total population.

Mileage-Based Allocation

The coordinated scheduling and mobility manager costs are first equally divided among the counties with 5311 providers. The costs for the regional route are distributed among counties based on how many miles the route travels in each respective county.

County-Based Allocation

The coordinated scheduling and mobility manager costs are first equally divided among the counties with 5311 providers. The costs for the regional route are distributed among counties where the route(s) either travel directly through or are located close enough to the alignment of the route where the county experiences a significant benefit. Costs for the regional route are first divided equally among all benefitting counties, then half of the original allotment is subtracted from the adjacent counties and that amount is divided evenly among the counties where the route travels directly through and thus adds to their original amount.

The resulting regional funding allocations derived from the application of each of these three alternative approaches is presented in the CTD specific plans in Volume II of this report.

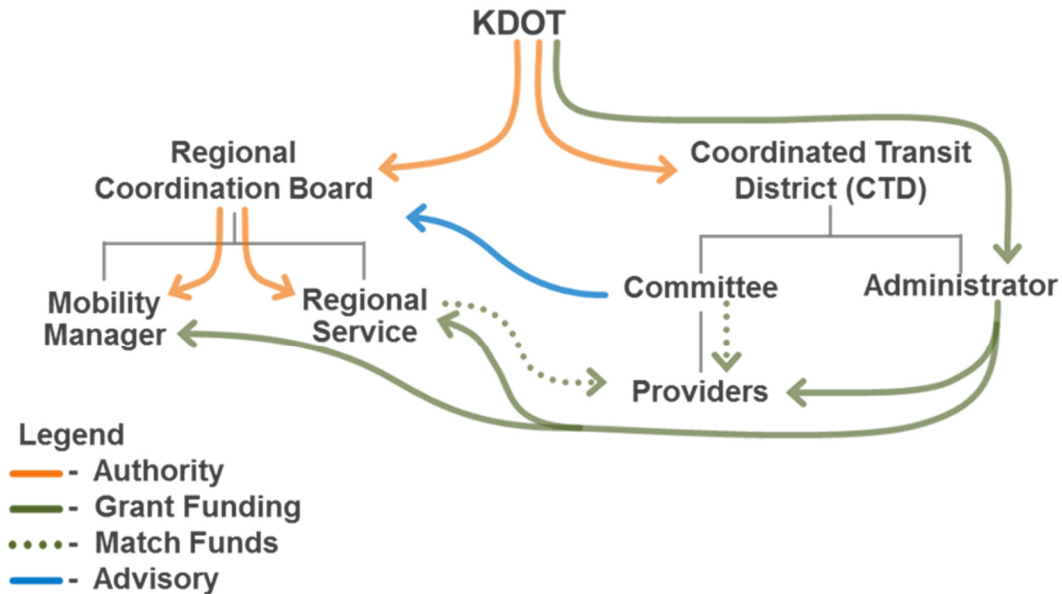
Authority and Funding Flow

Within the proposed governance structure of coordinated regional transit service, each of the key participants will have specific roles and responsibilities in the areas of funding, defining service levels, and providing service. Key participants are:

- KDOT Public Transportation - Responsibilities include providing oversight of the regional transportation program and funding services operated in a region. Funding from KDOT for regional service will be directed through the CTD administrator, consistent with current conditions for local service.
- Regional Coordination Board – Responsibilities in establishing the appropriate level of service in a region and directing the services of the mobility manager.
- Coordinated Transit District (CTD) - Represents a forum for providers and interested agencies to discuss coordination concepts and is the conduit (through the administrator) through which providers access KDOT funding and report on service.

Figure I-10 displays the proposed flow of information and funding between KDOT, the regional coordination board, and the CTD.

Figure I-10 Authority and Funding Flow - Coordinated Transit Service



Note: Funding will continue to flow through the CTD Administrator and includes an agreement between the Board and a service provider for housing the Mobility Manager and providing regional services.

Legal

Service Agreement Considerations

Regional service coordination/integration strategies evaluated and advanced for continued consideration cover a broad range of service levels from an agency offering rides to people outside their current service area to developing entirely new inter-city service concepts. Central to successful coordination is ensuring that the interests of all participants are considered and protected. Actions required to protect interests should not be more complex than the significance of the service change. If an agency is simply stopping at locations along their current path to pick up and drop off passengers from a different jurisdiction, the “agreement” can be more informal. Purchasing service or selling service to a neighboring community (which adds miles or hours of service to current levels) may require a contract. Principally, contracts are meant to protect both parties in an agreement by defining the nature of the relationship and creating a means of documenting the responsibilities of each party.

To this point in project development, no specific programs/services requiring contracts are ready for implementation. Thus, the process has been to focus on defining the considerations to keep in mind when contracting for service rather than the detailed language of an agreement between two or more entities.

Checklist – Provision of Transit Service

Listed below are the considerations by the typical section of a contract that should be communicated between parties as provision for shared services are being discussed.

- Preamble
 - Legal name of both parties.
 - Purpose: Describe the general purpose of the agreement made through the contract. Note that service is open to the general public.
 - Timeframe contract will be in effect.
- Description of Service
 - Geographic location and extent of service area.
 - Type of service: Describe the type of transit service to be provided (for example, fixed route or demand response).
 - Arrangements for service continuity, including provisions for vehicle and driver backup, as well as recourse if service cannot be provided.
 - Fares: Note fares that will be charged to passengers, including the availability of reduced or free fares.
 - Days of service: Include details of the work schedule (days of week and hours of day) and holidays. Keep in mind the requirement for core service hours mandated by KDOT.
- Driver Licensing Requirements
 - Licensing: Note that state law requires all drivers must possess a valid driver's license. Commercial driver's licenses are required for drivers of vehicles carrying 16 or more people, driver included.
- Drug and Alcohol Testing
 - FTA drug and alcohol testing requirement: Stipulate that employers must have a drug and alcohol testing program that meets FTA standards.
 - Review: Require that the employer's policy be available for review by the transit agency.
- Insurance
 - Coverage: Transit service must be covered by a minimum level of liability insurance. Such amounts shall not be less than \$100,000 for personal injury or death to any one person in any one accident, \$300,000 for injury or death to two or more persons in any one accident, and \$50,000 for loss to property of others in any one accident (Kansas Statute 66-1,128). Vehicles provided by KDOT must have comprehensive insurance coverage.
 - Responsibility: State which party is responsible for insurance coverage for the described transit service.

- **Vehicle Operations**
 - Provision of service: State which party is responsible for operation of vehicles providing the described transit service.
 - Provision of vehicles: State which party is providing vehicles.
 - Repair and maintenance: Address responsibility for repair and maintenance of vehicles.
 - Outreach: State which party is responsible for providing complete information about the availability of the service to the general public (including route changes, setting fares, and reservations).
 - Vehicle rotation: State whether vehicles funded through KDOT may be alternated to accumulate minimum mileage.
 - Vehicle use: State whether vehicle funded through KDOT may be used for other transit system purposes, and identify those uses of the vehicles which are prohibited by state and federal law (for example, charter or school bus uses).
 - Vehicle signage requirements.
 - Scheduling and dispatching: State how the public will schedule rides and who will be responsible for dispatching vehicles.
 - Minor variances: State which party will be responsible for making minor variances to schedules or routes. Include statement of who determines if service must be cancelled for inclement weather or other circumstances.

- **Reporting**
 - List operating statistics to report, timing of reports, and report format.
 - Note that trips occurring outside published public service hours are to be reported separately.

- **Budget and Compensation**
 - Expenses: Indicate budgeted costs for the contract period. If figured on a unit basis, the number of units and the cost per unit should be noted.
 - Revenue: Indicate the source(s) of funding for the contracted services (for example, Section 5310, 5311, STA, JARC, New Freedom, Title III-B, or local funding).
 - Shortfall: Address what will be done in the case of a shortfall of anticipated funding or if contract revenues exceed actual fully allocated costs of the service.
 - Billing and payment: Set the procedure and timeframe for billings and payments.

- **Default**
 - Specify the outcomes of default on contractual obligations.

- **Amendments**
 - Specify the procedures for amendments to the contract as well as for suspension or termination of the contract.

- Termination and Suspension
 - State the conditions by which the contract can be terminated or suspended.
- Assignability and Subcontracting
 - Note that the service provider must comply with federal Equal Employment Opportunity, Affirmative Action, and nondiscrimination provisions.
 - Subcontracting: State whether the service provider may further subcontract, transfer, or assign its responsibilities under the contract, and if allowed must be with the concurrence of KDOT.
- Miscellaneous Clauses
 - Hold Harmless/Indemnification Clause
 - Savings/Severability Clause
 - Entire Agreement Clause

Checklist – Dispatching Service

- Preamble
 - Legal name of both parties.
 - Purpose: Describe the general purpose of the agreement made through the contract. Note that service is open to the general public.
 - Timeframe contract will be in effect.
- Description of Service
 - Geographic location and extent of service area.
 - Type of service: Describe the type of transit service to be provided (for example, fixed route or demand response).
 - Arrangements for service continuity, including provisions for dispatcher backup, as well as recourse if service cannot be provided.
 - Days of service: Include details of the work schedule (days of week and hours of day) and holidays. Keep in mind the requirement for core service hours mandated by KDOT.
- Drug and Alcohol Testing
 - FTA drug and alcohol testing requirement: Stipulate that employers must have a drug and alcohol testing program that meets FTA standards.
 - Review: Require that the employer's policy be available for review by the transit agency.
- Insurance
 - Coverage: Transit service must be covered by a minimum level of liability insurance. Such amounts shall not be less than \$100,000 for personal injury or death to any one person in any one accident, \$300,000 for injury or death to two

or more persons in any one accident, and \$50,000 for loss to property of others in any one accident (Kansas Statute 66-1,128).

- Responsibility: State which party is responsible for insurance coverage for the described transit service.
- Dispatching Operations
 - Provision of dispatching service: State which party is responsible for providing the described dispatching service.
 - Provision of vehicles: State which party is responsible for supplying and operating transit vehicles. Include the number of vehicles for which dispatching will be required.
 - Scheduling: State how the public will schedule rides.
 - Minor variances: State which party will be responsible for making minor variances to schedules or routes. Include statement of who determines if service must be cancelled for inclement weather or other circumstances.
- Reporting
 - List operating statistics to report, timing of reports, and report format.
 - Note that trips outside published public service hours are to be reported separately.
- Budget and Compensation
 - Expenses: Indicate budgeted costs for the contract period. If figured on a unit basis, the number of units and the cost per unit should be noted.
 - Revenue: Indicate the source(s) of funding for the contracted services (for example, Section 5310, 5311, STA, JARC, New Freedom, Title III-B, or local funding).
 - Shortfall: Address what will be done in the case of a shortfall of anticipated funding or if contract revenues exceed actual fully allocated costs of the service.
 - Billing and payment: Set the procedure and timeframe for billings and payments.
- Default
 - Specify the outcomes of default on contractual obligations.
- Amendments
 - Specify the procedures for amendments to the contract as well as for suspension or termination of the contract.
- Termination and Suspension
 - State the conditions by which the contract can be terminated or suspended.
- Assignability and Subcontracting
 - Note that service provider must comply with federal Equal Employment Opportunity, Affirmative Action, and nondiscrimination provisions.

- Subcontracting: State whether the service provider may further subcontract, transfer or assign its responsibilities under the contract, and if allowed must be with the concurrence of KDOT.
- Miscellaneous Clauses
 - Hold Harmless/Indemnification Clause
 - Savings/Severability Clause
 - Entire Agreement Clause

Performance Measures

The intent of completing the transit business model implementation project is to improve the level and/or quality of transportation service across the state. How to define and quantify an improvement depended on one's role in service provision. A user (current or new) generally would measure improvement from an overlapping, but somewhat different, perspective than a service provider. This juxtaposition of looking at the same service is associated with each of the participants having different goals for the system. User goals are related more to being able to get from point A to point B in a reasonable time, for a manageable fare and with a modest level of comfort. Providers, while focused on the needs and perspectives of individual users, must also keep a closer eye on how much service costs (not just the fare portion), how many people benefit relative to the cost, and how the cost per benefitted person relates to complementary measures for other public services in a region (which compete for the subsidy portion of total cost). Thus, measures of how well a service performs must represent the range of perspectives.

Central to assessing the value of any strategy is employing measures that rely on the use of available data or data readily available, because a concept based on a protracted process of pulling data and information from users or service providers will not be administered over an extended period. Use of existing data will enhance the ability in the near term to also evaluate the effectiveness of a recommended change in the service provided today.

Performance measures can take the form of simple quantities related to the provision of service (such as the number of passengers served or the number of miles traveled) or ratios comparing multiple quantities (such as operating cost per passenger served).

Measures by Point of View

In general terms, there are typically three directions for viewing the quality and effectiveness of a service strategy:

- Customer: Transit service is an option for a trip only when service is available at or near the locations and at times when a customer wants to travel, when the customer knows how to use the service, and if there is sufficient capacity.

- Agency/Provider: The organization or agency will have an overlapping, but also a decidedly different, perspective than customers. Ensuring that the agency is operating efficiently and effectively is central to the agency, as this is required for a sustainable program for customers.
- Community/County: The typical perspective of the citizens of the jurisdiction providing service is the desire for a transit service that works well at providing service, provides a community benefit, and is operated efficiently and effectively. Principal in assessing transit service from the community perspective are how much is the local match and what is being returned to the community (riders and businesses people visit) in service relative to the investment.

This remainder of this section documents recommended performance measures to aid in the evaluation of the KDOT Regional Transit Business Model Implementation project. It includes fairly standard quantity-type measures and five categories of ratio measures: cost effectiveness, cost efficiency, cost recovery, service effectiveness, and customer satisfaction. Several of the suggested ratios come from the Transportation for Regionally Accessible Communities in Kansas (TRACK) system of performance measures already used by KDOT.

Quantity Measurements

Quantity measures essentially characterize “how much service” is being provided, “how much does it cost,” and “how much are customers paying” conditions. Typical performance measures include:

- Service area (square miles)
- Number of passenger trips
- Number of employers participating in program (or number of employees with access to program through employer participation)
- Farebox revenue
- Operating costs

Cost-Effectiveness Ratios

Cost effectiveness is the measure of the cost of providing transit service compared to how much that service is actually utilized by passengers. Lowering the costs of providing service or increasing the use of service improves its cost effectiveness.

Recommended cost-effectiveness performance measures are:

- Operating cost per passenger trip
 - *Calculation: (Total operating expenses) / (Total number of customer trips)*

- Dispatching operating cost per passenger trip
 - *Calculation: (Dispatching operating expenses) / (Total number of customer trips)*

Cost-Efficiency Ratios

Cost efficiency compares the cost of providing transit service with the amount of service that is offered. As opposed to cost effectiveness, cost efficiency does not consider how much the service is actually used. Decreasing costs or increasing the amount of service available (e.g., increasing the number of trips available, enlarging the service area, or extending the service hours) improves transit's cost efficiency.

Recommended cost-efficiency performance measures are:

- Operating cost per mile driven
 - *Calculation from TRACK: (Total operating expenses) / (Total miles driven)*
- Operating cost per square mile of service area
 - *Calculation: (Total operating expenses) / (Total number of square miles receiving service)*
- Operating cost per vehicle trip
 - *Calculation: (Total operating expenses) / (Total number of vehicle trips)*

Cost-Recovery Ratios

Cost-recovery ratios measure how close transit operators are to being self-sufficient. They compare the revenue generated by user fees with the total operating expenses to determine how much of transit service is directly paid for by its customers.

The recommended cost-recovery performance measure is:

- Percent of operating expenses covered by farebox revenue and contracted service
 - *Calculation from TRACK: (Total customer generated revenue + Total service contract revenue) / (Total operating expenses)*

Service Effectiveness Ratios

Service effectiveness measures the amount of service used against the amount of service provided. In a way, it illuminates at what percent of capacity the system is operating. Increasing the usage of the system or decreasing the available service improves this measure. Altering the amount of service offered affects the service effectiveness and cost efficiency in opposite ways; so while decreasing the amount of service provided could increase the service effectiveness measure (as long as system use does not decline a corresponding amount), it could decrease cost efficiency.

Recommended service effectiveness performance measures are:

- Passenger trips per miles driven
 - *Calculation from TRACK: (Total number of customer trips) / (Total miles driven)*
- Passenger trips per revenue hour
 - *Calculation: (Total number of customer trips) / (Total revenue hours)*
- Passenger trips per vehicle trip
 - *Calculation: (Total number of customer trips) / (Total number of vehicle trips)*

Customer Satisfaction Ratios

Customer satisfaction describes how much people like the transit service. This information can be obtained through surveys, although surveys are sometimes prohibitively expensive and time consuming. Satisfaction can also be gauged based on the quality of product offered. Basically, it can be assumed that if the service is operating well, people will like it. Also, comparing the use of service with the potential for use (i.e., the population) also reflects satisfaction indirectly (though imperfectly since an awful system operating where people have no choice but to use it would reflect a high level of customer satisfaction by this measure).

Recommended customer satisfaction performance measures are:

- On-time performance for demand-response service
 - *Calculation from TRACK: (Number of time point encounters within fifteen minutes of scheduled time) / (Total number of time point encounters)*
- On-time performance for fixed-route service
 - *Calculation from TRACK: (Number of time point encounters within five minutes of scheduled time) / (Total number of time point encounters)*
- Number of passenger trips per capita in the service area
 - *Calculation: (Total number of passenger trips) / (Population of service area)*

Performance Assessment Data and Potential Sources

Table I-3 lists the data required by the performance measures listed above.

Table I-3 Data Required by Performance Measures and Potential Sources

Data	Potential Source
Service area (square miles)	U.S. Census
Number of passengers trips	Transit providers, KDOT
Number of employers participating in program	Transit providers
Number of employees with access to program through employer participation	Transit providers, employers
Farebox revenue	Transit providers, KDOT
Contract service revenue	Transit providers
Total operating costs	Transit providers, KDOT
Dispatching operating costs	Transit providers
Number of vehicle trips	Transit providers
Miles driven	Transit providers, KDOT
Revenue hours	Transit providers
Time point encounters (total and within a time period of scheduled times)	Transit providers, KDOT (through TRACK reporting)
Population of service area	U.S. Census

BRANDING

While transit services across rural Kansas are provided by a multitude of local providers, the notion of having a unifying theme or identity for all public transit services at both the CTD and the statewide level is an important supportive element to the coordination effort. With this in mind, a statewide “brand” name and logo were developed that could be used on all general public transit vehicles, all correspondence associated with the coordinated effort, and all marketing materials supporting the effort. In addition, CTD identity will be established through the use of unique color coding associated with the brand logo.

Figure I-11 illustrates the brand title and design, as well as how color will be used for CTD level identification. Figure I-12 illustrates the use of the brand logo and a transit vehicle.

Figure I-11 Statewide Brand Logo and Regional Color Schemes

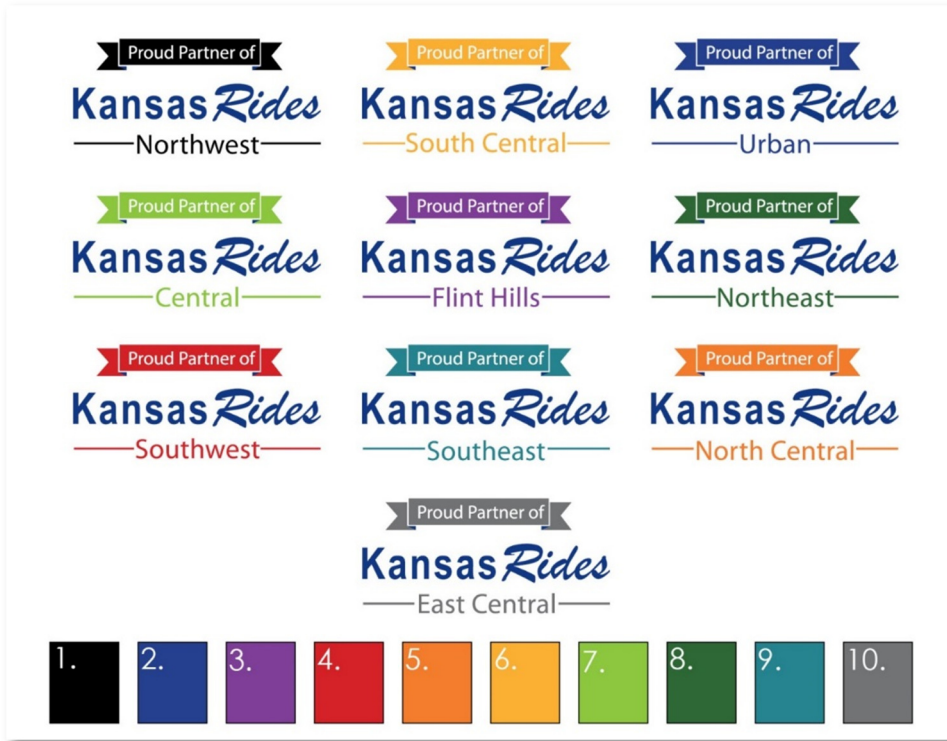


Figure I-12 Example of logo and brand applied to a vehicle



IMPLEMENTATION

After holding the final round of stakeholder meetings in September 2014, the study team finalized details for proposed strategies of the nine CTDs. While each of the coordination strategies have experienced support and buy-in from stakeholders, some CTDs are closer to implementing their coordination strategies than others. Some of the reasons for the variation in implementation period include CTDs that:

- Have made strides toward implementing strategies prior to this coordination effort
- Have begun planning for a regional route that currently does not have demand for regular service but may in the coming years
- Have a higher level of existing coordination and communication between providers

Refer to Table I-4 for a summary of the proposed strategies for each CTD and the suggested period of implementation.

Table I-4 Implementation Plan Summary

Strategy	Immediate Next steps	Short Term (0 - 2 years)	Med. Term (2 - 5 years)	Long Term (5+ years)
Central CTD				
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Hutchinson to Wichita Inter-regional Route			✓	
East Central CTD				
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Emporia to Topeka Inter-regional Route			✓	
Emporia to Wichita Inter-regional Route			✓	
Paola to Kansas City Metro Inter-regional Route		✓		
Flint Hills CTD				
Regional Coordination Structure	✓			
Mobility Manager	✓			
Coordinated Scheduling		✓		
Manhattan to Wamego Intra-regional Route	✓			
Clay Center to Topeka Inter-regional Route				✓

Strategy	Immediate Next steps	Short Term (0 - 2 years)	Med. Term (2 - 5 years)	Long Term (5+ years)
North Central CTD				
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Belleville to Salina Intra-regional Route			✓	
Northeast CTD				
Regional Coordination Structure		✓		
Mobility Manager			✓	
Coordinated Scheduling				✓
Troy to Topeka Inter-regional Route				✓
Leavenworth to Kansas City Inter-regional Route				✓
Northwest CTD				
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Northern Intra-regional Route			✓	
Southern Intra-regional Route			✓	
South Central CTD				
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Southeast CTD				
Regional Coordination Structure	✓			
Mobility Manager	✓			
Coordinated Scheduling			✓	
Elk County Inter-regional Route		✓		
Girard to Paola Inter-regional Route				✓
Southwest CTD				
Regional Coordination Structure	✓			
<i>Make Intermediate Community Stops for Trips to Regional Centers</i>				
Strategy 1 (Modified) – Stevens County Transit	✓			
Strategies 11 and 12 – Lane County Transit	✓			
<i>Coordinated Scheduling/Dispatching</i>				
Strategy 8 – Limited to Stevens County Transit		✓		
<i>New Intercity Service</i>				
Strategy 5 - Garden City to Dodge City		✓		
Strategy 2 - Garden City to Liberal			✓	
Mobility Manager			✓	

Implementation Plan Action Steps

The ultimate goal of this regional coordination effort was to identify coordination strategies and then *implement* those strategies. Implementation involves a series of actions that will result in the strategy concept actually becoming a reality. In some respects, identifying and understanding those actions, or steps, is the most critical element in the entire process.

Following is a sequential listing of the actions (steps) that would need to be taken in order to bring the proposed strategies to realization.

Establish Regional Coordination Structure

- KDOT staff and providers determine membership of Regional Public Transit Coordination Board and new CTD
- Incorporate board as non-profit corporation
- Incorporate CTD to reflect updated membership
- Initial meetings of the board and the advisory committee held to discuss and agree upon responsibilities, elect officers, and establish policies and procedures

Hire Mobility Manager

- Board chair meets with KDOT staff to discuss and agree upon mobility management program funding policies and procedures and establish how funding will flow
- CTD committee convenes to discuss and agree upon recommended roles and responsibilities of the mobility manager, estimates of cost, and local funding responsibilities
- CTD committee chair forwards recommended roles and responsibilities, cost estimates, and funding responsibilities to board
- Selection committee conducts interviews and makes hiring recommendation to the full board
 - Board chair tenders offer of employment to selected candidate
- Board authorizes employment services agreement with local agency
 - Board chair appoints committee to negotiate employment services agreement
- Board meets to discuss CTD committee recommendation. Board secretary is assigned responsibility for developing position description and qualifications and soliciting applications from interested individuals
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the board's secretary
- Board chair appoints selection committee from board members and assigns responsibility for reviewing applications and selecting candidates for interview
- Board meets with newly hired mobility manager to develop work plan and establish working arrangement

Initiate Proposed Regional Service

- CTD committee meets to review proposed regional service strategy(ies)
- CTD committee chair appoints subcommittee to refine service concept and select service provider
- CTD subcommittee works with designated provider to develop final operations plan and cost estimates, and identify local funding responsibilities
- CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- CTD committee meets to discuss promotion of the new regional service
 - CTD committee chair appoints subcommittee to develop recommendations for promotion of new regional service
 - CTD committee chair forwards recommendations to board
- Board adopts service promotion recommendations (subject to any desired changes)
 - Board chair assigns mobility manager responsibility for initiating promotional activities associated with new regional service
- New service is initiated
 - Mobility manager assumes responsibility for monitoring new service performance and reporting back to board, CTD committee, and KDOT

Develop Centralized Scheduling Capabilities

- KDOT identifies statewide scheduling/dispatching system vendor and enters into service contract
- CTD committee recommends acquisition of centralized scheduling/dispatching system to board
 - CTD committee chair appoints subcommittee to work with mobility manager and KDOT staff to develop specifications for the centralized scheduling/dispatching system based on regional priorities and interests
 - CTD subcommittee works with designated provider to develop final operations plan and cost estimates, and identify local funding responsibilities
 - CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- Centralized scheduling/dispatching system is procured and installed

- Mobility manager assumes responsibility for managing initial training program, monitoring system performance, and reporting back to board, CTD committee, and KDOT

Challenges to Implementation

As KDOT's strategic vision for transit in Kansas moves toward implementation, several challenges will have to be addressed. These might include the following:

- Diversity of CTDs across the state – i.e., each CTD will be in a somewhat different stage of implementation based on multiple factors including
 - Ability of counties to fund local match responsibilities
 - Number of counties willing to buy-in to all the proposed strategies
 - Possibility of counties funding local match one year, and not the other, putting a bigger strain on the counties still funding their part of the match
 - Current level of coordination between providers
- Making Kansans aware of the provided service once it is implemented.
- Hiring nine different mobility managers; some CTDs have already expressed concern over finding someone outside of their communities.
- Some providers who hope to operate regional routes through multiple counties are currently unable to travel outside a designated boundary.
- Receiving critical mass of buy-in. How will a CTD decide whether or not to move forward with specific elements?
- Maintaining interest/buy-in from elected officials to care about regional coordination board.
- Identifying who is responsible for the initial implementation effort. Who takes the lead in moving ahead with the development of governance structures and the hiring of mobility managers?
- Coordinating with urban transit providers in Wichita, Topeka, Lawrence, and the Kansas City area.

As with any large-scale change to a program already in place, implementing and transitioning to new elements would have to be balanced with administering and maintaining the previous system and individual components until the transition is complete. This aspect may be all the more challenging as the different CTDs may move toward different elements of implementation at a varied pace. A specific issue to address is transitioning administrative grant functions, applications, and other components from the current CTD boundary structure to the new, proposed CTD boundary definition. While several new CTDs have boundaries that are broadly

similar to the existing CTD boundaries, all new CTDs will have at least one county that either exits or enters to a new CTD; several new CTDs will experience a much more significant change in their CTD membership as the new CTD combines counties from several different existing CTDs into one new CTD.

Several of the strategies discussed can be implemented in such a way that costs and benefits are shared only by those counties directly benefitting from the strategy, and implementation could go forward even in the absence of full participation from those directly benefitting counties. A regional route going through only some of the counties in the CTD or coordinated scheduling that is employed by only a few providers are examples of regional strategies that could be implemented in phases throughout a CTD. Implementing a mobility management program, however, would benefit an entire CTD. While some aspects of a mobility management program—such as certain aspects of program support, driver training, etc.—could exclude non-participating providers, the mobility manager would still have a CTD-wide responsibility to coordinate transit services and address unmet needs, even with counties, jurisdictions, or providers who don't financially participate in the program. At this level, two questions arise: When should a CTD implement a mobility manager, and how would the duties of that mobility manager be affected if a portion of the providers don't participate in the mobility manager program?

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VOLUME II – CTD SPECIFIC PLANS

CENTRAL - COORDINATED TRANSIT DISTRICT

PROJECT PURPOSE AND NEED

The purpose of the KDOT Regional Transit Business Model Implementation project is to develop strategies for the provision of transit services throughout rural Kansas that will make the most efficient use of additional transit funding made available by the state legislature as part of the Transportation Works for Kansas (T-WORKS) transportation program. This additional funding support is intended to improve the efficiency and availability of rural transit service throughout the state, thus making transit more accessible and more useful to the state's rural residents. Improving efficiency and availability requires finding common services connected to some or all providers within a region of the state and developing programs to share labor and capital resources associated with the common services.

Passage of the T-WORKS program in 2010 ushered in a new approach to rural transit program management and operations across the state, as well as an enhanced funding plan to implement the desired changes. Historically, the nearly 200 rural transit providers across the state have planned and operated services independently, which in some locations has resulted in redundant service and/or missed opportunities for providing service to those without access. Connected with T-WORKS, the Kansas Department of Transportation (KDOT) and stakeholders throughout the state are developing and implementing a new approach of coordinated transit service which will:

- Allow more people in the state to have access to some level of transit service.
- Improve the efficiency and cost-effectiveness of the public and private investments in transit.
- Reduce the gaps and redundancies observed in the current approach to providing service.

Within each region, stakeholder teams composed of transit providers, city and county officials, medical providers, and social agencies were created. The stakeholder teams were charged with providing the KDOT and consultant study team with input on needs and mobility gaps within the regions, giving feedback on ideas for coordinated service, and acting as the conduit to local councils and/or county commissioners relative to decision-making. Meetings with each stakeholder team occurred four times over the course of the project. In July and August 2013, the project was introduced and regional boundaries introduced. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers.

The following plan details the existing characteristics and the recommended coordination strategies for the Central CTD.

COORDINATED TRANSIT DISTRICT BOUNDARY

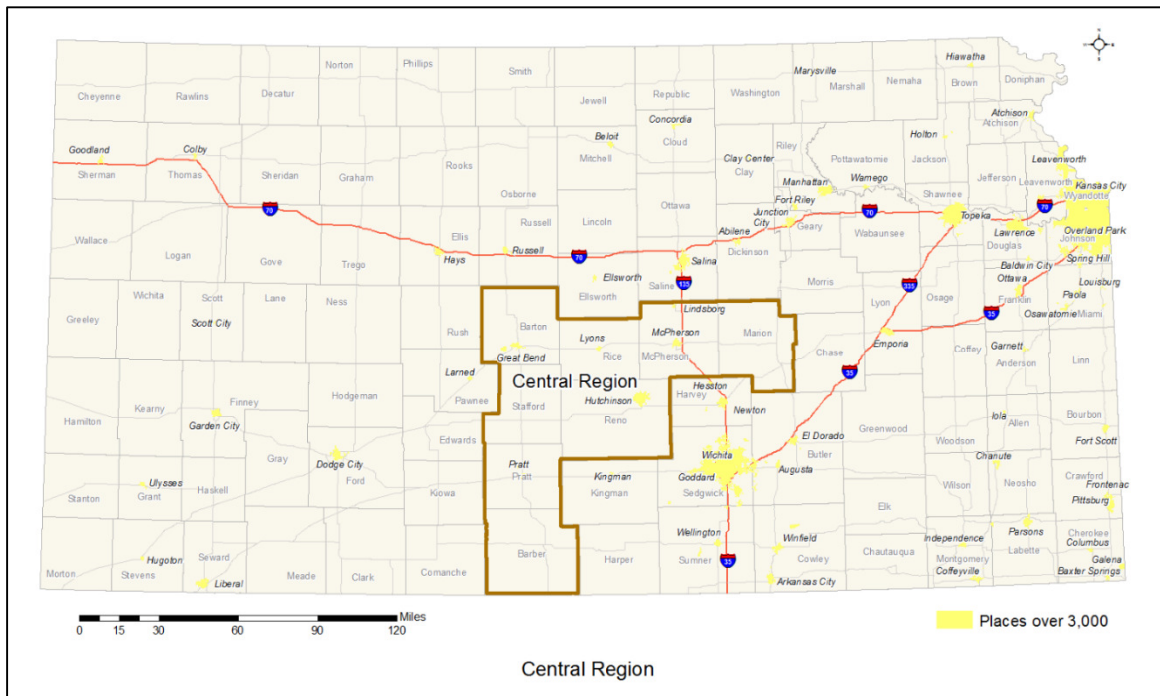
Steady progress to advance coordination has been made since the effort was formalized by passage of the 1992 Kansas Coordinated Transit District Law. The CTD boundary structure across the state was based on an administrative structure of many of the associated agencies such as area Agencies on Aging, county boundaries, and Community Development Disability Organization areas. An initial step in the on-going regionalization project was to evaluate the individual CTD boundaries and make appropriate adjustments to better reflect commuter flows, population densities, and travel sheds for medical and retail areas, while retaining the county boundary element of the administrative structure. Following the evaluation, the state was divided into nine primarily rural-focused regions, which are the focus of this project, and a tenth urban region comprised of Douglas, Johnson, Shawnee, and Wyandotte counties. The current CTD boundaries will be adjusted to conform to the boundaries of the defined regions. As a result, the state will now consist of 10 CTDs compared to the original 15 CTDs.

The proposed Central CTD encompasses eight counties and parts of the previous CTDs 6, 13, and 14. The cities of Hutchinson, McPherson, Great Bend, Lyons, Lindsborg, and Pratt make up the towns with populations of more than 3,000 people. Residents near larger-populated areas have access to multiple transit providers at times, while counties lacking major population centers often have fewer opportunities to use transit. Public transit service transports riders to each of the eight counties, but two of the eight counties—Barber and Stafford—don't have KDOT-funded transit providers within their boundaries. However, Stafford County residents can take advantage of service from trips provided by Sunflower Diversified Services, which is based in Great Bend.

The eight counties located in this CTD include:

- Barber County
- Barton County
- Marion County
- McPherson County
- Pratt County
- Reno County
- Rice County
- Stafford County

Figure II-1 Statewide Map - Central CTD



List of Providers

Providers identified in the Central CTD are categorized according to their source of funding from KDOT. The 5311 providers are funded under the Federal Transit Administration’s (FTA) Section 5311 (General Public Transportation) program, which provides capital and operating funds to support rural and small urban (under 50,000 population) transportation projects that serve the general public¹. The 5310 providers are funded under the Section 5310 program (Specialized Transportation for the Elderly or Disabled), which provides funds to private non-profit corporations and local governments in both urbanized and non-urban areas to provide transportation services to meet the special needs of the elderly and the disabled.

5311 Providers

City of Great Bend Commission on Aging (COA) – The city of Great Bend COA offers service within the city limits and cab service no farther than a three-mile radius outside of town. The COA operates four Americans with Disabilities Act (ADA)-accessible vehicles. The service provides nearly 400 monthly rides and operates weekdays 7:00 a.m. to 5:00 p.m. and cab service from 5:00 a.m. to 6:30 p.m. The cost varies depending on whether the service is

¹ Kansas Department of Transportation (KDOT). Public Transportation Applications. Section 5310/5311 Funding. <http://www.ksdot.org/burtransplan/pubtrans/index.asp>

provided by COA or by a cab service. Bus service is \$1.50 each way, while the cabs charge \$4 each way and double that for trips outside the Great Bend city limits.

City of Hoisington Commission on Aging – The city of Hoisington COA offers service within Hoisington city limits, although sometimes travels to Great Bend. On-demand service is provided Mondays through Fridays between 9:00 a.m. and 4:00 p.m. Fares are \$1 per trip, or \$2 per round trip.

McPherson County Council on Aging (COA) – McPherson County COA is based in McPherson with umbrella agencies including the McPherson Senior Center, Inman, Lindsborg, and Moundridge. A total of five vehicles are operated, all being ADA accessible. The COA provides on-demand service during weekdays from between 8:00 and 9:00 a.m. to 2:00 p.m. and as late as 4:00 p.m. Service fares range from \$1 to \$2 per trip, to charging \$0.55 per mile. Fares are also based on the number of riders and miles.

Pratt County Council on Aging – Pratt County COA provides service to people within Pratt County plus trips to Wichita, Hutchinson, Great Bend, Greensburg, and Kingman. Currently, the Pratt County COA, which is based in the city of Pratt, operates one ADA-accessible passenger van and two other vehicles. The agency provides approximately 200 monthly rides. Its service hours are weekdays 9:00 a.m. to 5:00 p.m. Costs of service include \$0.50 per trip and for every stop.

Reno County Area Transit (Rcat) – Rcat offers fixed-route service within Hutchinson and south Hutchinson, demand-response service within mostly city limits, and county-wide on-demand service. The service, based in Hutchinson, operates 18 ADA-accessible vehicles and provides approximately 1,600 monthly rides. Reno County operates weekdays 6:00 a.m. to 7:00 p.m. and Saturdays 7:00 a.m. to 6:00 p.m. While demand-response service charges \$2 per trip, fixed-route service is \$1 per trip for adults and \$0.50 for children, students, disabled, and the elderly.

Rice County Council on Aging – Rice County COA provides service to people within 100 miles of the county line. The service, based in Lyons, operates four ADA-accessible vehicles and provides nearly 6,000 trips per year. The COA operates during the weekdays from 8:00 a.m. to 4:00 p.m. and provides almost 120 monthly rides.

Sunflower Diversified Services – Sunflower Diversified Services offers service to people in Barton, Rice, Rush, Pawnee, and Stafford counties. Currently, the service, which is based in Great Bend, operates ten ADA-accessible vehicles during the week from 6:00 a.m. to 10:00 p.m. During the weekend, service is only provided in Great Bend and runs from 8:00 a.m. to 4:00 p.m. Sunflower provides approximately 1,500 monthly rides for their deviated fixed-route system. Fares cost \$2 per ride.

5310 Providers

In addition to 5311 general public transportation providers, several 5310 transportation programs are present in the CTD. These programs are listed below.

Bethany Home

Bethesda Home

Buhler Sunshine Home

Disability Supports of the Great Plains – Hutchinson

Disability Supports of the Great Plains – McPherson

Good Samaritan Lyons

Multi-Community Diversified Services

Training and Evaluation Center of Hutchinson (TECH)

The next section describes the process used to determine the proposed regional strategies for the CTD.

BACKGROUND FOR ACTION IN THE CENTRAL CTD

The following sections detail the project's planning process used to arrive at a final proposed strategy for the Central CTD.

Each stakeholder team and study team met four times over the course of the project. In July and August 2013, a survey of transit providers was administered, the project and the regional boundaries were introduced, and the initial data and input were collected. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers. Listed below are the stakeholders who participated in at least one of the four Central regional meetings. A total of 21 organizations, represented by 27 individuals, participated as stakeholders in the series of four meetings held in Hutchinson.

Table II-1 Central CTD Meeting Participants

Stakeholder	City	County	Type
Barton County	Great Bend	Barton	County Govt.
Bethany Home	Lindsborg	McPherson	5310
Bethesda Home	Goessel	Marion	5310
Buhler Sunshine Home	Buhler	Reno	5310
City of Great Bend COA	Great Bend	Barton	5311
City of Hoisington	Hoisington	Barton	5311
City of Hoisington COA	Hoisington	Barton	5311
Disability Supports of the Great Plains	Hutchinson	Reno	5310
Disability Supports of the Great Plains	McPherson	McPherson	5310
Marion County	Marion	Marion	County Govt.
McPherson Senior Center	McPherson	McPherson	Other
McPherson County	McPherson	McPherson	Citizen
McPherson County	McPherson	McPherson	County Govt.
McPherson County COA	McPherson	McPherson	5311
McPherson County Commission	McPherson	McPherson	County Govt.
Multi-Community Diversified Services	McPherson	McPherson	5310
Prairie Independent Living Resource Center, Inc.	Hutchinson	Reno	Other
Pratt County COA	Pratt	Pratt	5311
Rcat	Hutchinson	Reno	5311
Rice County COA	Lyons	Rice	5311
Sunflower Diversified Services	Great Bend	Barton	5311

During the first round of meetings in August 2013, stakeholders identified several needs, opportunities, and challenges that were important to their organizations and the people they serve. The group in the Central CTD identified needs/issues affecting their organizations in particular. Whether communities are small or large, the need for increased transit service was often mentioned. For smaller communities, acquiring able drivers is difficult. These providers hire either part-time or volunteer staff to keep benefits costs down, further limiting their capability to provide longer spans of service. Some of these drivers have health issues themselves, thus limiting their time behind the wheel. For cities/counties with transit, there may be local service, but there is a need for additional connections to other places with local service.

Prioritization of the Needs / Gaps / Barriers

Unmet needs across the Central CTD and within individual jurisdictions were discussed at the stakeholder meeting in August 2013. The need descriptions gathered in the meeting were discussed by KDOT staff and the consulting team and compared with the need descriptions identified in other regions across the state. A product of the statewide-level discussion was a list

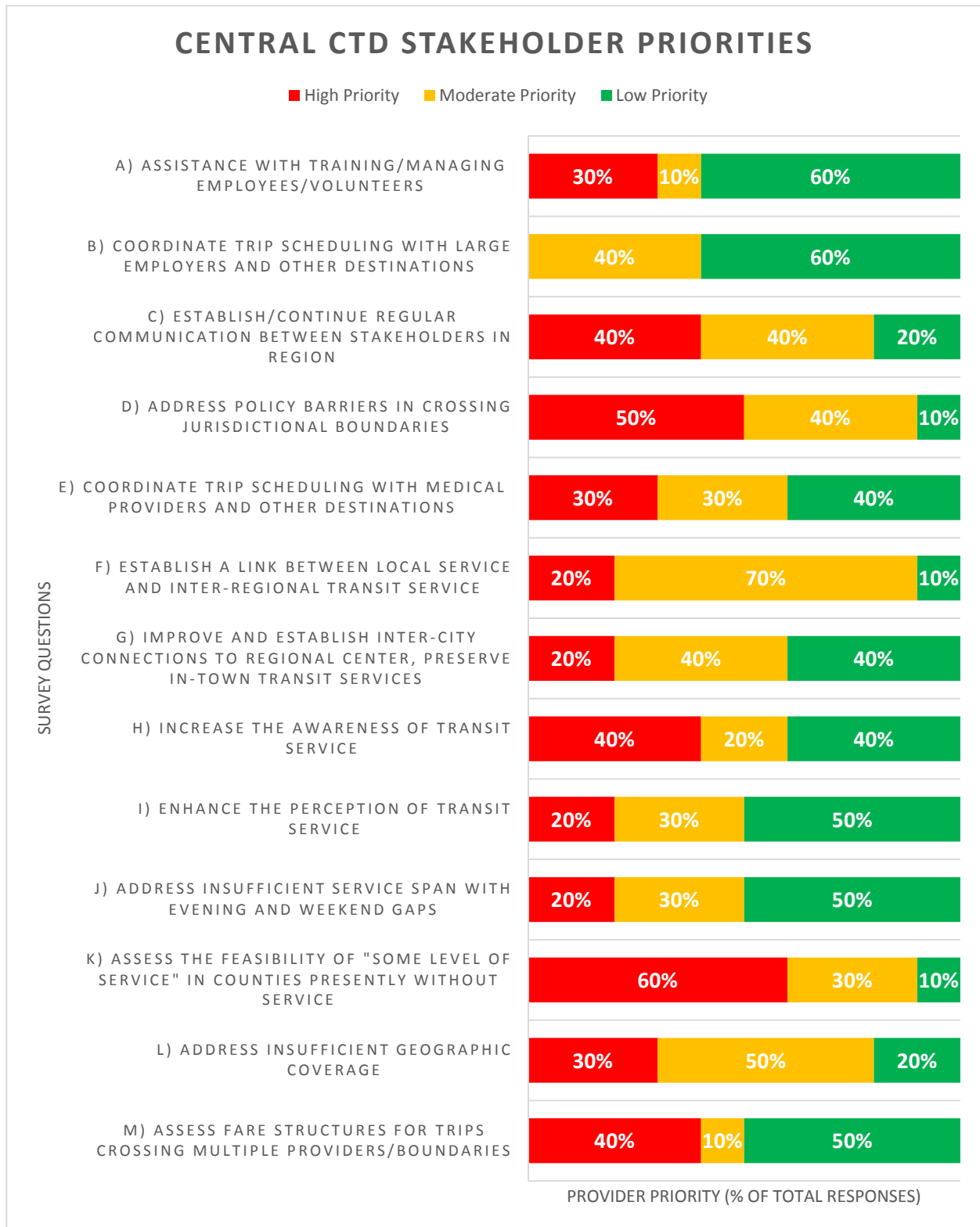
of 13 gaps/needs that encompassed those more-specific needs identified at the local levels. This list was circulated to stakeholder representatives and other agency representatives who attended the August 2013 meetings, with a request to provide input on prioritizing the needs. As funding for transportation services is constrained at the local, state, and federal levels relative to the gaps, prioritization is critical so the most important areas can be addressed before the less severe ones. The prioritized needs according to stakeholders in the Central CTD are shown in Figure II-2.

Nearly all needs received votes for all three categories, though some rankings stand out. The following needs were identified as higher priority by the respondents.

- Need to establish/continue regular communication between stakeholders in the region
- Need to address policy barriers in crossing jurisdictional boundaries
- Need to increase the awareness of transit service
- Need to assess the feasibility of “some level of service” in counties presently without service

The consulting team conducted a series of internal workshops and discussed the identified needs with representatives of many of the public transit agencies and relevant stakeholder organizations. After analyzing the data collected from the gaps/needs survey, the consulting team worked to create a list of strategies to address the prioritized gaps/needs.

Figure II-2 Central CTD Stakeholder Priorities



SERVICE AND MANAGEMENT IDEAS/CONCEPTS

Description of Concepts

The focus of the December 2013 round of meetings was to discuss ideas the consulting team had developed with KDOT staff with input from transit providers and to address the gaps. The goal in defining the strategies has been to “right-size” the concept, balancing the issue/need/gap with the current services and financial constraints likely in place at all jurisdictional levels.

Those ideas/concepts discussed in the meetings were based on the prioritized needs/gaps as seen below.

Need to establish/continue regular communication between stakeholders in the region.

Option 1: Develop processes and relationships where the client would schedule medical appointments through the transportation provider.

Option 2: Establish a transit advisory panel that meets quarterly and that includes representatives of major employers, medical providers, and jurisdictions.

Option 3: Develop centralized dispatching capabilities.

Option 4: Designate a mobility manager who coordinates communication among all transportation providers and stakeholders in the region.

Need to address policy barriers in crossing jurisdictional boundaries.

Option: Develop template memorandum of understanding (MOU) that would allow providers in adjacent counties to provide service that is financially allocated in a fair and equitable way.

Need to increase awareness of transit service.

Option 1: Modify provider naming conventions to clearly convey the agency’s mission of providing general public transit service.

Option 2: Coordinated Marketing: Use joint marketing templates and joint advertising to lower cost of marketing the individual provider’s transit service.

Option 3: Joint Branding: Provide one informational phone number in the region for transit, but have clients still reserve/schedule by calling individual providers. Operations would remain largely uncoordinated.

Option 4: Full Branding Integration: Create one regional “umbrella” brand that incorporates centralized dispatching, coordinated fare structure, and inter-jurisdictional policies and provides a single regional phone number for scheduling.

Need to assess the feasibility of “some level of service” in counties presently without service.

Option 1: Develop template MOUs that would allow counties without service to contract with providers in adjacent counties to provide service that is allocated financially in a fair and equitable way.

Option 2: Determine feasibility of contracting remote management of service. In this option, a driver and vehicle located in one county would be dispatched and managed by a provider in another (not necessarily adjacent) county.

Initial Screening Findings

Using input from earlier meetings on addressing the prioritized needs, materials were developed for the third round of stakeholder meetings, which took place in April 2014. Those materials provided details for each chosen strategy specific to the Central CTD, including:

- Inter-regional Route Concept Analysis
- Cost Allocation Model for Contracted Transit Service
- Centralized Scheduling/Dispatching
- Roles and Responsibilities of a Mobility Manager
- Transit Advisory Panel Structure

The April 2014 round of meetings gave stakeholders a chance to respond to the developed strategies and provide input on how the study team should go forward with the strategies. After receiving feedback from stakeholders, the study team analyzed comments from the April meetings and refined the proposed strategies based on those comments. Prior to the final round of meetings, stakeholders received materials including a Regional Strategy Refinement, a Local Match Allocation Model, and a Regional Governance Structure. In September 2014, a fourth round of meetings was held with stakeholders to give the group a final chance to respond to the regional strategies, discuss how much each strategy would cost for the participating organizations, and how the newly structured CTD would function.

Responses from the last round of meetings were reflected in the final strategy details including the expected implementation period for each strategy. In the following sections, the last iteration of the regional strategies is presented including an inter-regional route, mobility management, and coordinated scheduling. Alternatives for cost allocation and implementation of each strategy are also included.

Inter-Regional Route Strategy

The need for an inter-regional route in the Central CTD originated from a survey asking regional stakeholders to prioritize 13 locally identified needs. After discussing the results of the survey during stakeholder meetings, three primary needs to be addressed further were identified. While establishing an inter-regional route was seen as a way to address the need to establish a link between local service and inter-regional service, the route could potentially support other primary needs of the Central CTD, including the need to address policy barriers in crossing jurisdictional boundaries, increase the awareness and perception of transit service, and provide “some level of service” in counties presumably without service.

The inter-regional service would link a combination of:

- New inter-regional service between Hutchinson, Newton, and Wichita
- Local transit providers connecting outlying rural areas and communities to the previously mentioned inter-regional route

Stakeholder Response

During the April stakeholder meetings, regional routes were strongly recommended by the stakeholder group. While demand is seen in the region, true levels of demand may be much larger considering the number of riders who are denied trips due to lack of resources.

Major Trip Generators

The inter-regional route ends in Wichita where many higher education facilities exist including Wichita State University, Friends University, Wichita Technical Institute, and Newman University, to name a few. Dialysis centers and regional hospitals also offer transit riders the opportunity to use resources unavailable to them in their local towns.

Current Coordination Level

Current coordination between providers in the Central CTD is limited, although some discussion of regionalization and coordination have occurred between transit providers in Reno, Harvey, and McPherson counties. Obstacles to future coordination are cited as issues related to jurisdictional territories, funding, and regulatory challenges. Providers also expressed opportunities to improve current services by implementing feeder lines into the larger communities, coordinating especially with larger providers, and improving accessibility to seniors and the disabled.

Existing Regional Service

Data compiled from provider surveys and from phone and in-person conversations with transit providers showed there are multiple providers offering long-range trips to multiple regional centers, including Wichita. This duplicative service presents an opportunity to help each provider’s operations become more efficient by offering an inter-regional route alternative.

Demand for connections to activity centers may be even larger due to those lacking any current transit access to these centers. While some local public transportation providers offer service to regional centers like Wichita, other providers only offer this service to passengers originating within a provider’s service area. Establishing an inter-regional route to regional centers would allow providers the option of dropping off passengers at designated transfer stops in Hutchinson and Newton, and then transporting those riders to areas in Wichita via an inter-regional route provider. Providers who currently make the long-distance trips or who are receiving requests for trips to the regional centers will have the ability to refocus their efforts on providing local trips within their local service area.

Alternative inter-city services available in the CTD include the BeeLine Express inter-city bus service, operated by the Prestige Bus Line. Two BeeLine Express routes operate in this area seven days a week. One travels between Wichita and Salina, while the other travels between Wichita and Pueblo, Colorado. The Blue Line route offers service connecting Wichita, Newton, Hutchinson, McPherson, Lindsborg, and Salina. The Red Line route offers service from Wichita to Pueblo, including a stop in Pratt. The existing structure for most of the current inter-city bus options do not allow for many residents in the Central CTD to use inter-city bus for medical appointments, social outings, employment, education, shopping trips, or other single-day visits. Table II-2 shows the BeeLine Express round-trip fares and schedule times for trips to both Wichita and Salina.

Table II-2 BeeLine Express Fares and Departing Times from within the Central CTD

Trips	Round Trip Fares	Departure and Arrival Times	
		Northbound (departure – arrival)	Southbound (departure – arrival)
Blue Line Route to Salina			
McPherson - Salina	\$32	2:08 AM – 2:50 AM 4:10 PM – 4:50 PM	4:20 AM – 5:00 AM 6:20 PM – 7:00 PM
Lindsborg - Salina	\$20	2:30 AM – 2:50 AM 4:35 PM – 4:50 PM	4:20 AM – 4:40 AM 6:20 PM – 6:40 PM
Hutchinson - Salina	\$42	1:25 AM – 2:50 AM 3:30 PM – 4:50 PM	4:20 AM – 5:40 AM 6:20 PM – 7:45 PM
Wichita - Hutchinson	\$35	12:00 AM – 1:25 AM 2:40 PM – 3:30 PM	5:40 AM – 6:45 AM 7:45 PM – 9:00 PM
Red Line Route to Wichita			
Pratt - Wichita	\$46	10:30 AM – 12:00 PM	6:50 AM – 8:25 AM

Source: www.beeline-express.com; Accessed 6/27/2014.

Barriers & Opportunities for Providers to Participate in the CTD’s Strategy

Table II-3 lists each provider, its location and the barriers and opportunities each provider faces in participating in the proposed Central inter-regional route. These identified barriers and opportunities are based on the current service restrictions as gathered through a 2013 survey and numerous discussions with providers.

Table II-3 Barriers and Opportunities for Central CTD Providers to Coordinate

Provider (City)	Barriers	Opportunities
City of Great Bend COA (Great Bend)	Does not travel outside a 3-mile radius around the city limits	
City of Hoisington COA (Hoisington)	Mostly travels within the city limits of Hoisington	Sometimes schedules trips to Great Bend for doctor appointments
McPherson County COA (Inman)	Mostly travels within city limits of Inman	Sometimes transports to surrounding towns and the Wichita airport
McPherson County COA (Lindsborg)	Travels only within a designated boundary of the city	
McPherson County COA (Moundridge)	Trips to surrounding counties requires at least seven riders per trip	Offers service to Harvey, Sedgwick, Reno, McPherson, and Saline counties
McPherson County COA (McPherson)	Mostly travels within the city limits of McPherson	Some out-of-town medical trips are offered
Pratt County COA (Pratt)		Offers service within the county and to Wichita, Hutchinson, Great Bend, Greensburg, and Kingman
Rcat (Hutchinson)	Offers service only within Reno County	Offers both fixed-route and para-transit service for Reno County
Rice County COA (Lyons)		Provides service to Rice County and to within 100 miles of the county line
Sunflower Diversified Services (Great Bend)		Provides service to Barton, Rice, Rush, Pawnee, and Stafford counties

Service Provider

Rcat is based in Hutchinson and currently operates the largest number of vehicles among the providers within the Central CTD. In addition, Rcat indicated they were willing and technically capable of operating long-distance routes throughout the CTD. Rcat’s central location within the CTD helps in transferring riders from surrounding counties to the identified regional centers like Wichita. Other providers in the CTD also indicated a willingness to have Rcat fulfill this role. The

relatively large size of Rcat’s existing operation, in comparison with the size of other providers in the CTD, means Rcat would be able to operate new service while absorbing a lower amount of additional costs than other providers. This does not mean that Rcat would be able to operate additional services without additional outside funding. Refer to Table II-4 for the vehicle capacity of each provider within the Central CTD.

Level of Coordination Needed

Given the inter-regional route to Wichita would be based out of Hutchinson, having Rcat as the operator would decrease deadhead miles and operating costs. The majority of coordination needed is between the operator of each regional route and transit operators from outlying jurisdictions or agencies. This coordination would bring riders from their original service areas, so passengers could access the inter-regional route. Riders looking to use the regional service for physician or dialysis appointments would also need to coordinate appointments made in activity centers.

Local Providers’ Roles in Proposed Inter-Regional Route

The role of the local providers in this CTD is to deliver passengers living in their respective service areas to a connection point for the inter-regional route to Wichita. With the cooperation of providers along the inter-regional route to deliver passengers to a common access point, the regional bus can effectively maintain a higher travel speed.

Table II-4 Vehicle Capacity of Central CTD Providers

Provider (City)	Vehicle Capacity
City of Great Bend COA (Great Bend)	Four ADA-accessible passenger vans with ramps
City of Hoisington COA (Hoisington)	One 13-passenger van with lift
McPherson County COA (locations not specified)	Two 12-passenger vans, one with a lift and one without; two passenger vans; and one mid-size car
Pratt County COA (Pratt)	Two 13-passenger vans, one with a lift and one without; and one passenger van
Rcat (Hutchinson)	Five 13-passenger vans with lifts, nine 20-passenger transit buses with lifts, and four passenger vans with ramps
Rice County COA (Lyons)	Four ADA-accessible passenger vans with ramps
Sunflower Diversified Services (Great Bend)	Four 13-passenger vans with lifts, three 20-passenger transit buses with lifts, and three passenger vans with lifts

Service Revenue

The providers in each CTD use a variety of fare structures. Fare structures can include a flat-trip rate, a per-mile rate, or donations only. Some of these fare systems are less suitable for inter-regional routes that cross long distances and cross multiple county jurisdictions. Examples of fares currently used in the Central CTD can be seen in Table II-19.

Table II-5 Current Fares of Central CTD Providers

Provider (City)	Local Fare	Fares Outside Local Area
City of Great Bend COA (Great Bend)	\$3 round trip fare	\$8 round trip cab fare outside city limits
City of Hoisington COA (Hoisington)	\$0.25 donation	\$10 out-of-town medical trips
McPherson County COA (Inman)	\$0.55 per mile	Same as local fare
McPherson County COA (Lindsborg)	\$1 per round trip	Only local trips offered
McPherson County COA (McPherson)	\$2 per one-way trip	\$1 per mile
McPherson County COA (Moundridge)	Fares based on number of riders and miles	Same as local fare
Pratt County COA (Pratt)	\$0.50 per one-way trip and per stop	Same as local fare
Rcat (Hutchinson)	Fixed route \$1 per adult, \$0.50 for children, students, disabled and elderly \$2 per para-transit trip	Only trips within Reno County offered
Rice County COA (Lyons)	Local fares were unavailable	Outside local fares were unavailable
Sunflower Diversified Services (Great Bend)	\$2 per ride	Same as local fare

Route Characteristics & Feasibility

To continue the evaluation of the concepts where new inter-regional transit routes are transporting passengers from other providers, the next section estimates the ridership that could result from implementing the concept and examines the resulting effects on operating costs and revenue for trips originating in Hutchinson. The section includes a discussion of ridership patterns, how proposed service costs were determined, and existing fares. The route is described as three separate concepts with various levels of service. These concepts include a “baseline” concept, a “moderate” concept, and a “high” concept that increases the number of vehicle trips.

Proposed Route Hutchinson - Wichita

General Alignment

- Hutchinson to Wichita, following the US-50 and I-135 alignment
- Local transit providers additionally connecting outlying rural areas and communities to the formalized inter-regional route

For the bus originating in Hutchinson, the alignment would proceed east along US-50, stop in Newton, and then continue south along the I-135 corridor before arriving in Wichita. Providers transferring riders from their respective cities and counties would choose Hutchinson, Newton, or any other safe and accessible location in between, depending on the originating location of their transferred riders. Refer to Figure II-3 for the general alignment of the Hutchinson to Wichita Route.

Travel Time

Table II-6 provides estimates for the time needed to make each one-way trip. To enable riders enough time to take care of their trip purposes, a dwell time of at least three to five hours should be included for the stop in Wichita.

Assumptions

The estimates displayed in Table II-6 assume an average vehicle speed of 65 miles per hour along the alignment. In addition, one five-minute passenger boarding period is included for each stop on the way to Wichita (corresponding to one or more passengers being picked up in each stop). Passengers would be delayed by the boarding periods in stops between their origins and Wichita. Return trip travel times would be similar to outbound times.

Table II-6 Hutchinson to Wichita One-Way Travel Times

Passenger Origin	Direct Travel Time H:MM	Coordinated Distance (miles)	Boarding Period Delays	Coordinated Travel Time H:MM	Additional Travel Time (min)
Hutchinson	1:12	64	1	1:17	5
Newton	0:31	27.5	0	0:31	0

Notes: An additional 30 minutes and 20 miles can be assumed for stops made in Wichita for both morning and afternoon trips.

Annual Ridership

The ridership estimates under the baseline concept were determined according to the *Transit Cooperative Research Program (TCRP) Report aq147: Toolkit for Estimating Demand for Rural Intercity Bus Services*. The toolkit uses several methods to estimate demand for rural inter-city bus services.

Demand, measured in terms of annual unlinked trips, is the expected share of all trips to be taken via rural inter-city transit. The estimate originates from a regression model based largely on a function of the average origin population, trip distance, and the number of stops along the route. The trip rate is applied to the populations of each stop location along the inter-city bus corridor. The trip rate can also be adjusted if—along the route—there is a four-year college, prison, or airport or a connection to a national inter-city bus network, all of which are regionally significant destinations.

The “moderate service level” concept and “high service level” concept are extensions of the baseline concept where the provider increases the number of runs they make by a sizable amount. All values are estimated using similar methods employed in the baseline concept. Increases in passenger numbers are calculated using an elasticity coefficient for frequency. An elasticity coefficient measures the relationship between changes in frequency and resultant changes in ridership. A standard value used is 0.4, meaning that a 100-percent increase in frequency would likely result in a 40-percent increase in ridership². However, the small numbers of passengers involved in inter-regional service, the lack of data used to estimate existing conditions, and the limited research on the elasticity effects of service changes in rural transit mean that these ridership estimates should be used only as a general guide.

Baseline Concept, Moderate & High Service Level Concepts

The baseline concept allows those living near the inter-regional route one opportunity each week to make the trip to Wichita. One bus would originate in Hutchinson and travel to Wichita before making the same trip back to Hutchinson. The operating schedule in the baseline concept amounts to one bus making one round trip per week. The bus would begin its trip in the morning and complete the round trip later in the morning or afternoon that same day. The estimated annual ridership for the baseline concept is 1,325 round trip riders.

If the moderate service level concept is chosen, two round trips per week would be made on the same alignment. The same alignment would be assumed for the high service level concept, but with four round trips per week. A summary displaying the estimates for ridership of each city according to the three levels of service concepts (baseline, moderate service level, and high

² TCRP Report 95, p 9-5 lists the coefficient of elasticity for frequency as 0.5 on average. TCRP Report 118, p3-19 lists the following table and a “typical” coefficient of 0.4.

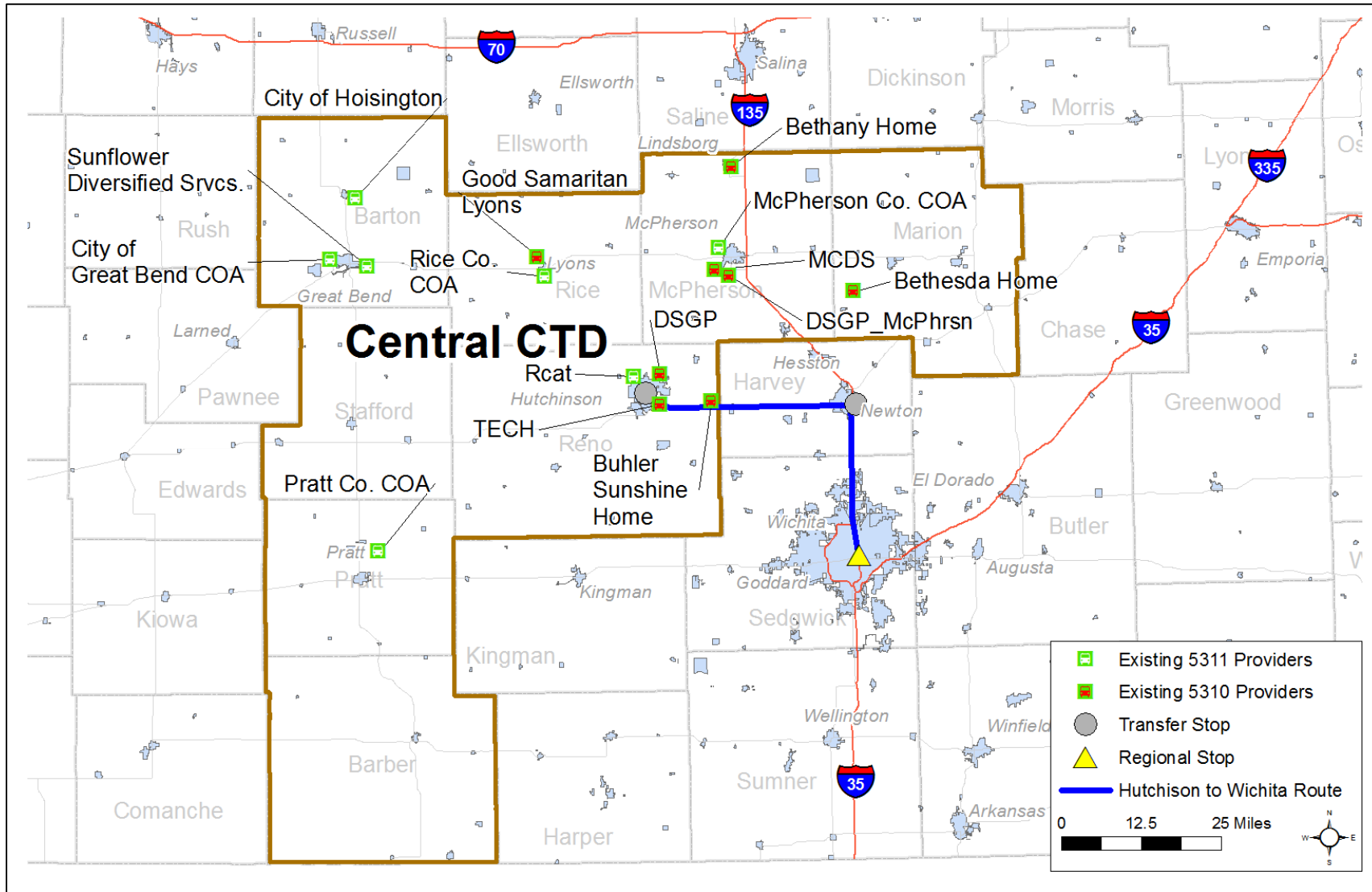
service level) is shown in Table II-7. The estimated annual ridership for the moderate service level is 1,854. The estimated annual ridership for the high service level is 2,597.

Occasionally, this estimate will be high since some passengers receiving free fare (e.g., young children) are included in the ridership numbers. Fares were set at a standard rate. While these are assumed to be “walk-up” cash payments, alternative fare levels could exist for seniors, ADA passengers, those with multi-use passes, and rates that could be charged to human service agencies. Policy decisions could be made by local jurisdictions to adjust the subsidy of trips and decrease the cost of fares for passengers from those jurisdictions. The table below summarizes the estimates for the route to Wichita. The summary represents a fully developed, well-established transit system. It is expected that ridership may not be at these levels in the first years of deployment. Figure II-3 shows the proposed alignment for the Wichita Route.

Table II-7 Estimates for Hutchinson to Wichita Route

	Baseline Concept			Moderate Service Level Concept			High Service Level Concept		
	1 Round Trip / Wk			2 Round Trips / Wk			4 Round Trips / Wk		
Annual Vehicle Trips	52			104			208		
Cost Recovery Rate	25%	10%	5%	25%	10%	5%	25%	10%	5%
Average Fares	\$5	\$2	\$1	\$7	\$2.75	\$1.5	\$10	\$4	\$2
Estimated Annual Ridership from Hutchinson	921			1,289			1,805		
Estimated Annual Ridership from Newton	404			565			792		
Estimated Total Annual Ridership	1,325			1,854			2,597		
Estimated Total Monthly Ridership	110			154			216		
Vehicle Trips per Month	4 Round Trips			8 Round Trips			16 Round Trips		
Revenue Hours Per Trip				1:52 Each Way					
Annual Revenue Hours	97			194			388		
Annual Revenue Hours	8,767			17,534			35,068		
Annual Cost of Service	\$25,500			\$51,000			\$102,050		
5% Annual Fare Recovery Remaining Cost	\$24,250			\$48,500			\$96,950		
10% Annual Fare Recovery Remaining Cost	\$23,000			\$46,000			\$92,000		
25% Annual Fare Recovery Remaining Cost	\$19,000			\$38,250			\$76,500		

Figure II-3 Central CTD Inter-regional Route Alignment



Financial Costs & Cost Recovery

The financial costs for operating inter-regional service to connect to the regional centers assumes an operating cost per mile of approximately \$2.91, reflective of Rcat's operating costs between August 2012 and July 2013. This cost includes a portion of all components of operations and maintenance. Under this assumption, the total operating costs of inter-regional services are determined by multiplying the number of miles traveled by the providers' costs per mile of providing service. The table below shows the first year's share of operating expenses allocated between the state/federal and local match responsibilities, which is then expressed to reflect three scenarios based on different fare recovery ratios, which is the percent of operating costs covered by passenger fees. These scenarios show a 5-, 10-, and 25-percent fare recovery ratio. The summary assumes a 70-percent operations match by federal or state grants and a 30-percent local match.

Table II-8 Central CTD Route Strategy Financial Summary

Frequency	Annual Operating Expenses	Annual Cost 5% Fare Recovery	Annual Cost 10% Fare Recovery	Annual Cost 25% Fare Recovery
1 Trip/week (baseline concept)				
Local Match	\$25,500	\$7,271	\$6,888	\$5,740
State/Fed Match		\$16,966	\$16,073	\$13,394
2 Trips/week (moderate service level concept)				
Local Match	\$51,000	\$14,542	\$13,777	\$11,481
State/Fed Match		\$33,932	\$32,146	\$26,788
4 Trips/week (high service level concept)				
Local Match	\$102,050	\$29,084	\$27,554	\$22,961
State/Fed Match		\$67,863	\$64,292	\$53,576

The high service level concept was chosen after evaluating the operating characteristics, costs, and stakeholder feedback. Wichita is an activity center with a high number of trip attractions. The two main stops in Hutchinson and Newton are estimated to draw significant ridership from not only within the city, but also from communities in surrounding counties. If demand for the inter-regional route surpasses capacity of the proposed service level, additional investment may be warranted for both operating expenses and for an additional vehicle. Service for the proposed service level concept could be provided with one vehicle for an estimated capital cost of \$80,000.

Transit trips within the region and on an inter-regional route may be further supported with coordinated scheduling and mobility management, which would ease coordination between local providers who collect passengers and bring them to a central location to access the inter-regional route. Coordinated scheduling may also allow the passenger and multiple providers to make the necessary scheduling arrangements with one call or through a software interface instead of with multiple calls between multiple parties. A mobility manager could collaborate with local operators to conduct outreach to unserved markets. These strategies are described in greater detail in the following sections.

Mobility Management

An essential element to the success of a coordinated approach to providing public transit service in the Central CTD will be the introduction of a mobility manager. The concept of mobility management is built on the principle of coordination to maximize efficiency. A common responsibility of a mobility manager is to identify and collaborate with the disparate transportation providers in their CTD. At the system or organizational level, the mobility manager would be responsible for working within the service area to identify gaps and help close those gaps by facilitating inter-organizational agreements and relationships such as between transportation providers, major employment and medical providers, and cities or counties; identifying additional resources; or bringing additional transportation partners together. A primary responsibility of the mobility manager would be to identify and coordinate the long-distance trips performed by transit providers in the CTD.

Responsibilities of the mobility manager could include the following:

- Schedules and coordinates the provision of trip requests for inter-community and inter-regional transportation service.
- Promotes, enhances, and facilitates access to transportation services, including integrating and coordinating services for individuals with disabilities, older adults, and low-income individuals.
- Supports short-term management activities to plan and implement coordinated services.
- Provides coordination services with medical service providers, human service organizations, and employers.
- Develops one-step transportation traveler call center to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs.
- Develops travel training—new training programs—for individual users on awareness, knowledge, and skills of public and alternative transportation options available in their communities. This training would include travel instruction and travel training services.

- Develops new ways to remove barriers for transportation to and from jobs and develops employment support services for people residing in rural areas.
- Coordinates contracts for transportation services between service providers and between local jurisdictions.
- Assesses client needs and identifies travel options.
- Analyzes routes and offers suggestions to be most cost-effective to clients.
- Provides adequate training and knowledge of the different types of services available to the CTD's residents.
- Cooperates with regional transportation service providers to ensure optimum transportation opportunities for customers in light of mandates, regulations, and expectations.
- Assists in developing printed material and forms to make information clearly obtainable for those using any of the various transportation programs in the CTD.
- Facilitates regular meetings of public transportation providers in the CTD in order to develop collaborative strategies to improve regional mobility.

Central CTD Mobility Management

In the Central CTD, Rcat indicated a willingness and ability to house the mobility manager on a contractual basis. Even though the mobility manager would be a contracted employee through Rcat, the mobility manager would be responsible to a regional coordinating board of the Central CTD, outside of the Rcat organizational hierarchy. This arrangement is suitable to several other transit providers in the CTD. The Central CTD mobility manager would be a full-time position charged with coordinating longer-distance or regional transit trips among regional transit providers and external providers. In addition, the Central CTD mobility manager would work with major medical providers, employers, and social service agencies within the CTD to better match transit service to trip patterns and regional demand. The Central CTD mobility manager would also be a resource for those jurisdictions that are currently without transit but may desire transit either by working with KDOT to develop an in-house transit provider or by purchasing transit services from an already-existing nearby provider. At the direction of a regional coordination board, the mobility manager would support implementation of regional strategies through grant writing, contract administration, facilitating discussion and dialogue, and working with regional providers to implement coordinated dispatch and regional routes. Finally, the mobility manager would provide administrative support for the regional coordination board, including preparing grant applications and fulfilling reporting requirements related to regional initiatives and preparing material and logistics for regional transit board meetings.

Coordinated Scheduling

Coordinated scheduling or dispatching can be an important component to a successful coordination strategy among rural transit agencies in Kansas. Coordinated scheduling or dispatching is the utilization of scheduling and software and Global Positioning System (GPS)-enabled in-vehicle tablets to efficiently assign and route passengers on the most-optimal trip. The technology can be used by one agency to schedule trips on their own vehicles, or it can be used in conjunction with other agencies to assign passengers to vehicles operated by the other agency. Varying degrees and varying levels of scheduling/dispatching centralization can be considered. Once the basic infrastructure has been installed within agencies and vehicles, transitioning between the different degrees of centralized scheduling would require minimal investment. Electing to have one agency dispatch for another agency would also require minimal additional investment. Three options have been described to the CTDs:

- Option 1 - Focusing centralized scheduling efforts to regional or long-distance trips
- Option 2 - Each provider scheduling their trips using the centralized scheduling system and dispatching their own vehicles, but allowing multiple providers to see each other's trips, making coordination and trip-chaining easier
- Option 3 – Scheduling all trips through a centralized call number that assigns the trip to the appropriate agency

All of the CTDs throughout Kansas indicated a desire to pursue coordinated scheduling and dispatching at the level of Option 1 or Option 2. Even though these levels would have each agency continuing as the primary scheduler and dispatcher for their customers and vehicles, a single agency in the CTD would still be designated to administer the contract with the technology vendor. This single vendor model for each CTD would allow dynamic interaction between the trip and vehicle schedules of multiple agencies within the CTD, and could allow—at each agency's discretion—contracting dispatching and scheduling services to other agencies.

Central CTD Coordinated Scheduling

In the Central CTD, Rcat has indicated a willingness and ability to serve as a point agency to administer the coordinated scheduling software.

GOVERNANCE

Planning and concept design for enhancing the level of coordination between the public and human services transportation providers has been addressed for the entire state. With that being said, the coordination plan must have flexibility in the overall concept to reflect the differences in needs and opportunities that exist not only across the state, but also within designated CTDs. Concepts recommended across the state range from coordinating schedules for shared rides between communities, to centralizing dispatching, to a much more simplified program of allowing agencies that provide inter-city service to stop in communities along their path to pick up passengers who currently do not have access to service. The intent of the proposed concept is to allow the coordinated services setup to differ between CTDs, but to still have a consistent organizational framework across each CTD.

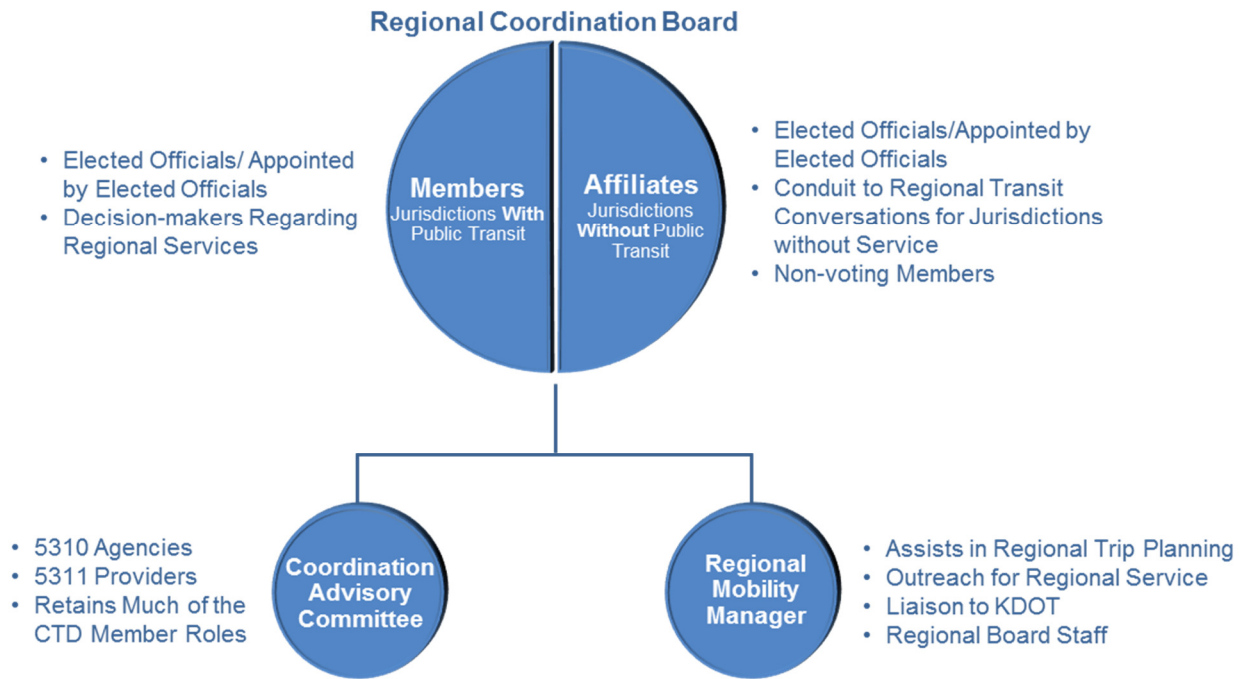
Integral to the regionalization concept is establishing a framework that promotes communication between elected officials, local and regional transportation providers, and agencies managing access to services that require clients to travel from their homes. To promote communication and decision-making regarding services, it is proposed that each CTD have an active forum (a working title of Regional Public Transit Coordination Association is proposed) for elected officials, local transit providers, and other stakeholders to talk about and act upon service coordination that is appropriate for their particular population.

The Regional Public Transit Coordination Association would be comprised of three components:

- A Regional Public Transit Coordination Board
- A Coordination Advisory Committee
- Staff - The staff function would primarily be composed of a regional mobility manager

Figure II-4 illustrates the structure of the Regional Public Transit Coordination Association.

Figure II-4 Regional Public Transit Coordination Association Organization Chart



Regional Public Transit Coordination Board

The proposed role of the Regional Public Transit Coordination Board is to provide a forum for officials/representatives from the range of jurisdictions in each CTD to discuss and advance the coordination plan developed for their CTDs. The concept proposed at this point is that each county would be provided the opportunity to participate with representation on the coordination board. Counties have initially been proposed as the geographic entity as they reflect the jurisdictional level that would provide continuous geographical coverage of the CTD, assuming all counties choose to participate. Selecting board representation from municipalities leaves the question on the table about who provides the voice for people in rural areas (outside a town), and it also creates the potential for a very large body to organize. Establishing representation at the county level addresses both of the listed concerns.

Not all counties across the state participate in providing funding for public transportation; therefore, stratified board membership is proposed to allow those jurisdictions that provide funding to have a greater voice in setting the coordination direction for the CTD. Representation on the board is proposed as follows:

- **Members** – Elected or appointed officials representing counties, municipalities, or other agencies contributing public local match funds to provide *public* transit service as part of

the KDOT program. Each jurisdiction or organization contributing local funds would be allotted one board position. Board members would be responsible for setting the direction for coordinated services within the CTD.

- **Affiliate Members** – Elected officials or their designees from counties that do not offer transit service and counties with transit service that is not part of the KDOT program.
- **Ex Officio Member** – A KDOT representative would function as a non-voting board member and provide technical guidance and direction.

Table II-9 lists the proposed membership of the Central CTD’s Regional Public Transit Coordination Board.

Table II-9 Regional Public Transit Coordination Board Membership - Central CTD

Organization	Membership Type	Funding
City of Great Bend	Member	5311
City of Hoisington	Member	5311
City of Pratt	Member	5311
McPherson County	Member	5311
Pratt County	Member	5311
Reno County	Member	5311
Rice County	Member	5311
Sunflower Diversified Services	Member	5311/5310
Barber County	Affiliate Member	N/A
Barton County	Affiliate Member	N/A
Marion County	Affiliate Member	N/A
Stafford County	Affiliate Member	N/A
KDOT Representative	Ex Officio Member	N/A
Regional Mobility Manager	Staff	N/A

Coordination Advisory Committee

The proposed coordination advisory committee would essentially mirror the current CTD committee concept, with representatives from transportation and human service providers from across the CTD. Consistent with the current CTD organization, the coordination advisory committee would elect a chair who would be responsible for leading meetings and be the point of contact for the coordination board.

The coordination advisory committee would provide the following:

- A forum for providers to discuss regional transportation needs, coordinated service opportunities, requests from the Regional Public Transit Coordination Board for input on new or consolidated service, and information sharing
- A group experienced in providing transit service that could design and implement coordination ideas developed through Regional Public Transit Coordination Board discussions
- An avenue to others that could assist in troubleshooting of software/hardware issues
- A centralized group for KDOT to meet with to disseminate information and to collect input

The coordination advisory committee would be comprised of:

- A representative from organizations participating in the 5310 funding program
- A representative from organizations participating in the 5311 funding program
- Ex Officio Member – A KDOT representative to function as a non-voting member and provide technical guidance and direction

Table II-10 lists the proposed membership of the Central CTD’s Coordination Advisory Committee.

Table II-10 Coordination Advisory Committee Membership - Central CTD

Organization	Description
City of Great Bend	5311
City of Hoisington	5311
McPherson County COA	5311
Pratt County COA	5311
Rcat	5311
Rice County COA	5311
Sunflower Diversified Services	5311/5310
Bethany Home	5310
Bethesda Home	5310
Buhler Sunshine Home	5310
Disability Supports of the Great Plains - Hutchinson	5310
Disability Supports of the Great Plains - McPherson	5310
Lyons Good Samaritan	5310
Multi-Community Diversified Services	5310
Training and Evaluation Center of Hutchinson (TECH)	5310
Regional Mobility Manager	Staff
KDOT Representative	Ex Officio Member

Refer to Volume I for additional detail on the Regional Public Transit Coordination Association.

COST ALLOCATION

Following discussions with stakeholders during the final round of regional meetings in September 2014, clear interest was shown in reviewing numerous local allocation methods for the remaining costs of the proposed strategies. In response to the comments received, the study team developed three different methods for local match allocation.

The total local match is displayed in two different tables, reflective of KDOT's different levels of funding for each strategy's stage of implementation (first year and after first year). Table II-12 shows the costs for the first year of implementation, while Table II-13 shows the costs for years after the strategies' inceptions. The table below breaks down KDOT's federal/state and local match responsibilities in relation to each strategy's summarized annual costs for the Central CTD.

Table II-11 Central CTD Annual Costing Summary by Regional Strategy

Strategy	Coordinated Scheduling				Mobility Management				Regional Route(s)			
	Year 1		Year 2+		Year 1		Year 2+		Year 1		Year 2+	
Implementation Period	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local
Agency Funding Responsibility	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Asset/Hardware Allocation	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Operations/Personnel Allocation	80%	20%	80%	20%	100%	0%	80%	20%	70%	30%	70%	30%
Asset/Hardware	\$100	\$0	\$20	\$0	-/-	-/-	-/-	-/-	\$80	\$0	\$16	\$4
Operations/Personnel	\$20	\$5	\$20	\$5	\$150	\$0	\$120	\$30	\$71	\$31	\$71	\$31
Total Allocation Amount	\$120	\$5	\$40	\$5	\$150	\$0	\$120	\$30	\$151	\$31	\$87	\$35
Total Regional Cost	\$125		\$45		\$150		\$150		\$182		\$122	
Year One State/Fed	\$421		<i>Notes: All costs are recorded in thousands. Total costs for routes are inflated due to the absence of operating cost recovery from collected fares.</i>									
Year One Local Match	\$36											
Year Two+ State/Fed	\$247											
Year Two+ Local Match	\$70											
Year One Total Cost	\$457											
Year Two+ Total Cost	\$317											

Three different methodologies are presented for allocating costs between counties.

Population-Based Allocation

The coordinated scheduling, mobility manager, and inter-regional route costs are first divided evenly between the applicable counties with 5311 service, based on the determined base fund ratio of 10, 25, or 50 percent. Then, the remaining costs are distributed among the applicable 5311 counties based on their total population.

Mileage-Based Allocation

The coordinated scheduling and mobility manager costs are first equally divided among the counties with 5311 providers. The remaining costs for the inter-regional route are distributed between counties based on how many miles are traveled on the route in each respective county.

County-Based Allocation

The coordinated scheduling and mobility manager costs are first equally divided among the counties with 5311 providers. The costs for the inter-regional route are distributed among counties where the route(s) are either traveled directly through or are located close enough to the alignment of the route so the county experiences a significant benefit. Costs for the inter-regional route are first divided equally among all benefitting counties, then half of the original allotment is subtracted from the adjacent counties, and that amount is divided evenly among the counties where the route travels directly through and thus adds to their original amount.

Table II-12 Central CTD Local Cost Allocation Year 1

		Population Based (Assumes 10% equally split among counties)			Population Based (Assumes 25% equally split among counties)			Population Based (Assumes 50% equally split among counties)			Mileage Based (Based on number of miles driven in each county)			County Based (Includes all benefitting counties)		
Fare Cost Recovery		5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%
County	Population															
Barber	4,867	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Barton	27,556	\$980	\$980	\$980	\$984	\$984	\$984	\$989	\$989	\$989	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
McPherson	29,208	\$7,292	\$6,963	\$5,975	\$7,455	\$7,117	\$6,102	\$7,727	\$7,374	\$6,315	\$1,000	\$1,000	\$1,000	\$4,636	\$4,444	\$3,870
Marion	12,565	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pratt	9,670	\$409	\$409	\$409	\$507	\$507	\$507	\$672	\$672	\$672	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Reno	64,346	\$15,070	\$14,390	\$12,351	\$13,937	\$13,307	\$11,416	\$12,048	\$11,501	\$9,857	\$11,325	\$10,782	\$9,152	\$11,907	\$11,333	\$9,610
Rice	10,077	\$3,058	\$2,919	\$2,503	\$3,927	\$3,747	\$3,209	\$5,375	\$5,128	\$4,386	\$1,000	\$1,000	\$1,000	\$4,636	\$4,444	\$3,870
Stafford	4,398	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Harvey*	34,572	\$7,275	\$6,892	\$5,743	\$7,274	\$6,892	\$5,743	\$7,273	\$6,890	\$5,742	\$18,759	\$17,772	\$14,810	\$10,907	\$10,333	\$8,610

*Not part of Central CTD. Portion of Central CTD route costs were allocated to Harvey County. The costs associated with mobility manager and coordinated scheduling in the Central CTD were not allocated to Harvey County.

Table II-13 Central CTD Local Cost allocation Year 2+

Fare Cost Recovery		Population Based (Assumes 10% equally split among counties)			Population Based (Assumes 25% equally split among counties)			Population Based (Assumes 50% equally split among counties)			Mileage Based (Based on number of miles driven in each county)			County Based (Includes all benefitting counties)		
		5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%
County	Population															
Barber	4,867	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Barton	27,556	\$6,862	\$6,862	\$6,862	\$6,885	\$6,885	\$6,885	\$6,924	\$6,924	\$6,924	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
McPherson	29,208	\$14,352	\$14,022	\$13,034	\$14,505	\$14,167	\$13,152	\$14,760	\$14,407	\$13,348	\$7,000	\$7,000	\$7,000	\$11,136	\$10,944	\$10,370
Marion	12,565	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pratt	9,670	\$2,863	\$2,863	\$2,863	\$3,552	\$3,552	\$3,552	\$4,701	\$4,701	\$4,701	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Reno	64,346	\$29,780	\$29,101	\$27,061	\$27,362	\$26,732	\$24,841	\$23,332	\$22,784	\$21,141	\$18,745	\$18,202	\$16,572	\$19,407	\$18,833	\$17,110
Rice	10,077	\$5,952	\$5,813	\$5,397	\$7,505	\$7,326	\$6,787	\$10,094	\$9,847	\$9,105	\$7,000	\$7,000	\$7,000	\$11,136	\$10,944	\$10,370
Stafford	4,398	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Harvey*	34,572	\$8,276	\$7,893	\$6,744	\$8,275	\$7,892	\$6,743	\$8,274	\$7,891	\$6,742	\$21,339	\$20,352	\$17,390	\$12,407	\$11,833	\$10,110

*Not part of Central CTD. Portion of Central CTD route costs were allocated to Harvey County. The costs associated with mobility manager and coordinated scheduling in the Central CTD were not allocated to Harvey County.

IMPLEMENTATION PLAN

The ultimate goal of this regional coordination effort was to identify coordination strategies and then implement those strategies. Implementation involves a series of actions that will result in the strategy concept actually becoming a reality. In some respects, identifying and understanding those actions, or steps, is the most critical element in the entire process.

The table below identifies the time period when each proposed strategy could potentially be implemented in the Central CTD. A comprehensive summary of each CTD's implementation plan is shown in Volume I.

Table II-14 Central CTD Strategy Implementation Plan

Strategy	Immediate Next Steps	Short Term (0 - 2 years)	Med. Term (2 - 5 years)	Long Term (5+ years)
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Hutchinson to Wichita Inter-regional Route			✓	

In addition to the proposed timeline for implementing said strategies, the study team has developed an action plan (below), listing relevant actions the Central CTD should consider when constructing their own regionally preferred implementation plan.

Establish Regional Coordination Structure

- KDOT staff and providers determine membership of a regional coordination board and the new Central CTD
- Incorporate regional coordination board as non-profit corporation
- Incorporate the Central CTD to reflect updated membership
- Hold initial meetings of regional coordination board and advisory committee to discuss and agree upon responsibilities, elect officers, and establish policies and procedures

Hire Mobility Manager

- Regional coordination board chair meets with KDOT staff to discuss and agree upon mobility management program funding policies and procedures and establish how funding will flow
- Central CTD committee convenes to discuss and agree upon recommended roles and responsibilities of the mobility manager, estimates of cost, and local funding responsibilities

- Central CTD committee chair forwards recommended roles and responsibilities, cost estimates, and funding responsibilities to regional coordination board
- Selection committee conducts interviews and makes hiring recommendation to the full board
 - Board chair tenders offer of employment to selected candidate
- Board authorizes employment services agreement with local agency
 - Board chair appoints committee to negotiate employment services agreement
- Regional coordination board meets to discuss the Central CTD committee recommendation; board secretary responsible for developing position description and qualifications and soliciting applications from interested individuals
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the board's secretary
- Board chair appoints selection committee from board members and assigns responsibility for reviewing applications and selecting candidates for interview
- Board meets with newly hired mobility manager to develop work plan and establish working arrangement

Initiate Proposed Regional Service

- Central CTD committee meets to review proposed regional service strategy(ies)
- Central CTD committee chair appoints subcommittee to refine service concept and select service provider
- Central CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
- Central CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- CTD committee meets to discuss promotion of the new regional service
 - CTD committee chair appoints subcommittee to develop recommendations for promotion of new regional service
 - CTD committee chair forwards recommendations to regional coordination board
- Board adopts service promotion recommendations (subject to any desired changes)
 - Board chair assigns mobility manager responsibility for initiating promotional activities associated with new regional service
- New service is initiated
 - Mobility manger assumes responsibility for monitoring new service performance and reporting back to board, CTD committee, and KDOT

Develop Centralized Scheduling Capabilities

- KDOT identifies statewide scheduling/dispatching system vendor and enters into service contract
- Central CTD committee recommends acquisition of centralized scheduling/dispatching system to regional coordination board
 - Central CTD committee chair appoints subcommittee to work with mobility manager and KDOT staff to develop specifications for the centralized scheduling/dispatching system based on regional priorities and interests
 - Central CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
 - Central CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- Centralized scheduling/dispatching system is procured and installed
 - Mobility manager assumes responsibility for managing initial training program, monitoring system performance, and reporting back to board, Central CTD committee, and KDOT

CHALLENGES TO IMPLEMENTATION

As KDOT's strategic vision for transit in Kansas moves toward implementation, several potential challenges were identified in Volume I. The challenges listed below have significant relevance in the Central CTD, including:

- Diversity of CTDs across the state – i.e., each CTD will be in a somewhat different stage of implementation based on multiple factors, including:
 - Possibility of counties funding local match one year and not the other, putting a bigger strain on the counties still funding their part of the match
 - Current level of coordination between providers in the Central CTD higher than some CTDs, but still a potential challenge to overcome
- Making potential riders in the Central CTD aware of the provided service once it is implemented.
- Rcat is currently the preferred provider to operate the inter-regional route to Wichita, but is currently unable to travel outside the Reno County boundary.

- Receiving critical mass of buy-in. How will the Central CTD decide whether or not to move forward with specific elements?
- Maintaining interest/buy-in from elected officials to participate in Central CTD's regional coordination board.
- Identifying who is responsible for the initial implementation effort. Who takes the lead in moving ahead with the development of coordination structures and the hiring of mobility managers?
- Coordinating with urban transit providers in Wichita.

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EAST CENTRAL - COORDINATED TRANSIT DISTRICT

PROJECT PURPOSE AND NEED

The purpose of the KDOT Regional Transit Business Model Implementation project is to develop strategies for the provision of transit services throughout rural Kansas that will make the most efficient use of additional transit funding made available by the state legislature as part of the Transportation Works for Kansas (T-WORKS) transportation program. This additional funding support is intended to improve the efficiency and availability of rural transit service throughout the state, thus making transit more accessible and more useful to the state's rural residents. Improving efficiency and availability requires finding common services connected to some or all providers within a region of the state and developing programs to share labor and capital resources associated with the common services.

Passage of the T-WORKS program in 2010 ushered in a new approach to rural transit program management and operations across the state, as well as an enhanced funding plan to implement the desired changes. Historically, the nearly 200 rural transit providers across the state have planned and operated services independently, which in some locations has resulted in redundant service and/or missed opportunities for providing service to those without access. Connected with T-WORKS, the Kansas Department of Transportation (KDOT) and stakeholders throughout the state are developing and implementing a new approach of coordinated transit service which will:

- Allow more people in the state to have access to some level of transit service.
- Improve the efficiency and cost-effectiveness of the public and private investments in transit.
- Reduce the gaps and redundancies observed in the current approach to providing service.

Within each region, stakeholder teams composed of transit providers, city and county officials, medical providers, and social agencies were created. The stakeholder teams were charged with providing the KDOT and consultant study team with input on needs and mobility gaps within the regions, giving feedback on ideas for coordinated service, and acting as the conduit to local councils and/or county commissioners relative to decision-making. Meetings with each stakeholder team occurred four times over the course of the project. In July and August 2013, the project was introduced and regional boundaries introduced. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers.

The following plan details the existing characteristics and the recommended coordination strategies for the East Central CTD.

COORDINATED TRANSIT DISTRICT BOUNDARY

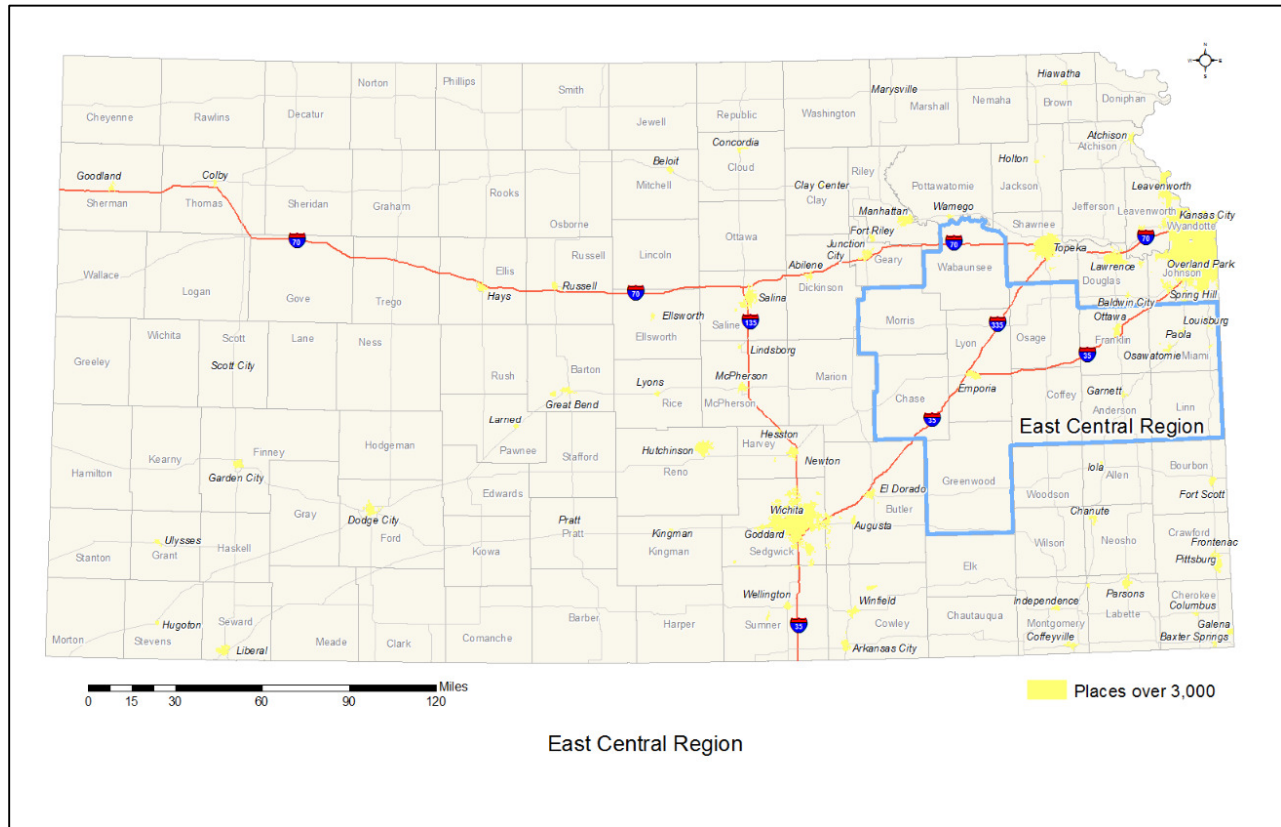
Steady progress to advance coordination has been made since the effort was formalized by passage of the 1992 Kansas Coordinated Transit District Law. The CTD boundary structure across the state was based on an administrative structure of many of the associated agencies such as area Agencies on Aging, county boundaries, and Community Development Disability Organization areas. An initial step in the on-going regionalization project was to evaluate the individual CTD boundaries and make appropriate adjustments to better reflect commuter flows, population densities, and travel sheds for medical and retail areas, while retaining the county boundary element of the administrative structure. Following the evaluation, the state was divided into nine primarily rural-focused regions, which are the focus of this project, and a tenth urban region comprised of Douglas, Johnson, Shawnee, and Wyandotte counties. The current CTD boundaries will be adjusted to conform to the boundaries of the defined regions. As a result, the state will now consist of 10 CTDs compared to the original 15 CTDs.

The proposed East Central CTD encompasses 11 counties and parts of the previous CTDs 5, 9, 10, and 11. The cities of Emporia, Ottawa, Osawatomie, Louisburg, Paola, Spring Hill, and Garnett make up the towns with populations of more than 3,000 people. While population is concentrated more near the eastern side of the CTD, a 5310 or 5311 provider is stationed in each of the 11 counties representing the East Central CTD.

The 11 counties located in East Central CTD include:

- Anderson County
- Chase County
- Coffey County
- Franklin County
- Greenwood County
- Linn County
- Lyon County
- Miami County
- Morris County
- Osage County
- Wabaunsee County

Figure II-5 Statewide Map - East Central CTD



List of Providers

Providers identified in the East Central CTD are categorized according to their source of funding from KDOT. The 5311 providers are funded under the FTA's Section 5311 (General Public Transportation) program, which provides capital and operating funds to support rural and small urban (under 50,000 population) transportation projects that serve the general public¹. The 5310 providers are funded under the Section 5310 program (Specialized Transportation for the Elderly or Disabled), which provides funds to private non-profit corporations and local governments in both urbanized and non-urban areas to provide transportation services to meet the special needs of the elderly and the disabled.

5311 Providers

Anderson County Transportation – Anderson County provides an average of 450 monthly rides within Anderson County including the cities of Colony, Kincaid, Lone Elm, Welda, Bush City, Greeley, Scipio, Harris, Mont Ida, Westphalia and Garnett. Service hours are weekdays

¹ Kansas Department of Transportation (KDOT). Public Transportation Applications. Section 5310/5311 Funding. <http://www.ksdot.org/burtransplan/pubtrans/index.asp>

between 9:00 a.m. and 4:00 p.m. However, additional hours are offered in rural parts of the county from 8:30 a.m. to 5:30 p.m. on weekdays, except on Wednesdays. Fares range from \$2 in urban areas to between \$5 and \$7 in rural areas of Anderson County.

Chase County – Chase County provides approximately 80 rides with service traveling within the county, and only rarely outside Chase County. The service, based in Cottonwood Falls, operates one ADA-accessible transit bus and a 12-passenger van during weekdays from 8:00 a.m. to 5:00 p.m. The passenger fare for the service is on a donation basis.

City of Paola/Lakemary Center – Paola provides more than 30 rides throughout Miami County, but also as far as Kansas City and Emporia. It operates nine passenger vans, one of them ADA accessible, from 7:00 a.m. to 4:30 p.m. during weekdays. The cost of service depends on location. The fare is \$10 for round trips within the city of Paola, \$20 for round trips within Miami County, \$25 outside the county, and \$5 for additional stops.

Coffey County COA – Coffey County COA provides around 30 daily rides for county residents. It operates four vehicles, three of them ADA accessible, weekdays from 8:00 a.m. to 5:00 p.m. Fares are limited to donations based on the rider's destination.

Community Senior Services – Community Senior Service Center, Inc., offers service to people in the city of Osawatomie, the southern 40 percent of Miami County, and as far north as Paola. It operates three vehicles, one of them ADA accessible, weekdays 8:00 a.m. to 4:00 p.m. The center provides more than 100 monthly rides. The cost of service is \$1 per trip, while out-of-town trips are adjusted for mileage. Rides to Paola are \$5.

Franklin County COA – Franklin County COA provides approximately 1,000 annual rides. Trips to Douglas, Shawnee, and Johnson are for medical trips only. They operate four ADA-accessible vans and offer service weekdays from 8:00 a.m. to 2:30 p.m. and are based in Ottawa. Fares are based on suggested donations including \$1 per round trips in town and \$5 per round trips out of town.

Greenwood County COA – Greenwood County COA provides more than 1,000 monthly rides to people within the county and offers trips to destinations as far as Wichita or Topeka. The service, based in Eureka is operating five vehicles, two of them ADA accessible, weekdays from 8:00 a.m. to 5:00 p.m. While fares in town cost \$1 per trip, out-of-town trips cost \$10 for each hour travelled.

Linn County – Linn County offers service countywide and to surrounding counties. It operates two ADA-accessible passenger vans weekdays 8:00 a.m. to 4:30 p.m. The service, based in Mound City, provides approximately 50 monthly rides. After determining mileage to each destination, fares include \$15 for adjoining counties of Miami, Anderson, and Bourbon; \$20 to Johnson, Crawford, and Neosho counties; \$25 for Franklin County; \$30 to Kansas City; \$35 to Leavenworth; and \$40 to Topeka.

Louisburg Senior Center – Louisburg Senior Center offers approximately 200 rides within Miami County and the cities of Ottawa and La Cygne. The service operates three total vehicles, two of

them ADA accessible, weekdays 8:00 a.m. to 5:00 p.m. Cost for fares includes \$4 for round trips within Louisburg, \$5 within Miami County, and \$25 outside the county.

Lyon County Area Transit (Lcat) – Lcat offers service within the county and coordinates with Wabaunsee County for out-of-county rides to Topeka, Manhattan, or Kansas City. It operates six ADA-accessible vehicles on a deviated fixed route in Emporia from 6:45 a.m. to 6:00 p.m. and a demand-response route from 7:30 a.m. to 7:00 p.m. The service, based in Emporia, provides 800 monthly rides. Fares for deviated and fixed routes are \$1.25 per ride, and \$6 for out-of-county coordinated trips where Wabaunsee County charges additional fare. Savings can be made with purchase of monthly or semester passes.

Morris County Senior Citizens, Inc. – Morris County provides an average of 300 monthly rides within Morris County and to destinations outside the county including Herington and Junction City for \$7 per one-way trip, Emporia and Manhattan for \$10, Salina and Topeka for \$15, Wichita and Lawrence for \$20 and Kansas City for \$25. They operate weekdays from 8:00 a.m. to 4:00 p.m.

Osage County Senior Citizens – Osage County Senior Citizens provides approximately 500 monthly rides for county residents to destinations within a 100-mile radius of Osage City. They operate one transit bus and two passenger vans, one of them ADA accessible, weekdays from 8:00 a.m. to 5:00 p.m. Trips are routinely taken to Topeka and Emporia in addition to Osage County. Suggested donations include \$2 for each in-county scheduled trip, \$3 for surrounding county scheduled trips, and \$5 per person for unscheduled demand-response trips. However, donations (“rider appreciation trips,”) can be lower, depending on the destination.

Paola Senior Center – Paola Senior Center offers service within an 8- to 10-mile radius as well as medical trips to the Kansas City metro area. The center has two passenger vans, one of them ADA accessible, and provides nearly 50 rides per month operating weekdays 8:30 a.m. to 3:00 p.m. Fares cost \$1 per trip in town, \$5 per trip to Osawatomie, and \$25 per round trip to Kansas City.

Wabaunsee County Transportation – Wabaunsee County provides nearly 50 rides per month for mostly long-distance destinations. Their service area is not limited and reaches as far as Kansas City and Jamestown, Missouri. They are based in Alma and operate two passenger vans, one of them ADA accessible, weekdays 8:00 a.m. to 4:30 p.m. Fares cost \$7 per round trip within the county or adjacent counties and \$20 per round trip for non-adjacent counties, including trips to Kansas City.

5310 Providers

In addition to 5311 general public transportation providers, several 5310 transportation programs are present in the CTD. These programs are listed below.

COF Training Services

Elizabeth Layton Center

Emporia Presbyterian Manor

Hetlinger Developmental Services

Mental Health Center of East Central Kansas

Paola Association for Church Action

Quest Services

Tri-Ko, Inc.

The next section describes the process to determine the proposed regional strategies for the CTD.

BACKGROUND FOR ACTION IN THE EAST CENTRAL CTD

The following sections detail the project's planning process to arrive at a final proposed strategy for the East Central CTD.

Each stakeholder team and study team met four times over the course of the project. In July and August 2013, a survey of transit providers was administered, the project and the regional boundaries were introduced, and the initial data and input were collected. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers. Listed below are the stakeholders who participated in at least one of the four East Central regional meetings. A total of 17 organizations, represented by 26 individuals, participated as stakeholders in the series of four meetings held in Emporia.

Table II-15 East Central CTD Meeting Participants

Stakeholder	City	County	Type
Anderson County COA	Garnett	Anderson	5311
Chase County GBT	Cottonwood Falls	Chase	5311
City of Paola/Lakemary Center	Paola	Miami	5311
COF Training Services, Inc.	Ottawa	Franklin	5310
Coffey County Transportation	Burlington	Coffey	5311
Community Senior Service Center, Inc.	Osawatomie	Miami	5311
Emporia Presbyterian Manor	Emporia	Lyon	5310
Franklin County	Ottawa	Franklin	County Govt.
Franklin County Services for the Elderly	Ottawa	Franklin	5311
Greenwood County COA	Eureka	Greenwood	5311
Lyon County Area Transit (Lcat)	Emporia	Lyon	5311

Stakeholder	City	County	Type
Louisburg Senior Center	Louisburg	Miami	5311
Mental Health Center of East Central Kansas	Emporia	Lyon	5310
Morris County Public Transportation / Morris County	Council Grove	Morris	5311
Osage County COA	Osage City	Osage	5311
Paola Senior Citizens Center, Inc.	Paola	Miami	5311
Wabaunsee County General Public Transportation	Alma	Wabaunsee	County/5311

During the first round of meetings in August 2013, stakeholders identified several needs, opportunities, and challenges that were important to their organizations and the people they serve. The group in the East Central CTD identified needs/issues affecting their organizations in particular. Providers expressed a need to not only acquire more funding, but also a greater emphasis on educating people regarding what transit is currently provided.

Prioritization of the Needs / Gaps / Barriers

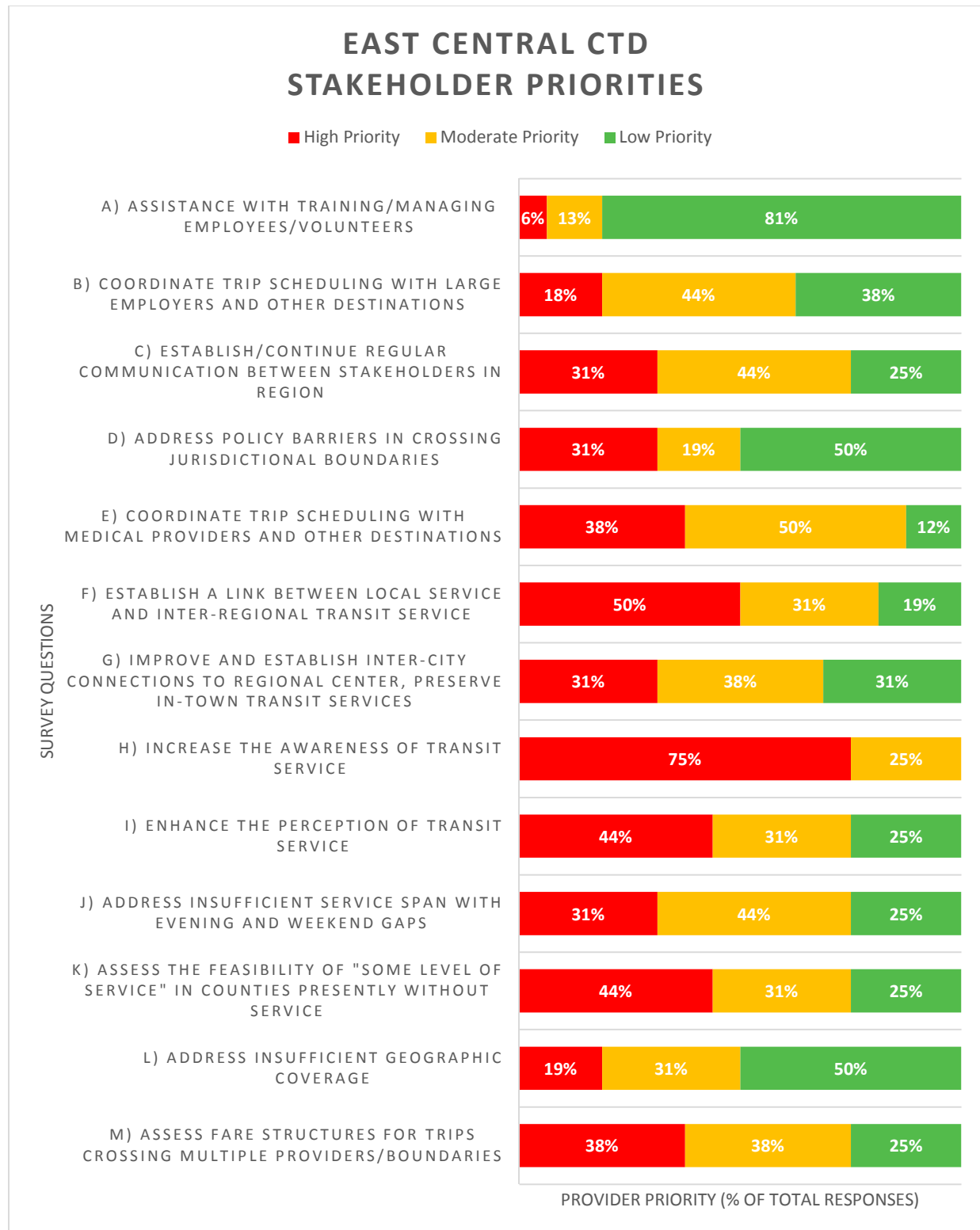
Unmet needs across the East Central CTD and within individual jurisdictions were discussed at the stakeholder meeting in August 2013. The need descriptions gathered in the meeting were discussed by KDOT staff and the consulting team and compared with the need descriptions identified in other regions across the state. A product of the statewide-level discussion was a list of 13 gaps/needs that encompassed those more-specific needs identified at the local levels. This list was circulated to stakeholder representatives and other agency representatives who attended the August 2013 meetings, with a request to provide input on prioritizing the needs. As funding for transportation services is constrained at the local, state, and federal levels relative to the gaps, prioritization is critical so the most important areas can be addressed before the less severe ones. The prioritized needs according to stakeholders in the East Central CTD are shown in Figure II-6.

Nearly all needs received votes for all three categories, though some rankings stand out. The following needs were identified as higher priority by the respondents.

- Need to establish a link between local service and inter-regional transit service
- Need to increase the awareness of transit service
- Need to enhance the perception of transit service
- Need to assess the feasibility of “some level of service” in counties presently without service

The consulting team conducted a series of internal workshops and discussed the identified needs with representatives of many of the public transit agencies and relevant stakeholder organizations. After analyzing the data collected from the gaps/needs survey, the consulting team worked to create a list of strategies to address the prioritized gaps/needs.

Figure II-6 East Central CTD Stakeholder Priorities



SERVICE AND MANAGEMENT IDEAS/CONCEPTS

Description of Concepts

The focus of the December 2013 round of meetings was to discuss ideas the consulting team had developed with KDOT staff with input from transit providers, and to address the gaps. The goal in defining the strategies has been to “right-size” the concept, balancing the issue/need/gap with the current services and financial constraints likely in place at all jurisdictional levels.

Those ideas/concepts discussed in the meetings were based on the prioritized needs/gaps as seen below.

Need to establish a link between local service and inter-regional service.

Option 1: Expand local service areas and coordinate with existing inter-county/regional services.

Option 2: Establish regional route(s) that would pivot out of Emporia and connect with locally operated services throughout the region.

Need to increase the awareness and perception of transit service.

Option 1: Modify provider naming conventions to clearly convey the agency’s mission of providing general public transit service.

Option 2: Coordinated Marketing – Use joint marketing templates and joint advertising to lower cost of marketing individual provider’s transit service.

Option 3: Joint Branding – One informational number in region for transit, but clients still reserve/schedule by calling individual providers. Operations largely uncoordinated.

Option 4: Full Branding Integration – One regional “umbrella” brand, centralized dispatch, coordinated fare structure, inter-jurisdictional policies. One regional number for scheduling.

Need to assess the feasibility of “some level of service” in counties presently without service.

Option 1: Develop template MOUs that would allow counties with low levels of service to contract with providers in adjacent counties to provide service that is financially allocated in a fair and equitable way.

Option 2: Determine feasibility of contracting remote management of service. Driver and vehicle located in one county would be dispatched and managed by provider in another (not necessarily adjacent) county.

Initial Screening Findings

Using input from earlier meetings on addressing the prioritized needs, materials were developed for the third round of stakeholder meetings, which took place in April 2014. Those materials provided details for each chosen strategy specific to the East Central CTD, including:

- Inter-regional Route Concept Analysis
- Cost Allocation Model for Contracted Transit Service
- Centralized Scheduling/Dispatching
- Roles and Responsibilities of a Mobility Manager
- Transit Advisory Panel Structure

The April 2014 round of meetings gave stakeholders a chance to respond to the developed strategies and provide input on how the study team should go forward with the strategies. After receiving feedback from stakeholders, the study team analyzed comments from the April meetings and refined the proposed strategies based on those comments. Prior to the final round of meetings, stakeholders received materials including a Regional Strategy Refinement, a Local Match Allocation Model, and a Regional Governance Structure. In September 2014, a fourth round of meetings was held with stakeholders to give the group a final chance to respond to the regional strategies, discuss how much each strategy would cost for the participating organizations, and how the newly structured CTD would function.

Responses from the last round of meetings were reflected in the final strategy details including the expected implementation period for each strategy. In the following sections, the last iteration of the regional strategies is presented including inter-regional routes, mobility management, and coordinated scheduling. Alternatives for cost allocation and implementation of each strategy are also included.

Inter-Regional Route Strategy

The need for an inter-regional route in the East Central CTD originated from a survey asking regional stakeholders to prioritize 13 locally identified needs. After discussing the results of the survey during stakeholder meetings, three primary needs were identified to be addressed further. While establishing an inter-regional route was seen as a way to address the need to establish a link between local service and inter-regional service, the route could potentially support other primary needs of the East Central CTD, including the need to increase the awareness and perception of transit service and provide “some level of service” in counties presently without service.

The regional service would link a combination of:

- New inter-regional service between Emporia and Topeka, with potential transfer stops between the regional centers
- New inter-regional service from Emporia to Wichita, with potential transfer stops in between the regional centers
- New inter-regional service between Paola and Olathe Medical Center, with a stop in Spring Hill
- Local transit providers connecting outlying rural areas and communities to the previously mentioned regional routes

Stakeholder Response

Responses received from stakeholders within the region supported the proposed regional routes, since there is already coordination between providers offering a similar service. In preliminary discussions, stakeholders developed and expressed support for a \$5 per-county fare. For the proposed routes to be effectively implemented, the group emphasized the importance of communicating and coordinating between providers on aspects such as operating hours. Efforts like developing online calendars to show when vehicles arrive and depart from each stop may assist providers in providing long-distance trips. Coordinated scheduling software and GPS-enabled vehicles can enhance this effort by allowing the dynamic exchange of trip, vehicle, and schedule information between agencies.

Major Trip Generators

The Topeka area has major regional facilities including a Veterans Administration facility, several major medical facilities, dialysis, and social service agencies. The Wichita area also has dialysis centers, regional hospitals, and social service agencies.

The Paola route's terminus is located at the Olathe Medical Center, where patients can visit for physician appointments and also receive dialysis treatments nearby. Johnson County Transit (JCT) operates commuter routes from the nearby mall, so further connections may also be made to take advantage of the local transit system commuter routes travelling toward downtown Kansas City, or para-transit services to access other medical centers or social service agencies. Alternatively, the route could continue to the University of Kansas Medical Center.

Current Coordination Level

Current coordination between providers in the East Central CTD is stronger than in some other regions. Providers are currently sharing long-distance trip information through a website calendar hosted by a county-based transit provider, and they have discussed a coordinated long-distance fare of \$5 per county. This fare would remain with the operator of the trip to help cover operating expenses. Obstacles preventing further coordination include issues of limited funding, but jurisdictional service restrictions, remote locations, and communication difficulties are also obstacles. Providers did express opportunities that would also improve current services

by better publicizing current service, simplifying daily operations, and taking advantage of volunteer drivers when available.

Existing Regional Service

After compiling data from provider surveys and phone and in-person conversations with transit providers, it was made clear there are multiple providers offering long-range trips to multiple regional centers including Topeka, Wichita, and the Kansas City metro area. This duplicative service presents an opportunity to help each provider’s operations become more efficient by offering a regional route alternative. Establishing an inter-regional route allows providers the option to drop off passengers at designated transfer stops along a route between Emporia and Topeka, between Emporia and Wichita, or between Paola and Olathe. Providers currently making the long-distance trips have the ability to limit their operating expenses and refocus their efforts on providing local trips within their local service area.

Alternative inter-city services available in the CTD include Greyhound Lines, Inc., and the Los Paisanos inter-city bus services. Greyhound offers service through Wichita, Emporia, Topeka, and Lawrence, Kansas; and Kansas City, Missouri. One northbound and two southbound daily trips are offered. The Greyhound fares within the CTD are listed in Table II-16. Los Paisanos is an inter-city bus provider offering service originating in northern Mexico to Wichita, Emporia, and Topeka, Kansas; and Kansas City, Missouri. The existing structure of the inter-city bus options do not allow for many residents in the East Central CTD to use inter-city bus for medical appointments, social outings, employment, education, shopping trips, or other short-term visits. While there are local providers who offer service to regional centers like Topeka, Wichita, or the Kansas City metro, some providers only provide this service to passengers originating within a providers’ service area.

Table II-16 Greyhound Lines, Inc., One-way Fares

Trips	Advanced Purchase	Standard
Emporia – Wichita	\$20	\$40
Emporia – Topeka	\$13.5	\$27
Emporia – Kansas City	\$22	\$44

Note: Advanced purchase fares are only eligible if purchased seven or more days prior to the actual trip.

Barriers & Opportunities for Providers to Participate in the CTD’s Strategy

Table II-17 lists each provider, its location and the barriers and opportunities each provider faces in participating in the proposed East Central CTD inter-regional routes. These identified barriers and opportunities are based on current service restrictions as gathered through a 2013 survey and numerous discussions with providers.

Table II-17 Barriers and Opportunities for East Central CTD Providers to Coordinate

Provider (City)	Barriers	Opportunities
Counties Bordering Lyon County		
Wabaunsee County Transportation (Alma)		Provides service anywhere including as far as the Kansas City area
Coffey County COA (Burlington)	Only transports Coffey County residents	Offers trips within 75 miles of Coffey County
Chase County (Cottonwood Falls)	Rarely travels outside the county	Provides service in Chase County
Morris County Senior Citizens, Inc. (Council Grove)	Service characteristics unknown	Service characteristics unknown
Lcat (Emporia)	Limited to in-county trips	Provides county service and coordinates trips with Wabaunsee County to as far away as Manhattan, Topeka, and Kansas City
Greenwood County COA (Eureka)		Offers service within the county and as far as Wichita and Topeka
Osage County Senior Citizens (Osage City)		Provides service within the county and regular trips to Topeka and Emporia
Eastern Counties		
Anderson Transportation (Garnett)		Provides monthly trips to Ottawa in Franklin County and Lawrence in Douglas County
Linn County (La Cygne)		Provides trips within the county and to hospitals in Kansas City
Louisburg Senior Center (Louisburg)		Offers service within Miami County and Ottawa and La Cygne
Community Senior Services (Osawatomie)	Paola is the northern service boundary	Offers service within the city and most of Miami County
City of Paola/Lakemary Center (Paola)		Offers service within Miami County and as far away as the Kansas City metro area and Emporia
Paola Senior Center (Paola)		8- to 10-mile radius of Paola and medical trips to the Kansas City metro area
Franklin County COA (Ottawa)	Offers service to Douglas, Shawnee, and Johnson counties for medical purposes	Offers service within Franklin County

Service Provider

Lcat, based in Emporia, currently operates the largest number of vehicles among the providers within the western seven counties of the East Central CTD. In addition, Lcat indicated that the organization was willing and technically capable of operating long-distance routes throughout the CTD. Lcat's central location within the CTD and along I-335 helps participating 5311 providers in transferring riders from surrounding counties to the identified regional centers of Topeka and Wichita. Other providers in the CTD also indicated a willingness to have Lcat fulfill this role. The relatively large size of Lcat's existing operation, in comparison with the size of other providers in the CTD, means that Lcat would be able to operate new service while absorbing a lower amount of additional costs than other providers. This does not mean that Lcat would be able to operate additional services without additional outside funding.

JCT operates outside of the East Central CTD but was the operator of a commuter route originating in Paola before the route was discontinued. The route picked up riders in Paola and ended at the Great Mall of the Great Plains in Olathe, Kansas. JCT's existing infrastructure and staffing make them the most qualified provider to operate the new proposed route from Paola.

Level of Coordination Needed

The two inter-regional routes operating out of Emporia are proposed to be operated by Lcat, and the route from Paola would be operated by JCT. However, other 5311 providers in the CTD would need to transport riders within their service areas to the appropriate regional stops. Communication between the 5311 providers and the inter-regional route operator would be necessary in order to prevent exceeding the capacity limits of the vehicle. Coordinated dispatching could assist with this type of communication. Regional funding agreements would be required to operate the inter-regional routes.

Local Providers' Roles in Proposed Inter-Regional Route

The role of the local providers in this CTD is to deliver passengers living in their respective service areas to a connection point for the inter-regional routes. With the cooperation of providers along the route to deliver passengers to a common access point, the bus can effectively maintain a higher travel speed.

Refer to Table II-18 for the vehicle capacity of each provider within the East Central CTD.

Table II-18 Vehicle Capacity of East Central CTD Providers

City/Provider	Vehicle Capacity
Counties Bordering Lyon County	
Wabaunsee County Transportation (Alma)	One 13-passenger van with lift and one without
Coffey County COA (Burlington)	Two 13-passenger vans with lifts, one passenger van with ramp, and one without
Chase County (Cottonwood Falls)	One 12-passenger van and one 20-passenger transit bus with lift
Morris County Senior Citizens, Inc. (Council Grove)	One 13-passenger van with lift, one passenger van with ramp, and one without
Lcat (Emporia)	Four 20-passenger transit buses with lifts and two 13-passenger vans with lifts
Greenwood County COA (Eureka)	One 12-passenger van, one full-sized station wagon, one mid-sized car, and two passenger vans with ramps
Osage County Senior Citizens (Osage City)	One 20-passenger transit bus, one 13-passenger van with lift, and one without
Eastern Counties	
Anderson County Transportation (Garnet)	One 13-passenger van with lift, one without, and one full-sized station wagon
Linn County (La Cygne)	Two 13-passenger vans with lifts
Louisburg Senior Center (Louisburg)	One 13-passenger van with lift, one passenger van with ramp, and one without
Community Senior Services (Osawatomie)	One passenger van with ramp and two mid-sized cars
City of Paola/Lakemary Center (Paola)	Four 12-passenger vans, one 13-passenger van with lift, and five passenger vans
Paola Senior Center (Paola)	One 13-passenger van with ramp and one passenger van
Franklin County COA (Ottawa)	Two 13-passenger vans with lifts, one 15-passenger van with lift, and one passenger van with ramp

Service Revenue

The providers in each CTD use a variety of fare structures. Fare structures can include a flat-trip rate, a per-mile rate, or donations only. Some of these fare systems are less suitable for inter-regional routes that cross long distances and cross multiple county jurisdictions. Examples of fares currently used in the East Central CTD can be seen in Table II-19.

Table II-19 Current Fares of East Central CTD Providers

Provider (City)	Local Fare	Fares Outside Local Area
Counties Bordering Lyon County		
Wabaunsee County Transportation (Alma)	\$7 round trip within county	\$7 round trip to adjacent counties \$20 round trip anywhere else, including Kansas City
Coffey County COA (Burlington)	Suggested donations based on destinations	Same as local fare
Chase County (Cottonwood Falls)	Donation only	Same as local fare
Morris County Senior Citizens, Inc. (Council Grove)	Fares unknown	Fares unknown
Lcat (Emporia)	\$1.25 per ride on fixed route and deviated routes Offers ride passes for up to four months	\$6 for out-of-county coordinated trips; Wabaunsee County charges additional fare
Greenwood County Senior Citizens, Inc. (Eureka)	\$2 round trip in town	\$10 per hour out of town
Osage County Senior Citizens (Osage City)	\$2 per scheduled trip within county \$5 per person per unscheduled demand-response trips	\$3 per scheduled trip in surrounding counties
Eastern Counties		
Anderson County Transportation (Garnett)	\$2 suggested donation within county	\$7 suggested donation to Douglas County or Franklin County
Linn County (La Cygne)	No fare for trips within the county	Mileage-based Fares: \$15 for adjoining counties \$20 for Johnson, Neosho, and Crawford counties \$25 for Franklin County \$30 for Kansas City \$35 for Leavenworth \$40 for Topeka
Louisburg Senior Center (Louisburg)	\$4 round trip within Louisburg \$6 round trip within the county	\$25 round trip outside of Miami County
Community Senior Services (Osawatomie)	\$1 per trip	Out-of-town trips adjusted for mileage \$5 to Paola
City of Paola/Lakemary Center (Paola)	\$10 per round trip within Paola	\$20 round trip within the county, outside Paola \$25 round trip outside the county \$5 for additional stops

Provider (City)	Local Fare	Fares Outside Local Area
Paola Senior Center (Paola)	\$1 per trip	\$10 round trip to Osawatomie \$25 round trip to Kansas City
Franklin County COA (Ottawa)	Suggested Donation: \$1 round trip within Ottawa	Suggested Donation: \$5 round trip out of town

Route Characteristics & Feasibility

To continue the evaluation of the concepts where new inter-regional transit routes are transporting passengers from other providers, the next section estimates the ridership that could result from implementing the concept and examines the resulting effects on operating costs and revenue for trips originating in Emporia or Paola. The section includes a discussion of ridership patterns, how proposed service costs were determined, and existing fares. The routes are described as three separate concepts with various levels of service. These concepts include a “baseline” concept, a “moderate” concept, and a “high” concept that increases the number of vehicle trips.

Proposed Route Emporia to Topeka

General Alignment

- New inter-regional service between Emporia and Topeka, with a potential transfer stop at Osage City. This bus would travel northeast along I-335 until exiting the interstate at US-56. The alignment would continue east toward Osage City before turning northward along US-75 and ending in Topeka.
- Local transit providers would additionally connect outlying rural areas and communities to the formalized inter-regional route.

Providers transferring riders from their respective cities and counties would choose Emporia, Osage City, or any other safe and accessible location in between, depending on the originating location of their transferred riders. Refer to Figure II-7 for the general alignment of the Emporia to Topeka route.

Travel Time

Table II-20 provides estimates for the time needed to make each one-way trip. To enable riders enough time to take care of their trip purposes, a dwell time of at least three to five hours should be included for the stop in Topeka.

Assumptions

The estimates displayed in Table II-20 assume an average vehicle speed of 65 miles per hour along the alignment. In addition, one five-minute passenger boarding period is included for each stop on the way to Topeka (corresponding to one or more passengers being picked up in each stop). Passengers would be delayed by the boarding periods in stops between their origins and Topeka. Return trip travel times would be similar to outbound times.

Table II-20 Emporia to Topeka, One-Way Travel Times

Passenger Origin	Direct Travel Time H:MM	Coordinated Distance (miles)	Boarding Period Delays	Coordinated Travel Time H:MM	Additional Travel Time (min)
Emporia	1:23	74	1	1:28	5
Osage City	0:44	39	0	0:44	0

Notes: An additional 30 minutes and 20 miles can be assumed for stops made in Topeka for both morning and afternoon trips.

Annual Ridership

The ridership estimates under the baseline concept were determined according to the *Transit Cooperative Research Program (TCRP) Report aq147: Toolkit for Estimating Demand for Rural Intercity Bus Services*. The toolkit uses several methods to estimate demand for rural inter-city bus services.

Demand, measured in terms of annual unlinked trips, is the expected share of all trips to be taken via rural inter-city transit. The estimate originates from a regression model based largely on a function of the average origin population, trip distance, and the number of stops along the route. The trip rate is applied to the populations of each stop location along the inter-city bus corridor. The trip rate can also be adjusted if—along the route—there is a four-year college, prison, or airport or a connection to a national inter-city bus network, all of which are regionally significant destinations.

The “moderate service level” concept and “high service level” concept are extensions of the baseline concept where the provider increases the number of runs they make by a sizable amount. All values are estimated using similar methods employed in the baseline concept. Increases in passenger numbers are calculated using an elasticity coefficient for frequency. An elasticity coefficient measures the relationship between changes in frequency and resultant changes in ridership. A standard value used is 0.4, meaning that a 100-percent increase in frequency would likely result in a 40-percent increase in ridership². However, the small numbers of passengers involved in inter-city service, the lack of data used to estimate existing conditions,

² TCRP Report 95, p 9-5 lists the coefficient of elasticity for frequency as 0.5 on average. TCRP Report 118, p3-19 lists the following table and a “typical” coefficient of 0.4.

and the limited research on the elasticity effects of service changes in rural transit mean that these ridership estimates should be used only as a general guide.

Baseline Concept, Moderate & High Service Level Concepts

The baseline concept allows those living near the inter-regional route one opportunity each week to make the trip to Topeka. One bus would originate in Emporia and travel to Topeka before making the same trip back to Emporia. The operating schedule in the baseline concept amounts to one bus making one round trip per week. The bus would begin its trip in the morning and complete the round trip later in the morning or afternoon that same day. The estimated annual ridership for the baseline concept is 783 round trip riders.

If the moderate service level concept is chosen, two round trips per week would be made on the same alignment. The same alignment would be assumed for the high service level concept, but with four round trips per week. A summary displaying the estimates for ridership of each city according to the three levels of service concepts (baseline, moderate service level, and high service level) is shown in Table II-21. The estimated annual ridership for the moderate service level is 1,097. The estimated annual ridership for the high service level is 1,536.

Occasionally, this estimate will be high since some passengers receiving free fare (e.g., young children) are included in the ridership numbers. Fares were set at a standard rate. While these are assumed to be “walk-up” cash payments, alternative fare levels could exist for seniors, ADA passengers, those with multi-use passes, and rates that could be charged to human service agencies. Policy decisions could be made by local jurisdictions to adjust the subsidy of trips and decrease the cost of fares for passengers from those jurisdictions. The table below summarizes the estimates for the route to Topeka. The summary represents a fully developed, well-established transit system. It is expected that ridership may not be at these levels in the first years of deployment.

Table II-21 Estimates for Emporia to Topeka Route

	Baseline Concept			Moderate Service Level Concept			High Service Level Concept		
	1 Round trip / Wk			2 Round Trips / Wk			4 Round Trips / Wk		
Annual Vehicle Trips	52			104			208		
Cost Recovery Rate	25%	10%	5%	25%	10%	5%	25%	10%	5%
Average Fares	\$7	\$3	\$1.5	\$10	\$4	\$2	\$14.5	\$6	\$3
Estimated Annual Ridership from Burlington	58			81			114		
Estimated Annual Ridership from Emporia	578			810			1,134		
Estimated Annual Ridership from Osage City	65			91			128		
Estimated Annual Ridership from Carbondale	32			45			62		
Estimated Annual Ridership from Council Grove	50			70			98		
Estimated Total Annual Ridership	783			1,097			1,536		
Estimated Total Monthly Ridership	65			91			128		
Vehicle Trips per Month	4 Round Trips			8 Round Trips			16 Round Trips		
Revenue Hours Per Trip				1:58 Each Way					
Annual Revenue Hours	204			408			816		
Annual Revenue Miles	9,776			19,552			39,104		
Annual Cost of Service	\$22,500			\$45,000			\$90,000		
5% Annual Fare Recovery Remaining Cost	\$21,400			\$42,700			\$85,400		
10% Annual Fare Recovery Remaining Cost	\$20,200			\$40,500			\$80,950		
25% Annual Fare Recovery Remaining Cost	\$16,900			\$33,700			\$67,500		

Proposed Route Emporia to Wichita

General Alignment

- New inter-regional service between Emporia and Wichita, with potential transfer stops near Cottonwood Falls and Newton. This bus would travel along US-50 coming out of Emporia and continue southwest near Cottonwood Falls and Newton. After stopping in Newton, the route would head south along I-135, ending in Wichita.
- Local transit providers would additionally connect outlying rural areas and communities to the formalized inter-regional route.

Providers transferring riders from their respective cities and counties would choose Emporia, Cottonwood Falls, Newton, or any other safe and accessible location in between, depending on the originating location of their transferred riders. Refer to Figure II-7 for the general alignment of the Emporia to Wichita route.

Travel Time

Table II-22 provides estimates for the time needed to make each one-way trip. To enable riders enough time to take care of their trip purposes, a dwell time of at least three to five hours should be included for the stop in Wichita.

Assumptions

The estimates displayed in Table II-22 assume an average vehicle speed of 65 miles per hour along the alignment. In addition, one five-minute passenger boarding period is included for each stop on the way to the activity centers (corresponding to one or more passengers being picked up in each stop). Passengers would be delayed by the boarding periods in stops between their origins and Wichita. Return trip travel times would be similar to outbound times.

Table II-22 Emporia to Wichita One-Way Travel Times

Passenger Origin	Direct Travel Time H:MM	Coordinated Distance (miles)	Boarding Period Delays	Coordinated Travel Time H:MM	Additional Travel Time (min)
Emporia	1:51	101	2	2:01	10
Cottonwood Falls	1:27	81	1	1:32	5
Newton	0:33	28	0	0:33	0

Notes: An additional 30 minutes and 20 miles can be assumed for stops made in Wichita for both morning and afternoon trips.

Table II-23 provides estimates for average fares, ridership, costs, and other operating details for the inter-regional route to Wichita.

Table II-23 Estimates for Emporia to Wichita Route

	Baseline Concept			Moderate Service Level Concept			High Service Level Concept		
	1 Round Trip / Wk			2 Round Trips / Wk			4 Round Trips / Wk		
Annual Vehicle Trips	52			104			208		
Cost Recovery Rate	25%	10%	5%	25%	10%	5%	25%	10%	5%
Average Fares	\$8	\$3	\$1.5	\$11.5	\$4.5	\$2	\$16	\$6.5	\$3
Estimated Annual Ridership from Cottonwood Falls	19			27			37		
Estimated Annual Ridership from Emporia	528			739			1,034		
Estimated Annual Ridership from Newton	379			531			743		
Estimated Total Annual Ridership	926			1,297			1,814		
Estimated Total Monthly Ridership	77			108			151		
Vehicle Trips per Month	4 Round Trips			8 Round Trips			16 Round Trips		
Revenue Hours Per Trip				2:31 Each Way					
Annual Revenue Hours	261			523			1,046		
Annual Revenue Miles	12,896			25,792			51,584		
Annual Cost of Service	\$29,600			\$59,400			\$118,800		
5% Annual Fare Recovery Remaining Cost	\$28,200			\$56,400			\$112,700		
10% Annual Fare Recovery Remaining Cost	\$26,700			\$53,400			\$106,800		
25% Annual Fare Recovery Remaining Cost	\$22,200			\$44,500			\$89,000		

Proposed Route Paola to Kansas City Metro

General Alignment

- New inter-regional service between Paola and Olathe Medical Center, with a stop in Spring Hill. This bus would travel northward along K-7 until exiting at 223rd Street for a stop in Spring Hill. After the stop in Spring Hill, the route would continue on K-7 before turning west onto 151st Street, where Olathe Medical Center is located.
- Local transit providers would additionally connect outlying rural areas and communities to the formalized inter-regional route.

An additional inter-regional route serving the eastern four counties of Franklin, Anderson, Linn, and Miami was discussed among the study team and regional stakeholders. The route would originate at a defined stop in Paola where passengers would be transferring from their respective rural providers located in either of the previously mentioned counties. JCT operated a commuter-based route from Paola in the past, but ended the route due to local budget constraints. Providers transferring riders from their respective cities and counties would choose Paola, Spring Hill, or any other safe and accessible location in between, depending on the originating location of their transferred riders. Considering the amenities the metro area has to offer, links to other transit service could connect riders to those amenities in the area. Refer to Figure II-7 for the general alignment of the Paola route.

Travel Time

Table II-24 provides estimates for the time needed to make each one-way trip. While other inter-regional routes offer one round trip each day, this service is based on a daily frequency of two trips to the activity center in the morning and two trips in the afternoon back to the origin. This is done with a single bus operating out of the JCT garage in Olathe and deadheading to Paola for each day of service.

Assumptions

The estimates displayed in Table II-24 assume an average vehicle speed of 65 miles per hour along the alignment. In addition, one five-minute passenger boarding period is included for each stop on the way to the activity centers (corresponding to one or more passengers being picked up in each stop). Passengers would be delayed by the boarding periods in stops between their origins and Olathe. Return trip travel times would be similar to outbound times.

Table II-24 Paola to Olathe One-Way Travel Times

Passenger Origin	Direct Travel Time H:MM	Coordinated Distance (miles)	Boarding Period Delays	Coordinated Travel Time H:MM	Additional Travel Time (min)
Paola	0:31	22	1	0:36	5
Spring Hill	0:14	8.8	0	0:14	0

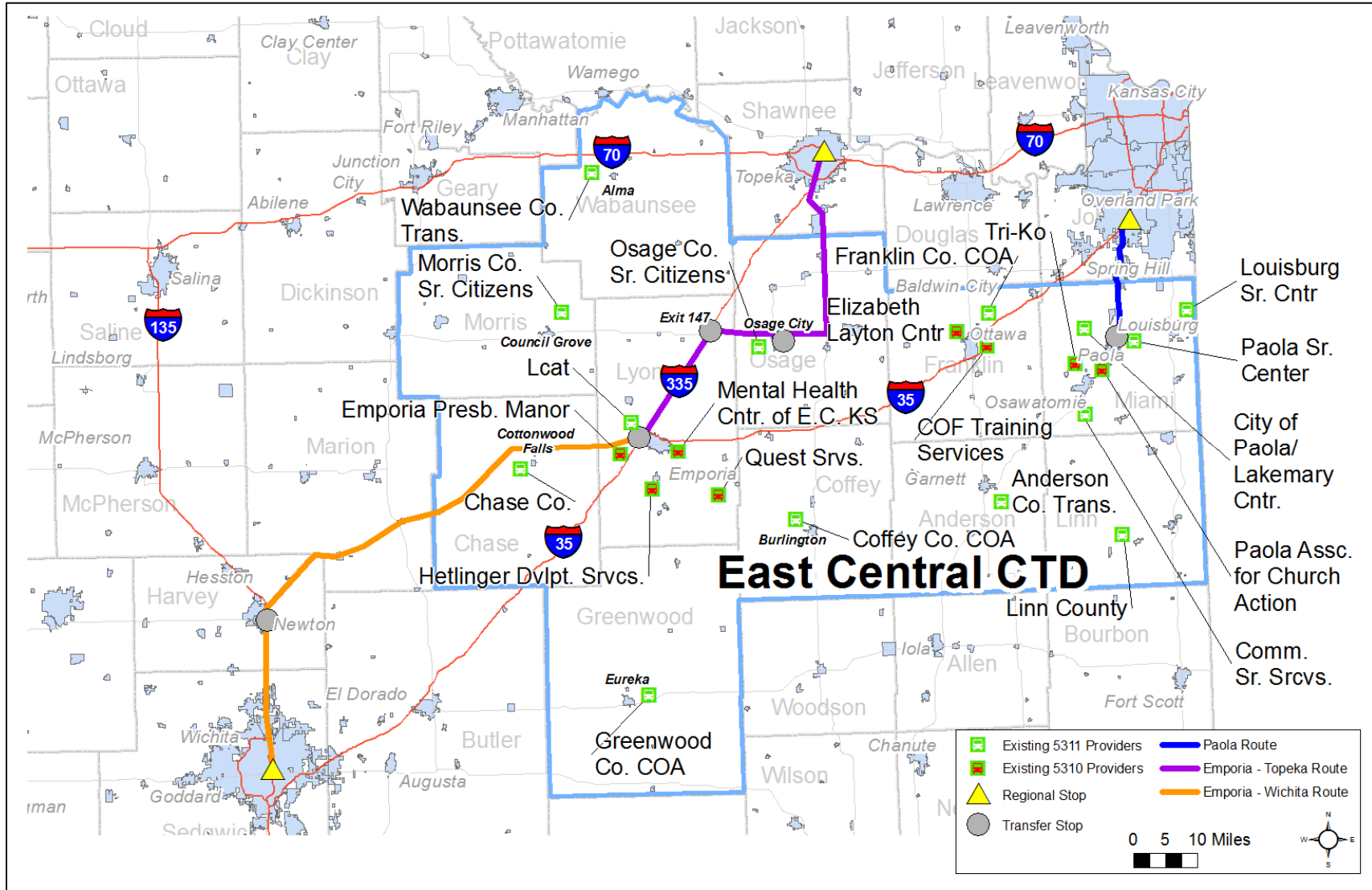
Table II-25 provides estimates for average fares, ridership, costs, and other operating details for the inter-regional route to Olathe.

Table II-25 Estimates for Paola to Olathe Route

	Baseline Concept			Moderate Service Level Concept			High Service Level Concept		
	4 Round Trip / Wk			8 Round Trips / Wk			16 Round Trips / Wk		
Annual Vehicle Trips	52			104			208		
Cost Recovery Rate	25%	10%	5%	25%	10%	5%	25%	10%	5%
Average Fares	\$9	\$3.5	\$2	\$13	\$5	\$2.5	\$18.5	\$7	\$4
Estimated Annual Ridership from Louisburg	110			155			216		
Estimated Annual Ridership from Osawatomie	191			268			375		
Estimated Annual Ridership from Paola	223			312			437		
Estimated Annual Ridership from Spring Hill	116			163			228		
Estimated Total Annual Ridership	641			898			1,257		
Estimated Total Monthly Ridership	53			74			104		
Vehicle Trips per Month	4 Round Trips			8 Round Trips			16 Round Trips		
Revenue Hours Per Trip				0:36 Each Way					
Annual Revenue Hours	187			374			748		
Annual Revenue Miles	9,599			19,198			38,397		
Annual Cost of Service	\$23,200			\$46,400			\$92,800		
5% Annual Fare Recovery Remaining Cost	\$22,000			\$44,100			\$88,200		
10% Annual Fare Recovery Remaining Cost	\$20,200			\$41,800			\$83,600		
25% Annual Fare Recovery Remaining Cost	\$17,400			\$34,800			\$69,700		

Figure II-7 shows the proposed alignments for the two routes originating in Emporia and the Paola route.

Figure II-7 East Central CTD Route Alignments



Financial Costs & Cost Recovery

The financial costs for operating inter-regional service to connect to the regional centers assumes an operating cost per mile of approximately \$2.91, reflective of Lcat's operating costs between August 2012 and July 2013. This cost includes a portion of all components of operations and maintenance. Under this assumption, the total operating costs of inter-regional services are determined by multiplying the number of miles traveled by the providers' costs per mile of providing service. The table below shows the first year's share of operating expenses allocated between the state/federal and local match responsibilities, which is then expressed to reflect three scenarios based on different fare recovery ratios, which is the percent of operating costs covered by passenger fees. These scenarios show a 5-, 10-, and 25-percent fare recovery ratio. The summary assumes a 70-percent operations match by federal or state grants and a 30-percent local match.

Table II-26 East Central CTD Route Strategy Financial Summary

Frequency	Annual Operating Expenses	Annual Cost 5% Fare Recovery	Annual Cost 10% Fare Recovery	Annual Cost 25% Fare Recovery
Emporia - Topeka Route				
1 Trip/week (baseline concept)				
Local Match		\$6,408	\$6,071	\$5,059
State/Fed Match	\$22,500	\$14,952	\$14,165	\$11,805
2 Trips/week (moderate service level concept)				
Local Match		\$12,816	\$12,142	\$10,118
State/Fed Match	\$45,000	\$29,905	\$28,331	\$23,609
4 Trips/week (high service level concept)				
Local Match		\$25,633	\$24,284	\$20,236
State/Fed Match	\$90,000	\$59,810	\$56,662	\$47,218
Emporia - Wichita Route				
1 Trip/week (baseline concept)				
Local Match		\$8,453	\$8,008	\$6,674
State/Fed Match	\$29,700	\$19,724	\$18,686	\$15,572
2 Trips/week (moderate service level concept)				
Local Match		\$16,907	\$16,017	\$13,347
State/Fed Match	\$59,400	\$39,449	\$37,373	\$31,144
4 Trips/week (high service level concept)				
Local Match		\$33,813	\$32,034	\$26,695
State/Fed Match	\$118,800	\$78,898	\$74,745	\$62,288
Paola – Kansas City Metro Route				
4 Trip/week (baseline concept)				
Local Match		\$6,621	\$6,272	\$5,227
State/Fed Match	\$23,200	\$15,448	\$14,635	\$12,196
8 Trips/week (moderate service level concept)				
Local Match		\$13,241	\$12,544	\$10,454
State/Fed Match	\$46,400	\$30,896	\$29,270	\$24,392

Frequency	Annual Operating Expenses	Annual Cost 5% Fare Recovery	Annual Cost 10% Fare Recovery	Annual Cost 25% Fare Recovery
16 Trips/week (high service level concept)				
Local Match		\$26,482	\$25,088	\$20,907
State/Fed Match	\$92,800	\$61,792	\$58,540	\$48,783

After evaluating the operating characteristics, costs, and stakeholder feedback, the moderate service level concept was chosen for each of the three inter-regional routes. Wichita, Topeka and the Kansas City metro are activity centers with a high number of trip attractions. The two main stops in Emporia, Newton, and Paola are estimated to draw significant ridership from not only within the cities, but also from communities in surrounding counties. If demand for the inter-regional routes surpasses capacity of the proposed service level, additional investment may be warranted for both operating expenses and for an additional vehicle. Service for the proposed service level concept could be provided with one vehicle for an estimated capital cost of \$80,000.

Transit trips within the region and on an inter-regional route may be further supported with coordinated scheduling and mobility management, which would ease coordination between local providers who collect passengers and bring them to a central location to access the inter-regional route. Coordinated scheduling may also allow the passenger and multiple providers to make the necessary scheduling arrangements with one call or through a software interface instead of with multiple calls between multiple parties. A mobility manager could collaborate with local operators to conduct outreach to unserved markets. These strategies are described in greater detail in the following sections.

Mobility Management

An essential element to the success of a coordinated approach to providing public transit service in the East Central CTD will be the introduction of a mobility manager. The concept of mobility management is built on the principle of coordination to maximize efficiency. A common responsibility of a mobility manager is to identify and collaborate with the disparate transportation providers in their CTD. At the system or organizational level, the mobility manager would be responsible for working within the service area to identify gaps and help close those gaps by facilitating inter-organizational agreements and relationships such as between transportation providers, major employment and medical providers, and cities or counties; identifying additional resources; or bringing additional transportation partners together. A primary responsibility of the mobility manager would be to identify and coordinate the long-distance trips performed by transit providers in the CTD.

Responsibilities of the mobility manager could include the following:

- Schedules and coordinates the provision of trip requests for inter-community and inter-regional transportation service.

- Promotes, enhances, and facilitates access to transportation services, including integrating and coordinating services for individuals with disabilities, older adults, and low-income individuals.
- Supports short-term management activities to plan and implement coordinated services.
- Provides coordination services with medical service providers, human service organizations, and employers.
- Develops one-step transportation traveler call center to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs.
- Develops travel training—new training programs—for individual users on awareness, knowledge, and skills of public and alternative transportation options available in their communities. This training would include travel instruction and travel training services.
- Develops new ways to remove barriers for transportation to and from jobs and develops employment support services for people residing in rural areas.
- Coordinates contracts for transportation services between service providers and between local jurisdictions.
- Assesses client needs and identifies travel options.
- Analyzes routes and offers suggestions to be most cost-effective to clients.
- Provides adequate training and knowledge of the different types of services available to the CTD's residents.
- Cooperates with regional transportation service providers to ensure optimum transportation opportunities for customers in light of mandates, regulations, and expectations.
- Assists in developing printed material and forms to make information clearly obtainable for those using any of the various transportation programs in the CTD.
- Facilitates regular meetings of public transportation providers in the CTD in order to develop collaborative strategies to improve regional mobility.

East Central CTD Mobility Management

The duties of a mobility manager in the East Central CTD would be shared and performed among the existing transit providers of the region. Among them, they would work to coordinate longer-distance or inter-regional transit trips, and coordinate transit service provision with mobility managers in other regions. Regional providers would also work with major medical providers, employers, and social service agencies within the region to better match transit service to trip and demand patterns.

Coordinated Scheduling

Coordinated scheduling or dispatching can be an important component to a successful coordination strategy among rural transit agencies in Kansas. Coordinated scheduling or dispatching is the utilization of scheduling and software and GPS-enabled in-vehicle tablets to efficiently assign and route passengers on the most-optimal trip. The technology can be used by one agency to schedule trips on their own vehicles, or it can be used in conjunction with other agencies to assign passengers to vehicles operated by the other agency. Varying degrees and varying levels of scheduling/dispatching centralization can be considered. Once the basic infrastructure has been installed within agencies and vehicles, transitioning between the different degrees of centralized scheduling would require minimal investment. Electing to have one agency dispatch for another agency would also require minimal additional investment. Three options have been described to the CTDs:

- Option 1 - Focusing centralized scheduling efforts to regional or long-distance trips
- Option 2 - Each provider scheduling their trips using the centralized scheduling system and dispatching their own vehicles, but allowing multiple providers to see each other's trips, making coordination and trip-chaining easier
- Option 3 – Scheduling all trips through a centralized call number that assigns the trip to the appropriate agency

All of the CTDs throughout Kansas indicated a desire to pursue coordinated scheduling and dispatching at the level of Option 1 or Option 2. Even though these levels would have each agency continuing as the primary scheduler and dispatcher for their customers and vehicles, a single agency in the CTD would still be designated to administer the contract with the technology vendor. This single vendor model for each CTD would allow dynamic interaction between the trip and vehicle schedules of multiple agencies within the CTD, and could allow—at each agency's discretion—contracting dispatching and scheduling services to other agencies.

East Central CTD Coordinated Scheduling

In the East Central CTD, Lcat has indicated a willingness and ability to serve as a point agency to administer the coordinated scheduling software. In addition to Lcat, Coffey County COA and Louisburg Senior Center expressed interest in learning more about employing the coordinated scheduling software.

GOVERNANCE

Planning and concept design for enhancing the level of coordination between the public and human services transportation providers has been addressed for the entire state. With that being said, the coordination plan must have flexibility in the overall concept to reflect the differences in needs and opportunities that exist not only across the state, but also within designated CTDs. Concepts recommended across the state range from coordinating schedules for shared rides between communities, to centralizing dispatching, to a much more simplified program of allowing agencies that provide inter-city service to stop in communities along their path to pick up passengers who currently do not have access to service. The intent of the proposed concept is to allow the coordinated services setup to differ between CTDs, but to still have a consistent organizational framework across each CTD.

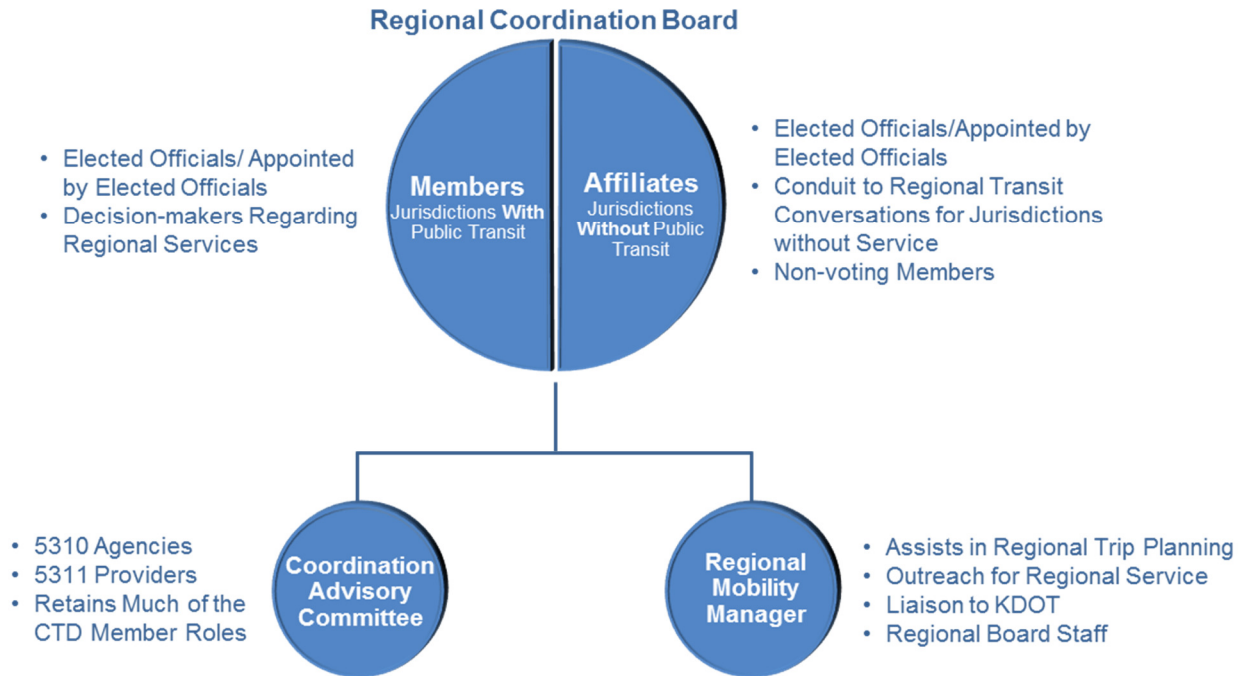
Integral to the regionalization concept is establishing a framework that promotes communication between elected officials, local and regional transportation providers, and agencies managing access to services that require clients to travel from their homes. To promote communication and decision-making regarding services, it is proposed that each CTD have an active forum (a working title of Regional Public Transit Coordination Association is proposed) for elected officials, local transit providers, and other stakeholders to talk about and act upon service coordination that is appropriate for their particular population.

The Regional Public Transit Coordination Association would be comprised of three components:

- A Regional Public Transit Coordination Board
- A Coordination Advisory Committee
- Staff - The staff function would primarily be composed of a regional mobility manager

Figure II-8 illustrates the structure of the Regional Public Transit Coordination Association.

Figure II-8 Regional Public Transit Coordination Association Organization Chart



Regional Public Transit Coordination Board

The proposed role of the Regional Public Transit Coordination Board is to provide a forum for officials/representatives from the range of jurisdictions in each CTD to discuss and advance the coordination plan developed for their CTDs. The concept proposed at this point is that each county would be provided the opportunity to participate with representation on the coordination board. Counties have initially been proposed as the geographic entity as they reflect the jurisdictional level that would provide continuous geographical coverage of the CTD, assuming all counties choose to participate. Selecting board representation from municipalities leaves the question on the table about who provides the voice for people in rural areas (outside a town), and it also creates the potential for a very large body to organize. Establishing representation at the county level addresses both of the listed concerns.

Not all counties across the state participate in providing funding for public transportation; therefore, stratified board membership is proposed to allow those jurisdictions that provide funding to have a greater voice in setting the coordination direction for the CTD. Representation on the board is proposed as follows:

- **Members** – Elected or appointed officials representing counties, municipalities, or other agencies contributing public local match funds to provide *public* transit service as part of

the KDOT program. Each jurisdiction or organization contributing local funds would be allotted one board position. Board members would be responsible for setting the direction for *coordinated* services within the CTD.

- **Affiliate Members** – Elected officials or their designees from counties that do not offer transit service and counties with transit service that is not part of the KDOT program.
- **Ex Officio Member** – A KDOT representative would function as a non-voting board member and provide technical guidance and direction.

Table II-27 lists the proposed membership of the East Central CTD’s Regional Public Transit Coordination Board.

Table II-27 Regional Public Transit Coordination Board Membership – East Central CTD

Organization	Membership Type	Funding
Anderson County	Member	5311
Chase County	Member	5311
City of Louisburg	Member	5311
City of Osawatomie	Member	5311
City of Paola	Member	5311
Coffey County	Member	5311
Franklin County	Member	5311
Greenwood County	Member	5311
Linn County	Member	5311
Lyon County	Member	5311
Miami County	Member	5311
Morris County	Member	5311
Osage County	Member	5311
Wabaunsee County	Member	5311
Regional Mobility Manager	Staff	N/A
KDOT Representative	Ex Officio Member	N/A

Coordination Advisory Committee

The proposed coordination advisory committee would essentially mirror the current CTD committee concept, with representatives from transportation and human service providers from across the CTD. Consistent with the current CTD organization, the coordination advisory committee would elect a chair who would be responsible for leading meetings and be the point of contact for the coordination board.

The coordination advisory committee would provide the following:

- A forum for providers to discuss regional transportation needs, coordinated service opportunities, requests from the Regional Public Transit Coordination Board for input on new or consolidated service, and information sharing
- A group experienced in providing transit service that could design and implement coordination ideas developed through Regional Public Transit Board discussions
- An avenue to others that could assist in troubleshooting of software/hardware issues
- A centralized group for KDOT to meet with to disseminate information and to collect input

The coordination advisory committee would be comprised of:

- A representative from organizations participating in the 5310 funding program
- A representative from organizations participating in the 5311 funding program
- Ex Officio Member – A KDOT representative to function as a non-voting member and provide technical guidance and direction

Table II-28 lists the proposed membership of the East Central CTD’s coordination advisory committee.

Table II-28 Coordination Advisory Committee Membership – East Central CTD

Organization	Description
Anderson County Transportation	5311
Chase County	5311
City of Paola/Lakemary Center	5311
Coffey County COA	5311
Community Senior Service Center	5311
Franklin County COA	5311
Greenwood County COA	5311
Linn County	5311
Louisburg Senior Center	5311
Lyon County Area Transit (Lcat)	5311
Morris County Senior Citizens, Inc.	5311
Osage County Senior Citizens	5311
Paola Senior Center	5311
Wabaunsee County Transportation	5311
COF Training Services	5310
Elizabeth Layton Center	5310
Emporia Presbyterian Manor	5310
Hetlinger Developmental Services, Inc.	5310
Mental Health of East Central Kansas	5310
Paola Association for Church Action	5310

Organization	Description
Quest Services	5310
Tri-Ko, Inc.	5310
Regional Mobility Manager	Staff
KDOT Representative	Ex Officio Member

Refer to Volume I for additional details on the Regional Public Transit Coordination Association.

COST ALLOCATION

Following discussions with stakeholders during the final round of regional meetings in September 2014, clear interest was shown in reviewing numerous local allocation methods for the remaining costs of the proposed strategies. In response to the comments received, the study team developed three different methods for local match allocation.

The total local match is displayed in two different tables, reflective of KDOT's different levels of funding for each strategy's stage of implementation (first year and after first year). Table II-30 shows the costs for the first year of implementation, while Table II-31 shows the costs for years after the strategies' inceptions. The table below breaks down KDOT's federal/state and local match responsibilities in relation to each strategy's summarized annual costs for the East Central CTD.

Table II-29 East Central CTD Annual Costing Summary by Regional Strategy

Strategy	Coordinated Scheduling				Mobility Management				Regional Route(s)			
	Year 1		Year 2+		Year 1		Year 2+		Year 1		Year 2+	
Implementation Period	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local
Agency Funding Responsibility	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Asset/Hardware Allocation	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Operations/Personnel Allocation	80%	20%	80%	20%	100%	0%	80%	20%	70%	30%	70%	30%
Asset/Hardware	\$59	\$0	\$12	\$0	-/-	-/-	-/-	-/-	\$240	\$0	\$48	\$12
Operations/Personnel	\$16	\$4	\$16	\$4	\$150	\$0	\$120	\$30	\$105	\$45	\$105	\$45
Total Allocation Amount	\$75	\$4	\$28	\$4	\$150	\$0	\$120	\$30	\$345	\$45	\$153	\$57
Total Regional Cost	\$79		\$32		\$150		\$150		\$390		\$210	
Year One State/Fed	\$570		<i>Notes: All costs are recorded in thousands. Total costs for routes are inflated due to the absence of operating cost recovery from collected fares.</i>									
Year One Local Match	\$49											
Year Two+ State/Fed	\$301											
Year Two+ Local Match	\$91											
Year One Total Cost	\$619											
Year Two+ Total Cost	\$392											

Three different methodologies are presented for allocating costs between counties.

Population-Based Allocation

The coordinated scheduling, mobility manager, and inter-regional route costs are first divided evenly between the applicable counties with 5311 service, based on the determined base fund ratio of 10, 25, or 50 percent. Then, the remaining costs are distributed among the applicable 5311 counties based on their total population.

Mileage-Based Allocation

The coordinated scheduling and mobility manager costs are first equally divided among the counties with 5311 providers. The remaining costs for the inter-regional routes are distributed between counties based on how many miles are traveled on the route in each respective county.

County-Based Allocation

The coordinated scheduling and mobility manager costs are first equally divided among the counties with 5311 providers. The costs for the inter-regional routes are distributed among counties where the route(s) are traveled directly through or are located close enough to the alignment of the route so the county experiences a significant benefit. Costs for the inter-regional route are first divided equally among all benefitting counties, then half of the original allotment is subtracted from the adjacent counties and that amount is divided evenly among the counties where the route travels directly through and thus adds to their original amount.

Table II-30 East Central CTD Local Cost Allocation Year 1

Fare Cost Recovery		Population Based (Assumes 10% equally split among counties)			Population Based (Assumes 25% equally split among counties)			Population Based (Assumes 50% equally split among counties)			Mileage Based (Based on number of miles driven in each county)			County Based (Includes all benefitting counties)		
		5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%
County	Population															
Anderson	8,066	\$1,814	\$1,730	\$1,479	\$2,124	\$2,025	\$1,728	\$2,641	\$2,517	\$2,145	\$364	\$364	\$364	\$2,019	\$1,932	\$1,670
Chase	2,788	\$932	\$888	\$757	\$1,401	\$1,335	\$1,136	\$2,182	\$2,079	\$1,768	\$7,715	\$7,328	\$6,167	\$4,872	\$4,635	\$3,923
Coffey	8,553	\$2,084	\$1,987	\$1,694	\$2,361	\$2,250	\$1,918	\$2,822	\$2,689	\$2,289	\$364	\$364	\$364	\$2,054	\$1,965	\$1,698
Franklin	25,916	\$5,016	\$4,785	\$4,092	\$4,792	\$4,571	\$3,906	\$4,419	\$4,214	\$3,597	\$364	\$364	\$364	\$2,019	\$1,932	\$1,670
Greenwood	6,654	\$188	\$188	\$188	\$218	\$218	\$218	\$266	\$266	\$266	\$364	\$364	\$364	\$364	\$364	\$364
Linn	9,613	\$2,092	\$1,995	\$1,705	\$2,355	\$2,246	\$1,917	\$2,795	\$2,664	\$2,270	\$364	\$364	\$364	\$2,019	\$1,932	\$1,670
Lyon	34,103	\$15,638	\$14,858	\$12,517	\$14,724	\$13,988	\$11,780	\$13,200	\$12,538	\$10,551	\$10,590	\$10,052	\$8,437	\$11,280	\$10,706	\$8,982
Miami	32,546	\$6,205	\$5,920	\$5,063	\$5,783	\$5,516	\$4,715	\$5,080	\$4,844	\$4,136	\$13,605	\$12,908	\$10,817	\$8,639	\$8,204	\$6,897
Morris	5,917	\$1,557	\$1,485	\$1,266	\$1,922	\$1,832	\$1,560	\$2,530	\$2,410	\$2,051	\$364	\$364	\$364	\$2,054	\$1,965	\$1,698
Osage	16,300	\$4,780	\$4,550	\$3,860	\$5,112	\$4,864	\$4,120	\$5,665	\$5,388	\$4,554	\$6,934	\$6,588	\$5,550	\$6,772	\$6,435	\$5,423
Wabaunsee	7,048	\$197	\$197	\$197	\$225	\$225	\$225	\$271	\$271	\$271	\$364	\$364	\$364	\$364	\$364	\$364
Harvey*	34,572	\$6,460	\$6,120	\$5,100	\$5,947	\$5,634	\$4,695	\$5,092	\$4,824	\$4,020	\$5,576	\$5,282	\$4,402	\$4,508	\$4,271	\$3,559

*Not part of East Central CTD. Portion of East Central route costs were allocated to Harvey County. The costs associated with mobility manager and coordinated scheduling in the East Central CTD were not allocated to Harvey County.

Table II-31 East Central CTD Local Cost allocation Year 2+

Fare Cost Recovery		Population Based (Assumes 10% equally split among counties)			Population Based (Assumes 25% equally split among counties)			Population Based (Assumes 50% equally split among counties)			Mileage Based (Based on number of miles driven in each county)			County Based (Includes all benefitting counties)		
		5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%
County	Population															
Anderson	8,066	\$3,951	\$3,867	\$3,616	\$4,526	\$4,427	\$4,130	\$5,484	\$5,360	\$4,988	\$3,091	\$3,091	\$3,091	\$5,246	\$5,159	\$4,898
Chase	2,788	\$1,879	\$1,836	\$1,704	\$2,778	\$2,712	\$2,514	\$4,276	\$4,173	\$3,863	\$12,181	\$11,794	\$10,634	\$8,666	\$8,429	\$7,717
Coffey	8,553	\$4,262	\$4,164	\$3,872	\$4,763	\$4,653	\$4,320	\$5,600	\$5,466	\$5,067	\$3,091	\$3,091	\$3,091	\$5,182	\$5,093	\$4,826
Franklin	25,916	\$11,057	\$10,826	\$10,133	\$10,447	\$10,226	\$9,562	\$9,432	\$9,226	\$8,609	\$3,091	\$3,091	\$3,091	\$5,246	\$5,159	\$4,898
Greenwood	6,654	\$1,602	\$1,602	\$1,602	\$1,850	\$1,850	\$1,850	\$2,264	\$2,264	\$2,264	\$3,091	\$3,091	\$3,091	\$3,091	\$3,091	\$3,091
Linn	9,613	\$4,567	\$4,470	\$4,180	\$5,039	\$4,930	\$4,601	\$5,827	\$5,695	\$5,302	\$3,091	\$3,091	\$3,091	\$5,246	\$5,159	\$4,898
Lyon	34,103	\$25,901	\$25,121	\$22,781	\$24,198	\$23,462	\$21,254	\$21,359	\$20,696	\$18,709	\$16,208	\$15,670	\$14,055	\$17,074	\$16,500	\$14,776
Miami	32,546	\$13,696	\$13,410	\$12,554	\$12,647	\$12,380	\$11,579	\$10,898	\$10,662	\$9,954	\$20,332	\$19,635	\$17,544	\$13,867	\$13,431	\$12,124
Morris	5,917	\$3,172	\$3,099	\$2,881	\$3,856	\$3,765	\$3,494	\$4,995	\$4,875	\$4,516	\$3,091	\$3,091	\$3,091	\$5,182	\$5,093	\$4,826
Osage	16,300	\$9,211	\$8,981	\$8,291	\$9,593	\$9,345	\$8,601	\$10,228	\$9,950	\$9,117	\$11,711	\$11,366	\$10,328	\$11,499	\$11,162	\$10,150
Wabaunsee	7,048	\$1,678	\$1,678	\$1,678	\$1,914	\$1,914	\$1,914	\$2,306	\$2,306	\$2,306	\$3,091	\$3,091	\$3,091	\$3,091	\$3,091	\$3,091
Harvey*	34,572	\$7,988	\$7,648	\$6,628	\$7,354	\$7,041	\$6,102	\$6,296	\$6,028	\$5,224	\$6,895	\$6,602	\$5,721	\$5,575	\$5,338	\$4,626

*Not part of East Central CTD. Portion of East Central route costs were allocated to Harvey County. The costs associated with mobility manager and coordinated scheduling in the East Central CTD were not allocated to Harvey County.

IMPLEMENTATION PLAN

The ultimate goal of this regional coordination effort was to identify coordination strategies and then implement those strategies. Implementation involves a series of actions which would result in the strategy concept actually becoming a reality. In some respects, identifying and understanding those actions, or steps, is the most critical element in the entire process.

The table below identifies the time period when each proposed strategy could potentially be implemented in the East Central CTD. A comprehensive summary of each CTD's implementation plan is shown in Volume I.

Table II-32 East Central CTD Strategy Implementation Plan

Strategy	Immediate Next Steps	Short Term (0 - 2 years)	Med. Term (2 - 5 years)	Long Term (5+ years)
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Emporia to Topeka Inter-regional Route			✓	
Emporia to Wichita Inter-regional Route			✓	
Paola to Kansas City Metro Inter-regional Route		✓		

In addition to the proposed timeline for implementing said strategies, the study team has developed an action plan (below), listing relevant actions the East Central CTD should consider when constructing their own regionally preferred implementation plan.

Establish Regional Coordination Structure

- KDOT staff and providers determine membership of a regional coordination board and the new East Central CTD
- Incorporate regional coordination board as non-profit corporation
- Incorporate the East Central CTD to reflect updated membership
- Hold initial meetings of regional coordination board and advisory committee to discuss and agree upon responsibilities, elect officers, and establish policies and procedures

Hire Mobility Manager

- Regional coordination board chair meets with KDOT staff to discuss and agree upon mobility management program funding policies and procedures and establish how funding will flow
- East Central CTD committee convenes to discuss and agree upon recommended roles and responsibilities of the mobility manager, estimates of cost, and local funding responsibilities
- East Central CTD committee chair forwards recommended roles and responsibilities, cost estimates, and funding responsibilities to regional coordination board
- Selection committee conducts interviews and makes hiring recommendation to the full board
 - Board chair tenders offer of employment to selected candidate
- Board authorizes employment services agreement with local agency
 - Board chair appoints committee to negotiate employment services agreement
- Regional coordination board meets to discuss the East Central CTD committee recommendation; board secretary responsible for developing position description and qualifications and soliciting applications from interested individuals
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the board's secretary
- Board chair appoints selection committee from board members and assigns responsibility for reviewing applications and selecting candidates for interview
- Board meets with newly hired mobility manager to develop work plan and establish working arrangement

Initiate Proposed Regional Service

- East Central CTD committee meets to review proposed regional service strategy(ies)
- East Central CTD committee chair appoints subcommittee to refine service concept and select service provider
- East Central CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
- East Central CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- CTD committee meets to discuss promotion of the new regional service
 - CTD committee chair appoints subcommittee to develop recommendations for promotion of new regional service

- CTD committee chair forwards recommendations to regional coordination board
- Board adopts service promotion recommendations (subject to any desired changes)
 - Board chair assigns mobility manager responsibility for initiating promotional activities associated with new regional service
- New service is initiated
 - Mobility manager assumes responsibility for monitoring new service performance and reporting back to board, CTD committee, and KDOT

Develop Centralized Scheduling Capabilities

- KDOT identifies statewide scheduling/dispatching system vendor and enters into service contract
- East Central CTD committee recommends acquisition of centralized scheduling/dispatching system to regional coordination board
 - East Central CTD committee chair appoints subcommittee to work with mobility manager and KDOT staff to develop specifications for the centralized scheduling/dispatching system based on regional priorities and interests
 - East Central CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
 - East Central CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- Centralized scheduling/dispatching system is procured and installed
 - Mobility manager assumes responsibility for managing initial training program, monitoring system performance, and reporting back to board, East Central CTD committee, and KDOT

CHALLENGES TO IMPLEMENTATION

As KDOT's strategic vision for transit in Kansas moves toward implementation, several potential challenges were identified in Volume I. The challenges listed below have significant relevance in the East Central CTD including:

- Diversity of CTDs across the state – i.e., each CTD would be in a somewhat different stage of implementation based on multiple factors, including:
 - Possibility of counties funding local match one year and not the other, putting a bigger strain on the counties still funding their part of the match

- Current level of coordination between providers in the East Central CTD higher than some CTDs, but still a potential challenge to overcome
- Making potential riders in the East Central CTD aware of the provided service once it is implemented.
- Lcat is currently the preferred provider to operate the inter-regional routes to Topeka and Wichita, but is currently unable to travel outside the Lyon County boundary.
- Receiving critical mass of buy-in. How will the East Central CTD decide whether or not to move forward with specific elements?
- Maintaining interest/buy-in from elected officials to participate in East Central CTD's regional coordination board.
- Identifying who is responsible for the initial implementation effort. Who takes the lead in moving ahead with the development of coordination structures and the hiring of mobility managers?
- Coordinating with urban transit providers in Topeka, Wichita, and the Kansas City metro.

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FLINT HILLS - COORDINATED TRANSIT DISTRICT

PROJECT PURPOSE AND NEED

The purpose of the KDOT Regional Transit Business Model Implementation project is to develop strategies for the provision of transit services throughout rural Kansas that will make the most efficient use of additional transit funding made available by the state legislature as part of the Transportation Works for Kansas (T-WORKS) transportation program. This additional funding support is intended to improve the efficiency and availability of rural transit service throughout the state, thus making transit more accessible and more useful to the state's rural residents. Improving efficiency and availability requires finding common services connected to some or all providers within a region of the state and developing programs to share labor and capital resources associated with the common services.

Passage of the T-WORKS program in 2010 ushered in a new approach to rural transit program management and operations across the state, as well as an enhanced funding plan to implement the desired changes. Historically, the nearly 200 rural transit providers across the state have planned and operated services independently, which in some locations has resulted in redundant service and/or missed opportunities for providing service to those without access. Connected with T-WORKS, the Kansas Department of Transportation (KDOT) and stakeholders throughout the state are developing and implementing a new approach of coordinated transit service which will:

- Allow more people in the state to have access to some level of transit service.
- Improve the efficiency and cost-effectiveness of the public and private investments in transit.
- Reduce the gaps and redundancies observed in the current approach to providing service.

Within each region, stakeholder teams composed of transit providers, city and county officials, medical providers, and social agencies were created. The stakeholder teams were charged with providing the KDOT and consultant study team with input on needs and mobility gaps within the regions, giving feedback on ideas for coordinated service, and acting as the conduit to local councils and/or county commissioners relative to decision-making. Meetings with each stakeholder team occurred four times over the course of the project. In July and August 2013, the project was introduced and regional boundaries introduced. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers.

The following plan details the existing characteristics and the recommended coordination strategies for the Flint Hills CTD.

COORDINATED TRANSIT DISTRICT BOUNDARY

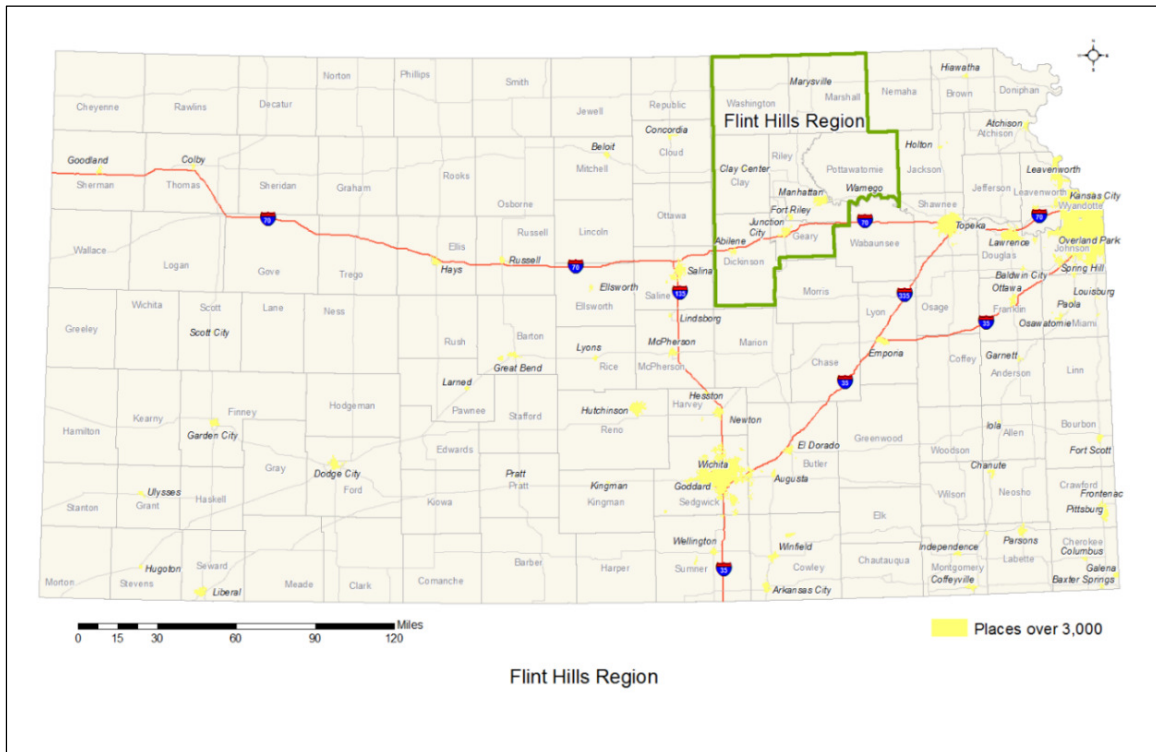
Steady progress to advance coordination has been made since the effort was formalized by passage of the 1992 Kansas Coordinated Transit District Law. The CTD boundary structure across the state was based on an administrative structure of many of the associated agencies such as area Agencies on Aging, county boundaries, and Community Development Disability Organization areas. An initial step in the on-going regionalization project was to evaluate the individual CTD boundaries and make appropriate adjustments to better reflect commuter flows, population densities, and travel sheds for medical and retail areas, while retaining the county boundary element of the administrative structure. Following the evaluation, the state was divided into nine primarily rural-focused regions, which are the focus of this project, and a tenth urban region comprised of Douglas, Johnson, Shawnee, and Wyandotte counties. The current CTD boundaries will be adjusted to conform to the boundaries of the defined regions. As a result, the state will now consist of 10 CTDs compared to the original 15 CTDs.

The proposed Flint Hills CTD encompasses seven counties and parts of CTDs 4, 5, and 7. The cities of Manhattan, Abilene, Wamego, Junction City, Marysville, and Clay Center make up the towns with populations of more than 3,000 people. Residents near larger-populated areas have access to multiple transit providers at times, while counties lacking major population centers often have fewer opportunities to use transit. Public transit service transports riders to each of the seven counties, and all seven counties currently have either 5310 or 5311 transit providers located within their boundaries.

The seven counties located in this CTD include:

- Clay County
- Dickinson County
- Geary County
- Marshall County
- Pottawatomie County
- Riley County
- Washington County

Figure II-9 Statewide Map - Flint Hills CTD



List of Providers

Providers identified in the Flint Hills CTD are categorized according to their source of funding from KDOT. The 5311 providers are funded under the FTA’s Section 5311 (General Public Transportation) program, which provides capital and operating funds to support rural and small urban (under 50,000 population) transportation projects that serve the general public¹. The 5310 providers are funded under the Section 5310 program (Specialized Transportation for the Elderly or Disabled), which provides funds to private non-profit corporations and local governments in both urbanized and non-urban areas to provide transportation services to meet the special needs of the elderly and the disabled.

5311 Providers

Clay County Task Force, Inc. – Clay County Task Force operates demand-response service within the limits of Clay County Monday through Friday from 8:00 a.m. to 11:30 a.m., and 12:30 p.m. to 5:00 p.m. The service provides 300 to 400 rides per month.

¹ Kansas Department of Transportation (KDOT). Public Transportation Applications. Section 5310/5311 Funding. <http://www.ksdot.org/burtransplan/pubtrans/index.asp>

Flint Hills Area Transportation Agency (FHATA) – FHATA operates both demand-response and fixed-route systems in Riley, Geary, and western Pottawatomie counties and will travel as far as Salina, Topeka, and the state of Nebraska. The demand-response service operates Monday through Friday from 6:00 a.m. to 6:00 p.m. The fixed-route service operates Monday through Friday from 6:00 a.m. to 7:00 p.m. and on Saturdays from 8:00 a.m. to 7:00 p.m. The demand-response service provides more than 12,000 rides per month, while the fixed-route service provides approximately 4,600 rides per month. Along with its own area, the agency provides central dispatch for Marshall and Washington counties.

City of Herrington – The city of Herrington operates demand-response service within the city limits of Herrington on Monday through Friday from 8:00 a.m. to 4:00 p.m. The service provides about 200 rides per month.

City of Abilene – The city of Abilene operates demand-response service within a 6-mile radius of the city limits, weekdays from 8:00 a.m. to 5:00 p.m. The service provides about 900 rides a month.

Marshall County Agency on Aging – This service operates primarily in Marshall County but will go as far as Manhattan, Topeka, and Seneca in Kansas as well as Beatrice and Lincoln in Nebraska. The service operates weekdays from 8:00 a.m. to 4:30 p.m. The service provides about 250 rides per month.

Pottawatomie County Transportation – This service operates demand-response service primarily within the county limits but will go as far as Manhattan and Topeka. The service operates weekdays from 8:30 a.m. to 4:30 p.m. The service provides slightly more than 8,000 rides per year. The county has coordinated with FHATA on a fairly regular basis to connect riders for service to the southwest area of Pottawatomie County and has been doing so for several years.

5310 Providers

In addition to 5311 general public transportation providers, several 5310 transportation programs are present in the CTD. These programs are listed below.

Community Healthcare System, Inc.

Geary County Senior Center

Pawnee Mental Health

Twin Valley Developmental Services, Inc.

Via Christi Village

The next section describes the process to determine the proposed regional strategies for the CTD.

BACKGROUND FOR ACTION IN THE FLINT HILLS CTD

The following sections detail the project’s planning process to arrive at a final proposed strategy for the Flint Hills CTD.

Each stakeholder team and study team met four times over the course of the project. In July and August 2013, a survey of transit providers was administered, the project and the regional boundaries were introduced, and the initial data and input were collected. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers. Listed in Table II-33 are the stakeholders who participated in at least one of the four Flint Hills regional meetings.

A total of 26 organizations, represented by 35 individuals, participated as stakeholders in the series of four meetings held in Manhattan.

Table II-33 Flint Hills CTD Meeting Participants

Stakeholder	City	County	Type
Big Lakes Development Center, Inc.	Manhattan	Riley	Other
City of Abilene	Abilene	Dickinson	City Govt.
City of Herington	Herington	Dickinson	City Govt.
City of Junction City	Junction City	Geary	City Govt.
City of Manhattan	Manhattan	Riley	City Govt.
City of Wamego	Wamego	Pottawatomie	City Govt.
Clay County Task Force	Clay Center	Clay	5311
Community Health Ministry	Wamego	Pottawatomie	Other
Flint Hills Area Transportation Agency (FHATA)	Manhattan	Riley	5311
Flint Hills Metropolitan Planning Organization	Ogden	Riley	Other
Flint Hills Regional Council	Fort Riley	Riley	Other
Geary County Commission	Junction City	Geary	County Govt.
Highland Community College	Wamego	Pottawatomie	Other
Homestead Village Apartments	Herington	Dickinson	Other
Junction City/Geary County Planning and Zoning	Junction City	Geary	County Govt.
Kansas State University Planning	Manhattan	Riley	University
Konza United Way	Manhattan	Riley	Other
KU Medical Center Area Health Education Center	Fairway	Johnson	Other
Manhattan Area Chamber of Commerce	Manhattan	Riley	City
Manhattan City Commission	Manhattan	Riley	City Govt.
Marshall County Agency on Aging	Marysville	Marshall	5311
NEK-CAP, Inc.	Hiawatha	Brown	Other

Stakeholder	City	County	Type
North Central - Flint Hills Area Agency on Aging	Manhattan	Riley	Other
Pottawatomie County	Westmoreland	Pottawatomie	5311
Pottawatomie County Commissioner	Westmoreland	Pottawatomie	County Govt.
Twin Valley Transportation	Greenleaf	Washington	5310

During the first round of meetings in August 2013, stakeholders identified several needs, opportunities, and challenges that were important to their organizations and the people they serve. The group in the Flint Hills CTD identified needs/issues affecting their organizations in particular. Long distances between destinations were a common theme, along with the limited number of available vehicles and drivers. Providers noted that medical trips to Topeka or Kansas City can take an entire day. Expanding the service area of transit with current budget levels would reduce service levels across the board. For cities/counties with transit, there may be local service, but there is a need for additional connections to other places with local service.

Prioritization of the Needs / Gaps / Barriers

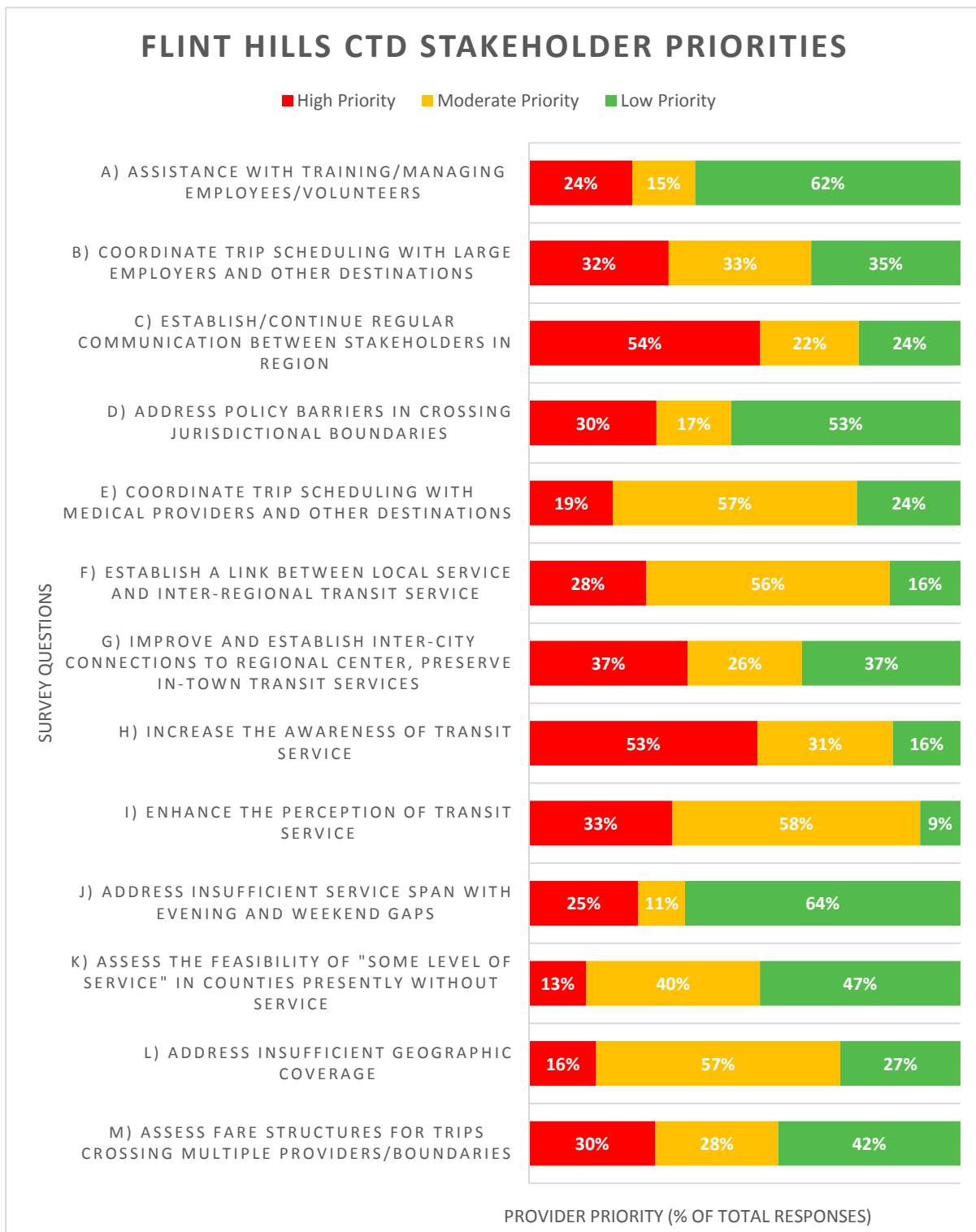
Unmet needs across the Flint Hills CTD and within individual jurisdictions were discussed at the stakeholder meeting in August 2013. The need descriptions gathered in the meeting were discussed by KDOT staff and the consulting team and compared with the need descriptions identified in other regions across the state. A product of the statewide-level discussion was a list of 13 gaps/needs that encompassed those more-specific needs identified at the local levels. This list was circulated to stakeholder representatives and other agency representatives who attended the August 2013 meetings, with a request to provide input on prioritizing the needs. As funding for transportation services is constrained at the local, state, and federal levels relative to the gaps, prioritization is critical so the most important areas can be addressed before the less severe ones. The prioritized needs, according to stakeholders in the Flint Hills CTD, are shown in Figure II-10.

Nearly all needs received votes for all three categories, though some rankings stand out. The following needs were identified as higher priority by the respondents.

- Need to establish/continue regular communication between stakeholders in the region
- Need to establish a link between local service and inter-regional transit service
- Need to increase the awareness of transit service

The consulting team conducted a series of internal workshops and discussed the identified needs with representatives of many of the public transit agencies and relevant stakeholder organizations. After analyzing the data collected from the gaps/needs survey, the consulting team worked to create a list of strategies to address the prioritized gaps/needs.

Figure II-10 Flint Hills CTD Stakeholder Priorities



SERVICE AND MANAGEMENT IDEAS/CONCEPTS

Description of Concepts

The focus of the December 2013 round of meetings was to discuss ideas the consulting team had developed with KDOT staff with input from transit providers and to address the gaps. The goal in defining the strategies has been to “right-size” the concept, balancing the issue/need/gap with the current services and financial constraints likely in place at all jurisdictional levels.

Those ideas/concepts discussed in the meetings were based on the prioritized needs/gaps as seen below.

Need to establish/continue regular communication between stakeholders in the region.

Option 1: Consider using the regional council as a conduit for improving communication among providers.

Option 2: Designate a mobility manager who coordinates communication among all transportation providers and stakeholders in the region.

Option 3: Assess the potential for a centralized dispatch system to serve the region.

Need to establish a link between local service and inter-regional transit service.

Option: Assess the potential for region-wide inter-city flexible fixed routes service primary regional corridors such as Highway 24 corridor.

Need to increase awareness of transit service.

Option: Providers and mobility manager may provide a better understanding of role and purpose of public transit through additional advertising and/or public relations (such as presentation to outside organizations).

Initial Screening Findings

Using input from earlier meetings on addressing the prioritized needs, materials were developed for the third round of stakeholder meetings, which took place in April 2014. Those materials provided details for each chosen strategy specific to the Flint Hills CTD, including:

- Intra-regional Route Concept Analysis
- Cost Allocation Model for Contracted Transit Service
- Centralized Scheduling/Dispatching
- Roles and Responsibilities of a Mobility Manager
- Transit Advisory Panel Structure

The April 2014 round of meetings gave stakeholders a chance to respond to the developed strategies and provide input on how the study team should go forward with the strategies. After receiving feedback from stakeholders, the study team analyzed comments from the April meetings and refined the proposed strategies based on those comments. Prior to the final round of meetings, stakeholders received materials including a Regional Strategy Refinement, a Local Match Allocation Model, and a Regional Governance Structure. In September 2014, a fourth round of meetings was held with stakeholders to give the group a final chance to respond to the regional strategies, discuss how much each strategy would cost for the participating organizations, and how the newly structured CTD would function.

Responses from the last round of meetings were reflected in the final strategy details including the expected implementation period for each strategy. In the following sections, the last iteration of the regional strategies is presented including an intra-regional route, mobility management, and coordinated scheduling. Alternatives for cost allocation and implementation of each strategy are also included.

Intra-Regional Route Strategy

The need for an intra-regional route in the Flint Hills CTD originated from a survey asking regional stakeholders to prioritize 13 locally identified needs. After discussing the results of the survey during stakeholder meetings, three primary needs were identified to be addressed further. While establishing an intra-regional route was seen as a way to address the need to establish a link between local service and intra-regional service, the route could potentially support other primary needs of the Flint Hills CTD, including the need to establish regular communication between regional stakeholders and increase the awareness and perception of transit service.

The regional service would link a combination of:

- New intra-regional service between Manhattan and Wamego
- Local transit providers connecting outlying rural areas and communities to the previously mentioned intra-regional route

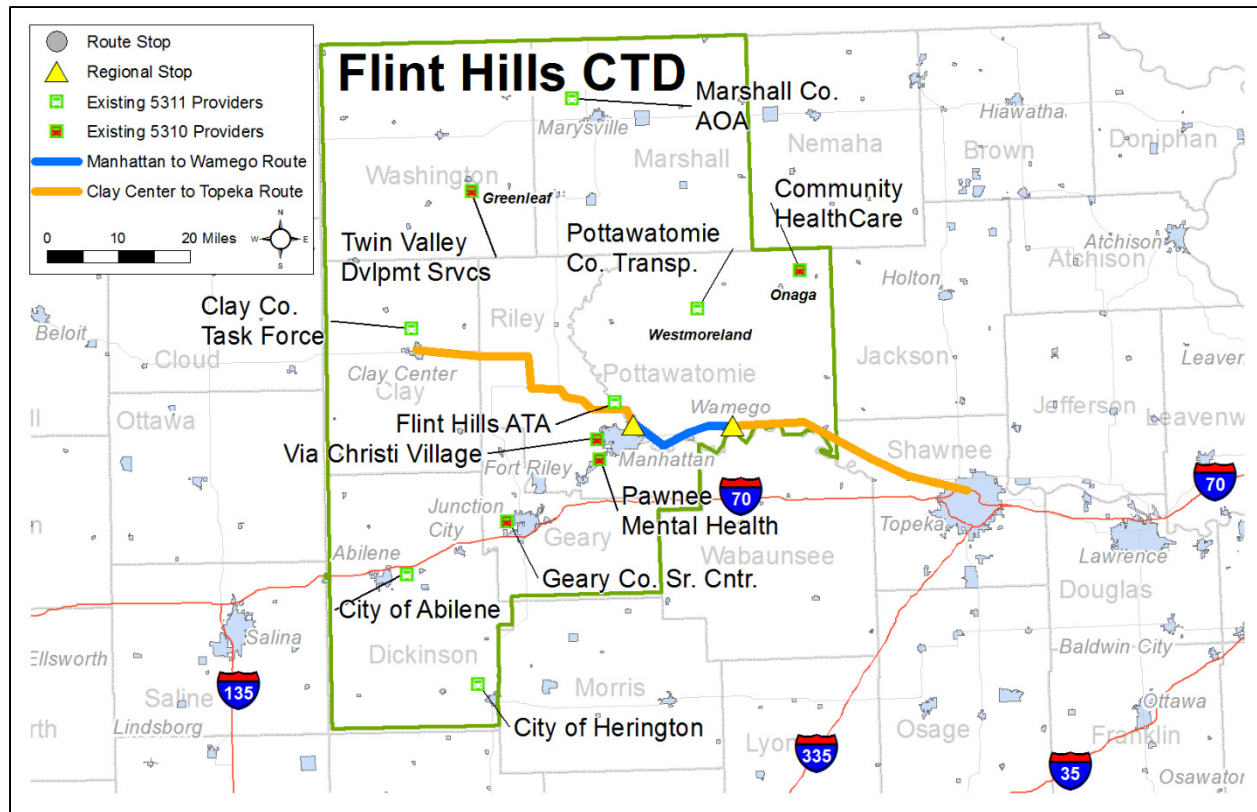
The larger vision for the Flint Hills regional route would connect Clay Center to Topeka, including Manhattan and Wamego, via Highway 24. However, the initial implementation suggested is establishment of a route between Manhattan and Highland Community College and Caterpillar, Inc., in Wamego, starting with four trips per day originating in Manhattan. Unlike most of the routes in other regions, this initial service would be intended to serve commuters. Operating characteristics for this route are currently being discussed and developed by the pertinent stakeholders; however, the route could operate up to four round trips between Wamego and Manhattan per day (two in the morning, two in the afternoon).

As currently conceived, this route would initially operate as a reservation-only, regularly scheduled fixed route. The bus would leave and arrive at Wamego/Manhattan at regularly scheduled times and from designated locations, but riders would be required to make

reservations. If no reservations were made, the bus would not operate. A driver might still have to be paid even if no passengers have reserved a trip, but the driver could be reassigned to other routes or other duties.

If the route operates as a regularly schedule route, the provider would still be liable for providing ADA access to the route around the bus stops. This distance would be whatever the provider's ADA policy specifies. Many agencies use a one-half-mile radius. The easiest option would likely be to have the driver pick up passengers requiring ADA accessibility before traveling to the regular pick-up point for other passengers. The drop-off schedule would entail delivering passengers requiring ADA accessibility after dropping off all other passengers.

Figure II-11 Flint Hills CTD Route Alignments



Existing Regional Service

The FHATA, based in Manhattan, currently operates service for residents in Manhattan; Riley County; Green Valley and St. George in Pottawatomie County; and Fort Riley and Junction City in Geary County. The FHATA has the most developed system within the region and would be best equipped to operate and manage such a route.

Barriers & Opportunities for Providers to Participate in the CTD's Strategy

Table II-34 lists each provider, its location and the barriers and opportunities each provider faces in participating in the proposed Flint Hills intra-regional route. These identified barriers and opportunities are based on the current service restrictions as gathered through a 2013 survey and on numerous discussions with providers.

Table II-34 Barriers and Opportunities for Flint Hills CTD Providers to Coordinate

Provider (City)	Barriers	Opportunities
Clay County Task Force (Clay Center)		
Flint Hills Area Transportation Agency (FHATA) (Manhattan)		Has previously coordinated with OCCK, Kansas City Area Transportation Authority, and Topeka Metro
City of Herrington	Service is limited to city limits	
City of Abilene	Service is limited to 6 miles around city	
Marshall County Agency on Aging (Marysville)		Will go as far as Manhattan, Topeka, and Seneca, Kansas; Beatrice and Lincoln, Nebraska
Pottawatomie County (Westmoreland)		Will go as far as Manhattan and Topeka; Coordinates with FHATA on a regular basis

Service Provider

FHATA is based in Manhattan and currently operates the largest number of vehicles among the providers within the Flint Hills CTD. In addition, FHATA indicated they were willing and technically capable of operating long-distance routes throughout the CTD. Other providers in the CTD also indicated a willingness to have FHATA fulfill this role. The relatively large size of FHATA's existing operation, compared with the size of other providers in the CTD, means FHATA would be able to operate new service while absorbing a lower amount of additional costs than other providers. This does not mean that FHATA would be able to operate additional services without additional outside funding.

Local Providers' Roles in Proposed Intra-Regional Route

The role of the local providers in this CTD is to deliver passengers living in their respective service areas to a connection point for the regional route between Wamego and Manhattan. With the cooperation of providers along the regional route to deliver passengers to a common access point, the regional bus can effectively maintain a higher travel speed. Refer to Table II-35 for the vehicle capacity of each provider within the Flint Hills CTD.

Table II-35 Vehicle Capacity of Flint Hills CTD Providers

Provider (City)	Vehicle Capacity
Clay County Task Force (Clay Center)	One ADA-accessible passenger van with ramp
Flint Hills Transportation Agency (FHATA) (Manhattan)	Five 13-passenger vans with lifts, ten 20-passenger transit buses with lifts, and one passenger van with ramps
City of Herrington	One 13-passenger van with lift
City of Abilene	Two 13-passenger vans with lifts
Marshall County Agency on Aging (Marysville)	One 13-passenger van with lift, one 12-passenger van, one passenger van, and one mid-sized auto
Pottawatomie County (Westmoreland)	Two 13-passenger vans with lifts

Service Revenue

The providers in each CTD use a variety of fare structures. Fare structures can include a flat-trip rate, a per-mile rate, or donations only. Some of these fare systems are less suitable for regional routes that are longer in distance and cross multiple county jurisdictions. Examples of fares currently used in the Flint Hills CTD can be seen in Table II-36.

Table II-36 Current Fares of Flint Hills CTD Providers

Provider (City)	Local Fare	Fares Outside Local Area
Clay County Task Force (Clay Center)	\$1.50 per stop	\$5 round trip to Leonardville or Oakhill
Flint Hills Transportation Agency (FHATA) (Manhattan)	\$1 fixed-route fare; \$2 one way within 3 miles of city limits	\$4 one way beyond 3 miles from city limits; \$35 to Topeka; \$60 to Kansas City
City of Herrington	\$1.50 one way	
City of Abilene	\$3 round trip; \$2 one way; \$2 each extra stop	
Marshall County Agency on Aging (Marysville)	\$1.50 one way	\$30 - \$35 round trip
Pottawatomie County (Westmoreland)	Suggested donation only \$1 for local trips	Suggested donation: \$2 for 0 to 10 miles and \$2.50 for 10 to 20 miles

Route Characteristics & Feasibility

To continue the evaluation of the concepts where new intra-regional transit routes are transporting passengers from other providers, the next section estimates ridership that could result from implementing the concept and examines the resulting effects on operating costs and revenue for trips between Manhattan and Wamego.

Table II-37 Flint Hills Route Quantitative Evaluation

	Two Daily Round Trips	Four Daily Round Trips
Estimated Annual Ridership	5,464 – 6,557	7,650 – 9,180
Annual Operating Cost	\$45,900	\$91,800
Annual Operating Cost per Rider	\$7 - \$8	\$10 - \$12
Capital Cost	One Vehicle	One Vehicle
Average Fare (50% Cost Recovery)	\$6.00 - \$7.00	\$5.00 - \$6.00
Average Fare (25% Cost Recovery)	\$3.00 - \$3.50	\$2.50 - \$3.00
Average Fare (10% Cost Recovery)	\$1.00 - \$1.50	\$1.00 - \$1.25
Travel Time		30 min.
Mileage (one way)		20
Intercity Stops Population		4,485
Activity Center Population		56,069

Notes: Service would be offered during weekdays only.

Annual Ridership

The ridership estimates under the baseline concept were determined according to the *Transit Cooperative Research Program (TCRP) Report aq147: Toolkit for Estimating Demand for Rural Intercity Bus Services*. The toolkit uses several methods to estimate demand for rural inter-city bus services.

Demand, measured in terms of annual unlinked trips, is the expected share of all trips to be taken via rural inter-city transit. The estimate originates from a regression model based largely on a function of the average origin population, trip distance, and the number of stops along the route. The trip rate is applied to the populations of each stop location along the inter-city bus corridor. The trip rate can also be adjusted if—along the route—there is a four-year college, prison, or airport or a connection to a national inter-city bus network, all of which are regionally significant destinations.

Ridership levels can vary by the level of service offered. Should different service levels be explored, potential increases in passenger numbers would be calculated using an elasticity coefficient for frequency. An elasticity coefficient measures the relationship between changes in

frequency and resultant changes in ridership. A standard value used is 0.4, meaning that a 100-percent increase in frequency would likely result in a 40-percent increase in ridership². However, the small numbers of passengers involved in inter-city service, the lack of data used to estimate existing conditions, and the limited research on the elasticity effects of service changes in rural transit mean that these ridership estimates should be used only as a general guide.

Major Trip Generators

Resources in Wamego include employment at the Caterpillar facility and education at Highland Community College. Healthcare and dialysis locations are located in Manhattan, so return trips from Wamego could potentially be used for residents riding for medical purposes.

Resources available to the FHATA include at least one 20-passenger van available for use in a regional route, but funding may likely be necessary for an additional vehicle of similar size to maintain spare capacity. Purchasing an additional vehicle will incur varying maintenance and capital costs, depending on demand for the trip.

Current Coordination Level

Coordination in this region is currently in its initial phase; providers are meeting with other providers in their communities and providers in other counties, or they are at least open and optimistic about the benefits of coordination. However, no organizational agreements or physical components are in place for coordination.

Level of Coordination Needed

Coordination needed in the initial route would be with the FHATA, Highland Community College, and Caterpillar. The long-term route from Clay Center to Topeka would need to involve the providers in those jurisdictions. In addition, neighboring counties wanting to transport their riders via the regional route would also need to be included in discussions.

Proposed Implementation

The four, daily round trip frequency of the Manhattan to Wamego route was chosen after evaluating the operating characteristics, costs, and stakeholder feedback. After evaluating both the quantitative and qualitative information for the Manhattan to Wamego route, the concept was seen as the potential immediate next step for the Flint Hills CTD. While the FHATA currently operates across county boundaries, it will be important to gauge the demand for both the Manhattan route and the longer-term extension between Clay Center and Topeka. If demand for the intra-regional route surpasses capacity of the proposed service level, additional investment may be warranted for both operating expenses and for an additional vehicle. Service

² TCRP Report 95, p 9-5 lists the coefficient of elasticity for frequency as 0.5 on average. TCRP Report 118, p3-19 lists the following table and a "typical" coefficient of 0.4.

for the proposed service level concept could be provided with one vehicle for an estimated capital cost of \$80,000.

Mobility Management

An essential element to the success of a coordinated approach to providing public transit service in the Flint Hills CTD will be the introduction of a mobility manager. The concept of mobility management is built on the principle of coordination to maximize efficiency. A common responsibility of a mobility manager is to identify and collaborate with the disparate transportation providers in their CTD. At the system or organizational level, the mobility manager would be responsible for working within the service area to identify gaps and help close those gaps by facilitating inter-organizational agreements and relationships such as between transportation providers, major employment and medical providers, and cities or counties; identifying additional resources; or bringing additional transportation partners together. A primary responsibility of the mobility manager would be to identify and coordinate the long-distance trips performed by transit providers in the CTD.

Responsibilities of the mobility manager could include the following:

- Schedules and coordinates the provision of trip requests for inter-community and inter-regional transportation service.
- Promotes, enhances, and facilitates access to transportation services, including integrating and coordinating services for individuals with disabilities, older adults, and low-income individuals.
- Supports short-term management activities to plan and implement coordinated services.
- Provides coordination services with medical service providers, human service organizations, and employers.
- Develops one-step transportation traveler call center to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs.
- Develops travel training—new training programs—for individual users on awareness, knowledge, and skills of public and alternative transportation options available in their communities. This training would include travel instruction and travel training services.
- Develops new ways to remove barriers for transportation to and from jobs and develops employment support services for people residing in rural areas.
- Coordinates contracts for transportation services between service providers and between local jurisdictions.

- Assesses client needs and identifies travel options.
- Analyzes routes and offers suggestions to be most cost-effective to clients.
- Provides adequate training and knowledge of the different types of services available to the CTD's residents.
- Cooperates with regional transportation service providers to ensure optimum transportation opportunities for customers in light of mandates, regulations, and expectations.
- Assists in developing printed material and forms to make information clearly obtainable for those using any of the various transportation programs in the CTD.
- Facilitates regular meetings of public transportation providers in the CTD in order to develop collaborative strategies to improve regional mobility.

Flint Hills CTD Mobility Management

The mobility manager for the Flint Hills CTD would be based out of the Flint Hills Regional Council, which is a voluntary association of local Kansas governments from Chase, Geary, Lyon, Morris, Riley, Pottawatomie, and Wabaunsee counties and/or their respective municipalities and unincorporated areas. The Flint Hills Regional Council boundaries overlap with portions of both the Flint Hills CTD (Riley, Pottawatomie, and Geary counties), and the East Central CTD (Chase, Lyon, Morris, and Wabaunsee counties). The Flint Hills Regional Council has indicated a willingness and ability to house the mobility manager on a contractual basis. The mobility manager would be responsible for mobility management within the Flint Hills (transit) CTD, although the mobility manager would be expected to coordinate with mobility management in other CTDs. This arrangement is suitable to several other transit providers in the region. The Flint Hills mobility manager would be a full-time position charged with coordinating longer-distance or regional transit trips among regional transit providers or external providers. In addition, the Flint Hills mobility manager would work with major medical providers, employers, and social service agencies within the region to better match transit service to trip patterns and regional demand. The mobility manager would be a resource for those jurisdictions that are currently without transit, but who may desire transit either by working with KDOT to develop an in-house transit provider, or by purchasing transit services from an already-existing nearby provider. At the direction of a regional transit board, the mobility manager would support implementation of regional strategies through grant writing, contract administration, facilitating discussion and dialogue, and working with regional providers to implement coordinated dispatch and regional routes. Finally, the mobility manager would provide administrative support for the regional transit board, including preparing grant applications and fulfilling reporting requirements related to regional initiatives and preparing material and logistics for regional transit board meetings.

Coordinated Scheduling

Coordinated scheduling or dispatching can be an important component to a successful coordination strategy among rural transit agencies in Kansas. Coordinated scheduling or dispatching is the utilization of scheduling and software and GPS-enabled in-vehicle tablets to efficiently assign and route passengers on the most-optimal trip. The technology can be used by one agency to schedule trips on their own vehicles, or it can be used in conjunction with other agencies to assign passengers to vehicles operated by other agencies. Varying degrees and varying levels of scheduling/dispatching centralization can be considered. Once the basic infrastructure has been installed within agencies and vehicles, transitioning between the different degrees of centralized scheduling would require minimal investment. Electing to have one agency dispatch for another agency would also require minimal additional investment. Three options have been described to the CTDs:

- Option 1 - Focusing centralized scheduling efforts to regional or long-distance trips
- Option 2 - Each provider scheduling their trips using the centralized scheduling system and dispatching their own vehicles, but allowing multiple providers to see each other's trips, making coordination and trip-chaining easier
- Option 3 – Scheduling all trips through a centralized call number that assigns the trip to the appropriate agency

All of the CTDs throughout Kansas indicated a desire to pursue coordinated scheduling and dispatching at the level of Option 1 or Option 2. Even though these levels would have each agency continuing as the primary scheduler and dispatcher for their customers and vehicles, a single agency in the CTD would still be designated to administer the contract with the technology vendor. This single vendor model for each CTD would allow dynamic interaction between the trip and vehicle schedules of multiple agencies within the CTD, and could allow—at each agency's discretion—contracting dispatching and scheduling services to other agencies.

Flint Hills CTD Coordinated Scheduling

In the Flint Hills CTD, the FHATA indicated a willingness and ability to serve as a point agency to administer the coordinated scheduling software.

GOVERNANCE

Planning and concept design for enhancing the level of coordination between the public and human services transportation providers has been addressed for the entire state. With that being said, the coordination plan must have flexibility in the overall concept to reflect the differences in needs and opportunities that exist not only across the state, but also within designated CTDs. Concepts recommended across the state range from coordinating schedules for shared rides between communities, to centralizing dispatching, to a much more simplified program of allowing agencies that provide inter-city service to stop in communities along their

path to pick up passengers who currently do not have access to service. The intent of the proposed concept is to allow the coordinated services setup to differ between CTDs, but to still have a consistent organizational framework across each CTD.

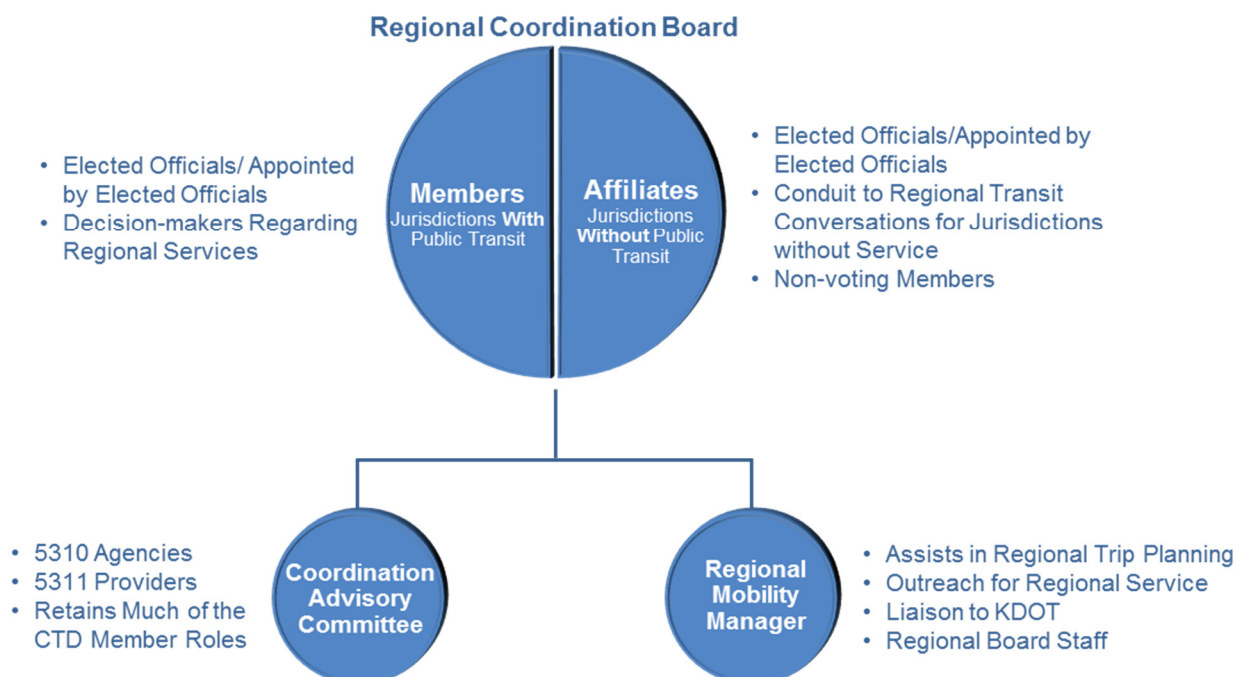
Integral to the regionalization concept is establishing a framework that promotes communication between elected officials, local and regional transportation providers, and agencies managing access to services that require clients to travel from their homes. To promote communication and decision-making regarding services, it is proposed that each CTD will have an active forum (a working title of Regional Public Transit Coordination Association is proposed) for elected officials, local transit providers, and other stakeholders to talk about and act upon service coordination that is appropriate for their particular populations.

The Regional Public Transit Coordination Association would be comprised of three components:

- A Regional Public Transit Coordination Board (In the Flint Hills CTD, the Flint Hills Regional Council will serve this role)
- A Coordination Advisory Committee
- Staff - The staff function would primarily be composed of a regional mobility manager

Figure II-12 illustrates the structure of the Regional Public Transit Coordination Association.

Figure II-12 Regional Public Transit Coordination Association Organization Chart



Regional Public Transit Coordination Board

The proposed role of the Regional Public Transit Coordination Board is to provide a forum for officials/representatives from the range of jurisdictions in each CTD to discuss and advance the coordination plan developed for their CTDs. The concept proposed at this point is that each county would be provided the opportunity to participate with representation on the coordination board. Counties have initially been proposed as the geographic entity as they reflect the jurisdictional level that would provide continuous geographical coverage of the CTD, assuming all counties choose to participate. Selecting board representation from municipalities leaves the question on the table about who provides the voice for people in rural areas (outside a town), and it also creates the potential for a very large body to organize. Establishing representation at the county level addresses both of the listed concerns. In the Flint Hills CTD, the Flint Hills Regional Council will serve as the CTD's Regional Public Transit Coordination Board.

Not all counties across the state participate in providing funding for public transportation; therefore, stratified board membership is proposed to allow those jurisdictions that provide funding to have a greater voice in setting the coordination direction for the CTD. Representation on the board is proposed as follows:

- Members – Elected or appointed officials representing counties, municipalities, or other agencies contributing public local match funds to provide *public* transit service as part of the KDOT program. Each jurisdiction or organization contributing local funds would be allotted one board position. Board members would be responsible for setting the direction for *coordinated* services within the CTD.
- Affiliate Members – Elected officials or their designees from counties that do not offer transit service and counties with transit service that is not part of the KDOT program.
- Ex Officio Member – A KDOT representative would function as a non-voting board member and provide technical guidance and direction.

In the Flint Hills CTD, the Flint Hills Regional Council will have to determine the roles on the board of counties that are members of the council but who are not within the CTD. These counties are Chase, Lyon, Morris, and Wabaunsee, and they would participate on the board of the East Central CTD.

Table II-38 lists the proposed membership of the Flint Hills CTD's Regional Public Transit Coordination Board. This list is based on the Flint Hills Regional Council membership.

Table II-38 Regional Public Transit Coordination Board Membership - Flint Hills CTD

Organization	Membership Type	Funding
City of Abilene	Member	5311
City of Herrington	Member	5311
City of Manhattan	Member	5311
Clay County	Member	5311
Kansas State University	Member	5311
Marshall County	Member	5311
Pottawatomie County	Member	5311
Riley County	Member	5311
City of Chapman	Affiliate Member	N/A
City of Clay Center	Affiliate Member	N/A
City of Grandview Plaza	Affiliate Member	N/A
City of Junction City	Affiliate Member	N/A
City of Leonardville	Affiliate Member	N/A
City of Randolph	Affiliate Member	N/A
City of Wamego	Affiliate Member	N/A
City of Woodbine	Affiliate Member	N/A
Geary County	Affiliate Member	N/A
Randolph City	Affiliate Member	N/A
Washington County	Affiliate Member	N/A
Chase County	<i>East Central CTD</i>	N/A
City Alma	<i>East Central CTD</i>	N/A
City of Alta Vista	<i>East Central CTD</i>	N/A
City of Council Grove	<i>East Central CTD</i>	N/A
City of Emporia	<i>East Central CTD</i>	N/A
City of White City	<i>East Central CTD</i>	N/A
Emporia State University	<i>East Central CTD</i>	N/A
Lyon County	<i>East Central CTD</i>	N/A
Fort Riley	Advisory	N/A
Governor's Military Council	Advisory	N/A
Regional Mobility Manager	Staff	N/A
KDOT Representative	Ex Officio Member	N/A

Coordination Advisory Committee

The proposed coordination advisory committee would essentially mirror the current CTD committee concept, with representatives from transportation and human service providers from across the CTD. Consistent with the current CTD organization, the coordination advisory

committee would elect a chair who would be responsible for leading meetings and be the point of contact for the coordination board.

The coordination advisory committee would provide the following:

- A forum for providers to discuss regional transportation needs, coordinated service opportunities, requests from the Regional Public Transit Coordination Board for input on new or consolidated service, and information sharing
- A group experienced in providing transit service that could design and implement coordination ideas developed through Regional Public Transit Board discussions
- An avenue to others that could assist in troubleshooting of software/hardware issues
- A centralized group for KDOT to meet with to disseminate information and to collect input

The coordination advisory committee would be comprised of:

- A representative from organizations participating in the 5310 funding program
- A representative from organizations participating in the 5311 funding program
- Ex Officio Member – A KDOT representative to function as a non-voting member and provide technical guidance and direction

Table II-39 lists the proposed membership of the Flint Hills CTD’s coordination advisory committee.

Table II-39 Coordination Advisory Committee Membership - Flint Hills CTD

Organization	Description
City of Abilene	5311
City of Herrington	5311
Clay County Task Force	5311
Flint Hills Area Transportation Agency (FHATA)	5311
Marshall County Agency on Aging	5311
Pottawatomie County Transportation	5311
Community HealthCare	5310
Geary County Senior Center	5310
Pawnee Mental Health	5310
Twin Valley Developmental Services	5310
Via Christi Village	5310
KDOT Representative	Ex Officio Member
Regional Mobility Manager	Staff

Refer to Volume I for additional details on the Regional Public Transit Coordination Association.

COST ALLOCATION

Following discussions with stakeholders during the final round of regional meetings in September 2014, clear interest was shown in reviewing numerous local allocation methods for the remaining costs of the proposed strategies. In response to the comments received, the study team developed three different methods for local match allocation.

The total local match is displayed in two different tables, reflective of KDOT's different levels of funding for each strategy's stage of implementation (first year and after first year). Table II-41 shows the costs for the first year of implementation, while Table II-42 shows the costs for years after the strategies' inceptions. The table below breaks down KDOT's federal/state and local match responsibilities in relation to each strategy's summarized annual costs.

Table II-40 Flint Hills CTD Annual Costing Summary by Regional Strategy

Strategy	Coordinated Scheduling				Mobility Management				Regional Route(s)			
	Year 1		Year 2+		Year 1		Year 2+		Year 1		Year 2+	
Implementation Period	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local
Agency Funding Responsibility	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Asset/Hardware Allocation	80%	20%	80%	20%	100%	0%	80%	20%	70%	30%	70%	30%
Operations/Personnel Allocation	\$129	\$0	\$35	\$0	-/-	-/-	-/-	-/-	\$80	\$0	\$16	\$4
Asset/Hardware	\$16	\$4	\$16	\$4	\$150	\$0	\$120	\$30	\$65	\$28	\$65	\$28
Operations/Personnel	\$145	\$4	\$51	\$4	\$150	\$0	\$120	\$30	\$145	\$28	\$81	\$32
Total Allocation Amount	\$149		\$55		\$150		\$150		\$173		\$113	
Total Regional Cost	\$440		<i>Notes: All costs are recorded in thousands. Total costs for routes are inflated due to the absence of operating cost recovery from collected fares.</i>									
Year One State/Fed	\$32											
Year One Local Match	\$252											
Year Two+ State/Fed	\$66											
Year Two+ Local Match	\$472											
Year One Total	\$318											
Year Two+ Total												

Three different methodologies are presented for allocating costs between counties.

Population-Based Allocation

The coordinated dispatching, mobility manager, and regional route costs are first divided evenly between the applicable counties with 5311 service, based on the determined base fund ratio of 10, 25, or 50 percent. Then, the remaining costs are distributed among the applicable 5311 counties based on their total population.

Mileage-Based Allocation

The coordinated dispatching and mobility manager costs are first equally divided among the counties with 5311 providers. The remaining costs for the regional route are distributed between counties based on how many miles are traveled on the route in each respective county.

County-Based Allocation

The coordinated dispatching and mobility manager costs are first equally divided among the counties with 5311 providers. The costs for the regional route are distributed among counties where the route(s) are either traveled directly through or are located close enough to the alignment of the route where the county experiences a significant benefit. Costs for the regional route are first divided equally among all benefitting counties, then half of the original allotment is subtracted from the adjacent counties and that amount is divided evenly among the counties where the route travels directly through and thus adds to their original amount.

Table II-41 Flint Hills CTD Local Cost Allocation Year 1

Fare Cost Recovery		Population Based (Assumes 10% equally split among counties)			Population Based (Assumes 25% equally split among counties)			Population Based (Assumes 50% equally split among counties)			Mileage Based (Based on number of miles driven in each county)			County Based (Includes all benefitting counties)		
		5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%
County	Population															
Clay	8,547	\$252	\$252	\$252	\$321	\$321	\$321	\$436	\$436	\$436	\$667	\$667	\$667	\$667	\$667	\$667
Dickinson	19,766	\$495	\$495	\$495	\$524	\$524	\$524	\$571	\$571	\$571	\$667	\$667	\$667	\$667	\$667	\$667
Geary	34,110	\$806	\$806	\$806	\$783	\$783	\$783	\$744	\$744	\$744	\$667	\$667	\$667	\$667	\$667	\$667
Marshall	10,083	\$285	\$285	\$285	\$349	\$349	\$349	\$455	\$455	\$455	\$667	\$667	\$667	\$667	\$667	\$667
Pottawatomie	21,620	\$7,418	\$7,056	\$5,969	\$8,516	\$8,097	\$6,840	\$10,345	\$9,832	\$8,292	\$22,341	\$21,200	\$17,778	\$14,005	\$13,303	\$11,197
Riley	71,927	\$21,420	\$20,378	\$17,253	\$20,184	\$19,199	\$16,243	\$18,124	\$17,233	\$14,561	\$5,668	\$5,405	\$4,615	\$14,005	\$13,303	\$11,197
Washington	5,806	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Table II-42 Flint Hills CTD Local Cost allocation Year 2+

Fare Cost Recovery		Population Based (Assumes 10% equally split among counties)			Population Based (Assumes 25% equally split among counties)			Population Based (Assumes 50% equally split among counties)			Mileage Based (Based on number of miles driven in each county)			County Based (Includes all benefitting counties)		
		5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%
County	Population															
Clay	8,547	\$2,142	\$2,142	\$2,142	\$2,729	\$2,729	\$2,729	\$3,708	\$3,708	\$3,708	\$5,667	\$5,667	\$5,667	\$5,667	\$5,667	\$5,667
Dickinson	19,766	\$4,209	\$4,209	\$4,209	\$4,452	\$4,452	\$4,452	\$4,857	\$4,857	\$4,857	\$5,667	\$5,667	\$5,667	\$5,667	\$5,667	\$5,667
Geary	34,110	\$6,852	\$6,852	\$6,852	\$6,655	\$6,655	\$6,655	\$6,325	\$6,325	\$6,325	\$5,667	\$5,667	\$5,667	\$5,667	\$5,667	\$5,667
Marshall	10,083	\$2,425	\$2,425	\$2,425	\$2,965	\$2,965	\$2,965	\$3,866	\$3,866	\$3,866	\$5,667	\$5,667	\$5,667	\$5,667	\$5,667	\$5,667
Pottawatomie	21,620	\$12,465	\$12,103	\$11,016	\$13,888	\$13,470	\$12,213	\$16,261	\$15,747	\$14,208	\$30,591	\$29,450	\$26,028	\$21,005	\$20,303	\$18,197
Riley	71,927	\$36,583	\$35,541	\$32,416	\$33,986	\$33,001	\$30,046	\$29,659	\$28,768	\$26,096	\$11,418	\$11,155	\$10,365	\$21,005	\$20,303	\$18,197
Washington	5,806	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

IMPLEMENTATION PLAN

The ultimate goal of this regional coordination effort was to identify coordination strategies and then implement those strategies. Implementation involves a series of actions that will result in the strategy concept actually becoming a reality. In some respects, identifying and understanding those actions, or steps, is the most critical element in the entire process.

The table below identifies the time period when each proposed strategy could potentially be implemented in the Flint Hills CTD. A comprehensive summary of each CTD's implementation plan is shown in Volume I.

Table II-43 Flint Hills CTD Strategy Implementation Plan

Strategy	Immediate Next Steps	Short Term (0 - 2 years)	Med. Term (2 - 5 years)	Long Term (5+ years)
Regional Coordination Structure	✓			
Mobility Manager	✓			
Coordinated Scheduling		✓		
Manhattan to Wamego Intra-regional Route	✓			
Clay Center to Topeka Intra-regional Route				✓

In addition to the proposed timeline for implementing said strategies, the study team has developed an action plan (below), listing relevant actions the Flint Hills CTD should consider when constructing their own regionally preferred implementation plan.

Establish Regional Coordination Structure

- KDOT staff and providers determine membership of a regional coordination board and the new Flint Hills CTD
- Incorporate regional coordination board as non-profit corporation
- Incorporate the Flint Hills CTD to reflect updated membership
- Hold initial meetings of regional coordination board and advisory committee to discuss and agree upon responsibilities, elect officers, and establish policies and procedures

Hire Mobility Manager

- Regional coordination board chair meets with KDOT staff to discuss and agree upon mobility management program funding policies and procedures and establish how funding will flow

- Flint Hills CTD committee convenes to discuss and agree upon recommended roles and responsibilities of the mobility manager, estimates of cost, and local funding responsibilities
- Flint Hills CTD committee chair forwards recommended roles and responsibilities, cost estimates, and funding responsibilities to regional coordination board
- Selection committee conducts interviews and makes hiring recommendation to the full board
 - Board chair tenders offer of employment to selected candidate
- Board authorizes employment services agreement with local agency
 - Board chair appoints committee to negotiate employment services agreement
- Regional coordination board meets to discuss the Flint Hills CTD committee recommendation; board secretary responsible for developing position description and qualifications and soliciting applications from interested individuals
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the board's secretary
- Board chair appoints selection committee from board members and assigns responsibility for reviewing applications and selecting candidates for interview
- Board meets with newly hired mobility manager to develop work plan and establish working arrangement

Initiate Proposed Regional Service

- Flint Hills CTD committee meets to review proposed regional service strategy(ies)
- Flint Hills CTD committee chair appoints subcommittee to refine service concept and select service provider
- Flint Hills CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
- Flint Hills CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- CTD committee meets to discuss promotion of the new regional service
 - CTD committee chair appoints subcommittee to develop recommendations for promotion of new regional service
 - CTD committee chair forwards recommendations to regional coordination board
- Board adopts service promotion recommendations (subject to any desired changes)
 - Board chair assigns mobility manager responsibility for initiating promotional activities associated with new regional service

- New service is initiated
 - Mobility manger assumes responsibility for monitoring new service performance and reporting back to board, CTD committee, and KDOT

Develop Centralized Scheduling Capabilities

- KDOT identifies statewide scheduling/dispatching system vendor and enters into service contract
- Flint Hills CTD committee recommends acquisition of centralized scheduling/dispatching system to regional coordination board
 - Flint Hills CTD committee chair appoints subcommittee to work with mobility manager and KDOT staff to develop specifications for the centralized scheduling/dispatching system based on regional priorities and interests
 - Flint Hills CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
 - Flint Hills CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- Centralized scheduling/dispatching system is procured and installed
 - Mobility manger assumes responsibility for managing initial training program, monitoring system performance, and reporting back to board, Flint Hills CTD committee, and KDOT

CHALLENGES TO IMPLEMENTATION

As KDOT's strategic vision for transit in Kansas moves toward implementation, several potential challenges were identified in Volume I. The challenges listed below have significant relevance in the Flint Hills CTD, including:

- Diversity of CTDs across the state – i.e., each CTD will be in a somewhat different stage of implementation based on multiple factors, including:
 - Possibility of counties funding local match one year and not the other, putting a bigger strain on the counties still funding their part of the match
 - Current level of coordination between providers in the Flint Hills CTD higher than some CTDs, but still a potential challenge to overcome
- Making potential riders in the Flint Hills CTD aware of the provided service once it is implemented.

- Receiving critical mass of buy-in. How will the Flint Hills CTD decide whether or not to move forward with specific elements?
- Maintaining interest/buy-in from elected officials to participate in Flint Hills CTD's regional coordination board.
- Identifying who is responsible for the initial implementation effort. Who takes the lead in moving ahead with the development of coordination structures and the hiring of mobility managers?
- Coordinating with urban transit providers in Manhattan and Topeka.

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NORTH CENTRAL - COORDINATED TRANSIT DISTRICT

PROJECT PURPOSE AND NEED

The purpose of the KDOT Regional Transit Business Model Implementation project is to develop strategies for the provision of transit services throughout rural Kansas that will make the most efficient use of additional transit funding made available by the state legislature as part of the Transportation Works for Kansas (T-WORKS) transportation program. This additional funding support is intended to improve the efficiency and availability of rural transit service throughout the state, thus making transit more accessible and more useful to the state's rural residents. Improving efficiency and availability requires finding common services connected to some or all providers within a region of the state and developing programs to share labor and capital resources associated with the common services.

Passage of the T-WORKS program in 2010 ushered in a new approach to rural transit program management and operations across the state, as well as an enhanced funding plan to implement the desired changes. Historically, the nearly 200 rural transit providers across the state have planned and operated services independently, which in some locations has resulted in redundant service and/or missed opportunities for providing service to those without access. Connected with T-WORKS, the Kansas Department of Transportation (KDOT) and stakeholders throughout the state are developing and implementing a new approach of coordinated transit service which will:

- Allow more people in the state to have access to some level of transit service.
- Improve the efficiency and cost-effectiveness of the public and private investments in transit.
- Reduce the gaps and redundancies observed in the current approach to providing service.

Within each region, stakeholder teams composed of transit providers, city and county officials, medical providers, and social agencies were created. The stakeholder teams were charged with providing the KDOT and consultant study team with input on needs and mobility gaps within the regions, giving feedback on ideas for coordinated service, and acting as the conduit to local councils and/or county commissioners relative to decision-making. Meetings with each stakeholder team occurred four times over the course of the project. In July and August 2013, the project was introduced and regional boundaries introduced. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers.

The following plan details the existing characteristics and the recommended coordination strategies for the North Central CTD.

COORDINATED TRANSIT DISTRICT BOUNDARY

Steady progress to advance coordination has been made since the effort was formalized by passage of the 1992 Kansas Coordinated Transit District Law. The CTD boundary structure across the state was based on an administrative structure of many of the associated agencies such as area Agencies on Aging, county boundaries, and Community Development Disability Organization areas. An initial step in the on-going regionalization project was to evaluate the individual CTD boundaries and make appropriate adjustments to better reflect commuter flows, population densities, and travel sheds for medical and retail areas, while retaining the county boundary element of the administrative structure. Following the evaluation, the state was divided into nine primarily rural-focused regions, which are the focus of this project, and a tenth urban region comprised of Douglas, Johnson, Shawnee, and Wyandotte counties. The current CTD boundaries will be adjusted to conform to the boundaries of the defined regions. As a result, the state will now consist of 10 CTDs compared to the original 15 CTDs.

The proposed North Central CTD encompasses eight counties and represents a major portion of CTD 7. The cities of Salina, Beloit, Concordia, and Ellsworth make up the towns with populations of more than 3,000 people. Residents near larger-populated areas have access to multiple transit providers at times, while counties lacking major population centers often have fewer opportunities to use transit. Public transit service transports riders in seven of the eight counties with limited service to the eighth county of Jewell. Seven of the eight counties (excluding Jewell) currently have either 5310 or 5311 transit providers located within their boundaries.

The eight counties located in this CTD include:

- Cloud County
- Ellsworth County
- Jewell County
- Lincoln County
- Mitchell County
- Ottawa County
- Republic County
- Saline County

Figure II-13 Statewide Map – North Central CTD



List of Providers

Providers identified in the North Central CTD are categorized according to their source of funding from KDOT. The 5311 providers are funded under the FTA’s Section 5311 (General Public Transportation) program, which provides capital and operating funds to support rural and small urban (under 50,000 population) transportation projects that serve the general public¹. The 5310 providers are funded under the Section 5310 program (Specialized Transportation for the Elderly or Disabled), which provides funds to private non-profit corporations and local governments in both urbanized and non-urban areas to provide transportation services to meet the special needs of the elderly and the disabled.

5311 Providers

City of Wilson: The city of Wilson operates within a 25-mile radius of the city, with periodic trips scheduled outside the service area. The city operates weekdays from 9:00 a.m. to 3:00 p.m. Average ridership was not reported.

¹ Kansas Department of Transportation (KDOT). Public Transportation Applications. Section 5310/5311 Funding. <http://www.ksdot.org/burtransplan/pubtrans/index.asp>

Concordia Senior Citizens Center: Concordia Senior Citizens Center operates within a 5-mile radius of the city of Concordia. The service operates weekdays from 8:00 a.m. to 4:00 p.m. The service provides about 600 rides per month. Despite its name, this “senior center” is becoming a community-wide provider, with 45 percent of the ridership being seniors and 55 percent being public. The service is currently operating at or near capacity.

Ellsworth County Council on Aging (COA): The COA operates within Ellsworth County. The service operates Monday through Friday from 8:00 a.m. to 2:00 p.m. The service provides about 200 rides per month.

Lincoln County Transportation: Lincoln County Transportation operates within the county and as far as Beloit, Minneapolis, Salina, and Ellsworth. The service operates weekdays from 8:00 a.m. to 5:00 p.m. The service provides about 200 rides per month.

OCCK, Inc.: OCCK operates both demand-response and fixed-route services. Fixed-route services are confined to the Salina city limits. Demand-response services operate within the 14-county area of the Sunflower Network and will go as far as Wichita, Topeka, and Kansas City for medical trips. The fixed-route service provides about 13,800 rides per month, while the demand-response service provides just under 4,000 trips per month. OCCK will provide services from Abilene, Concordia, Belleville, and Salina. OCCK does not have formal agreements with other providers or cities but will provide rides for anyone in the region if the resources are available. They will even take anyone in the region to Kansas City or Topeka upon request.

Ottawa County Transportation: Ottawa County Transportation operates within the county and as far as Salina, Abilene, and Concordia. The service operates weekdays from 8:00 a.m. to 5:00 p.m. The service has varying levels of ridership depending on the time of year. During the school year, average daily ridership is as high as 40 riders, and then ridership falls to an average of 10 daily riders during the summer.

Republic County Transportation: The service operates weekdays from 10:00 a.m. to 4:00 p.m. and provides about 540 rides a month. Republic County Transportation operates primarily in the city limits of Belleville. Service to Narka, Munden, Cuba, Agenda, Republic, Scandia, and Courtland on Wednesdays and Thursdays. Out-of-town service schedule is an on-call service.

Mitchell County Transportation: Mitchell County Transportation operates within the county and to a limited degree in Osborne, Jewell, and southern/western Cloud counties. The service operates Monday through Friday from 7:30 a.m. to 5:00 p.m. The service provides about 380 rides per month. Mitchell County Transportation works with and is dispatching for Osborne County.

5310 Providers

In addition to 5311 general public transportation providers, several 5310 transportation programs are present in the CTD. These programs are listed below.

Central Kansas Mental Health Center

City of Holyrood

Pawnee Mental Health

Salina RSVP/Kansas Wesleyan University

The next section describes the process to determine the proposed regional strategies for the CTD.

BACKGROUND FOR ACTION IN THE NORTH CENTRAL CTD

The following sections detail the project’s planning process to arrive at a final proposed strategy for the North Central CTD.

Each stakeholder team and study team met four times over the course of the project. In July and August 2013, a survey of transit providers was administered, the project and the regional boundaries were introduced, and the initial data and input were collected. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers. Listed below are the stakeholders who participated in at least one of the four North Central CTD regional meetings.

A total of 11 organizations, represented by 18 individuals participated as stakeholders in the series of four meetings held in Salina.

Table II-44 North Central CTD Meeting Participants

Stakeholder	City	County	Type
City of Wilson	Wilson	Ellsworth	5311
CKMHC - Central Kansas Mental Health Center	Salina	Saline	5310
Concordia Senior Citizens Center	Concordia	Cloud	5311
Ellsworth County COA	Ellsworth	Ellsworth	5311
Lincoln County	Lincoln Center	Lincoln	County Govt.
North Central - Flint Hills Area Agency on Aging	Manhattan	Riley	Other
OCCKC, Inc.	Salina	Saline	5311
Ottawa County Transportation	Minneapolis	Ottawa	5311
Republic County	Belleville	Republic	County Govt.
Republic County Highway Department	Belleville	Republic	County Govt.
Mitchell County Transportation	Beloit	Mitchell	5311

During the first round of meetings in August 2013, stakeholders identified several needs, opportunities, and challenges that were important to their organizations and the people they serve. The group in the North Central CTD identified needs/issues affecting their organizations

in particular. Those needs were based primarily on geography, lack of existing resources, and understanding of current services. While some providers are unable to transport riders long distances due to capacity and fiscal constraints, other providers do offer trips outside their county boundaries, which limits their ability to offer in-town service. This balance of diminishing resources and the needs of riders makes the need to coordinate amongst other CTDs even more important.

Prioritization of the Needs / Gaps / Barriers

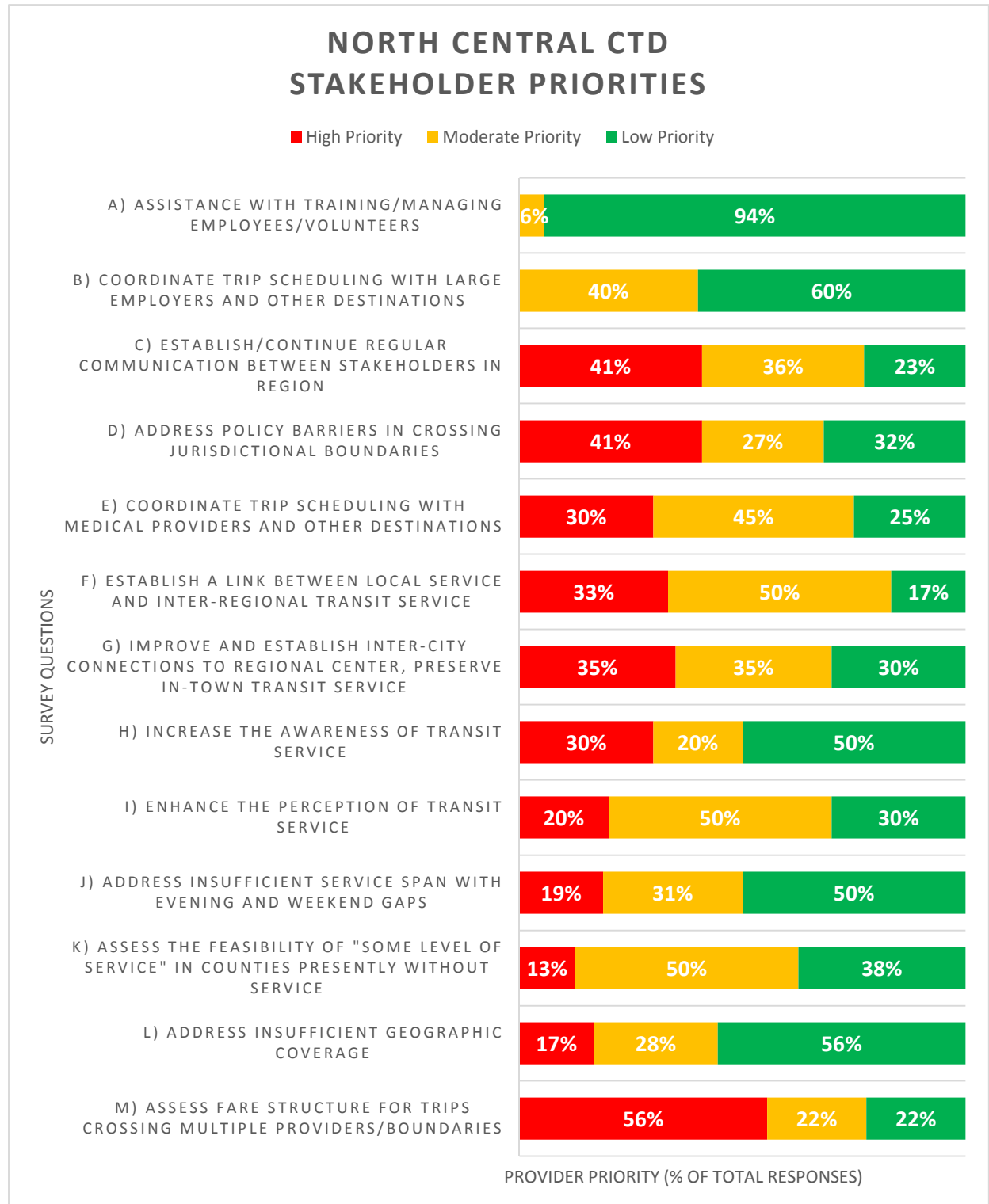
Unmet needs across the North Central CTD and within individual jurisdictions were discussed at the stakeholder meeting in August 2013. The need descriptions gathered in the meeting were discussed by KDOT staff and the consulting team and compared with the need descriptions identified in other CTDs across the state. A product of the statewide-level discussion was a list of 13 gaps/needs that encompassed those more-specific needs identified at the local levels. This list was circulated to stakeholder representatives and other agency representatives who attended the August 2013 meetings, with a request to provide input on prioritizing the needs. As funding for transportation services is constrained at the local, state, and federal levels relative to the gaps, prioritization is critical so the most important areas can be addressed before the less severe ones. The prioritized needs, according to stakeholders in the North Central CTD, are shown in Figure II-14.

Nearly all needs received votes for all three categories, though some rankings stand out. The following needs were identified as higher priority by the respondents.

- Need to assess fare structure for trips crossing multiple providers/boundaries
- Need to establish/continue regular communication between stakeholders in the region
- Need to address policy barriers in crossing jurisdictional boundaries
- Need to improve and establish inter-city connections to regional center, preserve in-town transit service

The consulting team conducted a series of internal workshops and discussed the identified needs with representatives of many of the public transit agencies and relevant stakeholder organizations. After analyzing the data collected from the gaps/needs survey, the consulting team worked to create a list of strategies to address the prioritized gaps/needs.

Figure II-14 North Central CTD Stakeholder Priorities



SERVICE AND MANAGEMENT IDEAS/CONCEPTS

Description of Concepts

The focus of the December 2013 round of meetings was to discuss ideas the consulting team had developed with KDOT staff with input from transit providers, and to address the gaps. The goal in defining the strategies has been to “right-size” the concept, balancing the issue/need/gap with the current services and financial constraints likely in place at all jurisdictional levels.

Those ideas/concepts discussed in the meetings were based on the prioritized needs/gaps as seen below.

Need to assess fare structure for trips crossing multiple providers/boundaries.

Option 1: Formalize existing fare pricing structure whereby fares are established by each provider and users pay multiple fares for multiple provider trips.

Option 2: Establish agreed-upon fare pricing methodologies that result in some standardization of fares across the region.

Option 3: Develop inter-agency revenue allocation methodologies that would use a single fare for multiple provider trips.

Need to establish/continue regular communication between stakeholders in the region.

Option 1: Develop processes and relationships where client would schedule medical appointments through transportation provider.

Option 2: Establish a transit advisory panel that includes representatives of major employers, medical providers, and jurisdictions and that meets quarterly.

Option 3: Develop centralized dispatching capabilities.

Option 4: Designate a mobility manager who coordinates communication among all transportation providers and stakeholders in the region.

Need to address policy barriers in crossing jurisdictional boundaries.

Option: Develop template MOUs that would allow providers in adjacent counties to provide service that is financially allocated in a fair and equitable way.

Need to improve and establish inter-city connections to regional center and preserve in-town transit service.

Option 1: Expand local service areas and coordinate with existing inter-county/regional services.

Option 2: Establish regional route(s) that would hub out of Salina and connect with locally operated services throughout the region.

Initial Screening Findings

Using input from earlier meetings on addressing the prioritized needs, materials were developed for the third round of stakeholder meetings, which took place in April 2014. Those materials provided details for each chosen strategy specific to the North Central CTD, including:

- Inter-regional Route Concept Analysis
- Cost Allocation Model for Contracted Transit Service
- Centralized Scheduling/Dispatching
- Roles and Responsibilities of a Mobility Manager
- Transit Advisory Panel Structure

The April 2014 round of meetings gave stakeholders a chance to respond to the developed strategies and provide input on how the study team should go forward with the strategies. After receiving feedback from stakeholders, the study team analyzed comments from the April meetings and refined the proposed strategies based on those comments. Prior to the final round of meetings, stakeholders received materials including a Regional Strategy Refinement, a Local Match Allocation Model, and a Regional Governance Structure. In September 2014, a fourth round of meetings was held with stakeholders to give the group a final chance to respond to the regional strategies, discuss how much each strategy would cost for the participating organizations, and how the newly structured CTD would function.

Responses from the last round of meetings were reflected in the final strategy details including the expected implementation period for each strategy. In the following sections, the last iteration of the regional strategies is presented including an intra-regional route, mobility management, and coordinated scheduling. Alternatives for cost allocation and implementation of each strategy are also included.

Intra-Regional Route Strategy

The need for an intra-regional route in the North Central CTD originated from a survey asking regional stakeholders to prioritize 13 locally identified needs. After discussing the results of the survey during stakeholder meetings, three primary needs were identified to be addressed further. While establishing an intra-regional route was seen as a way to address the need to improve and establish inter-city connections to regional centers and preserve in-town transit service, the route could potentially support other primary needs of the North Central CTD, including the need to address policy barriers in crossing jurisdictional boundaries, assess fare structure for trips crossing multiple providers/boundaries, and establish/continue regular communication between stakeholders in the CTD.

The regional service would link a combination of:

- New intra-regional service between Belleville, Concordia, Minneapolis, and Salina
- Local transit providers connecting outlying rural areas and communities to the previously mentioned intra-regional route

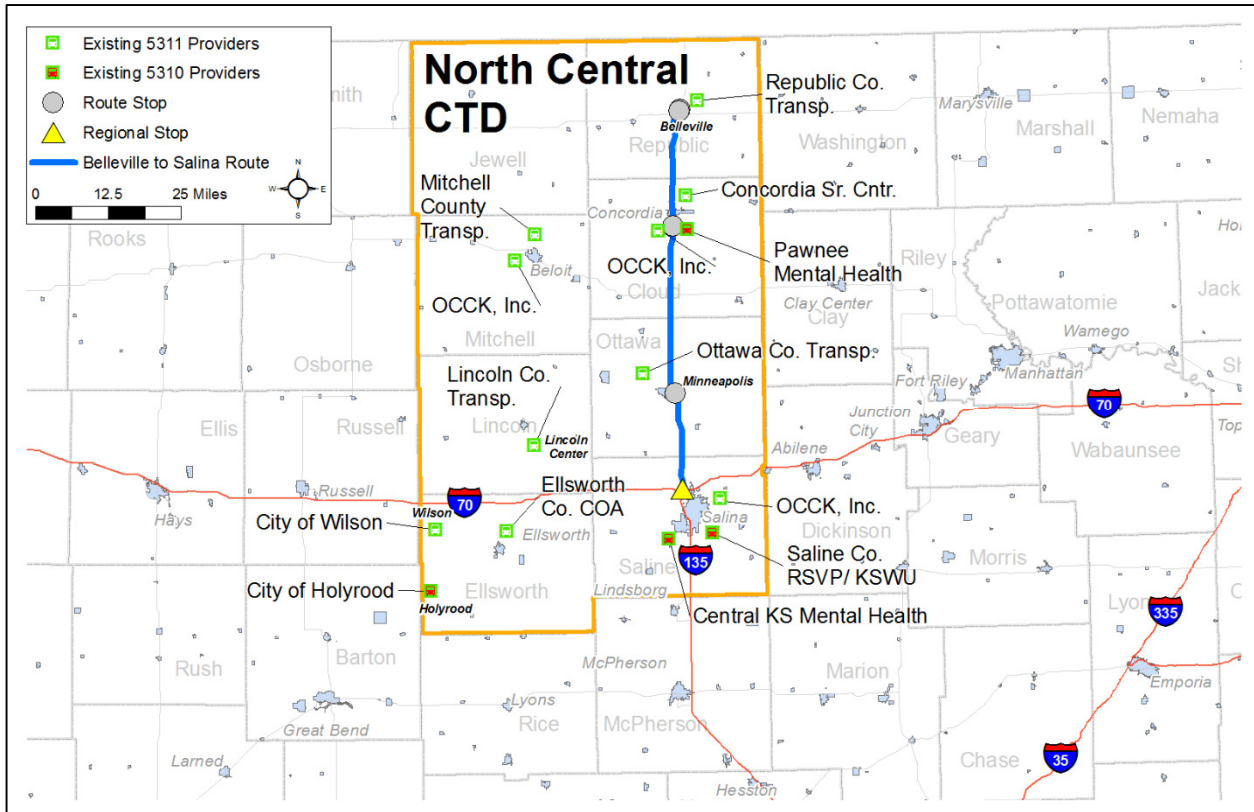
OCCK, based in Salina, currently operates service throughout the entire North Central CTD. Their service capabilities include offering trips to Salina from Republic, Cloud, and Ottawa counties. The purpose of this route would be to formalize this connection into a regularly scheduled route.

The North Central CTD intra-regional route connects the northern section of the CTD with the main activity center of Salina. The route travels along Highway 81, originating in Belleville, with three stops: one in Concordia, Minneapolis, and at the Highway 24 junction. The stop at the Highway 24 junction would increase the route travel time by approximately five minutes each trip, while the addition of a stop in Minneapolis would add approximately 20 minutes to each trip leg.

As currently conceived, this route would initially operate as a reservation-only, regularly scheduled fixed route. The bus would leave and arrive at the stops along the route at regularly scheduled times and from designated locations, but riders would be required to make reservations. If no reservations were made, the bus would not operate. A driver might still have to be paid even if no passengers have reserved a trip, but the driver could be reassigned to other routes or other duties.

If this were to operate as a regularly schedule route, the provider would still be liable for providing ADA access to the route around the bus stops. This distance would be whatever the provider's ADA policy specifies. Many agencies use a one-half-mile radius. The easiest option would likely be to have the driver pick up passengers requiring ADA accessibility before traveling to the regular pick-up point for other passengers. The drop-off schedule would entail delivering passengers requiring ADA accessibility after dropping off all other passengers.

Figure II-15 North Central CTD Route Alignment



Existing Regional Service

While OCCK’s fixed-route services are confined to the Salina city limits, demand-response services operate within the 14-county area of the Sunflower Network and will go as far as Wichita, Topeka, and Kansas City for medical trips. OCCK has the most-developed system within the CTD and would be best equipped to operate and manage such a route.

Barriers & Opportunities for Providers to Participate in the CTD’s Strategy

Table II-45 lists each provider, its location and the barriers and opportunities each provider faces in participating in the proposed North Central CTD intra-regional route. These identified barriers and opportunities are based on the current service restrictions as gathered through a 2013 survey and on numerous discussions with providers.

Table II-45 Barriers and Opportunities for North Central CTD Providers to Coordinate

Provider (City)	Barriers	Opportunities
City of Wilson (Wilson)	Operates only weekdays	Offers trips within a 25-mile radius of the city
Concordia Senior Citizens Center (Concordia)	Offers service only within five miles of the city	Ridership from public riders is now the majority over senior riders
Ellsworth County COA (Ellsworth)	Only operates within county boundaries	
Lincoln County Transportation (Lincoln Center)		Operates within county boundaries and as far as Beloit, Minneapolis, Salina, and Ellsworth
Mitchell County Transportation (Beloit)	Operates mostly within the county	Dispatches trips for Osborne County; a small number trips are offered from Osborne, Jewell, and southwest Cloud counties
OCCK (Salina)	Fixed route only operates within Salina	Offers demand-response service to a 14-county-wide area
Ottawa County Transportation (Minneapolis)	Service is not used heavily in the summer	Operates as far as Salina, Abilene, and Concordia in addition to trips within the county
Republic County Transportation (Belleville)	Offers mostly county-wide trips during the weekdays	Out-of-town service is an on-call schedule

Service Provider

OCCK is based in Salina and currently operates the largest number of vehicles among the providers within the North Central CTD. In addition, OCCK indicated they were willing and technically capable of operating long-distance routes throughout the CTD. OCCK's central location within the CTD helps in transferring riders from surrounding counties to the identified regional centers like Salina. Other providers in the CTD also indicated a willingness to have OCCK fulfill this role. The relatively large size of OCCK's existing operation, in comparison with the size of other providers in the CTD, means OCCK would be able to operate new service while absorbing a lower amount of additional costs than other providers. This does not mean that OCCK would be able to operate additional services without additional outside funding.

Local Providers' Roles in Proposed Intra-Regional Route

The role of the local providers in this CTD is to deliver passengers living in their respective service areas to a connection point for the intra-regional route to Salina. With the cooperation of providers along the intra-regional route to deliver passengers to a common access point, the regional bus can effectively maintain a higher travel speed. Refer to Table II-46 for the vehicle capacity of each provider within the North Central CTD.

Table II-46 Vehicle Capacity of North Central CTD Providers

Provider (City)	Vehicle Capacity
City of Wilson (Wilson)	One 12-passenger van with lift and one van with ramp
Concordia Senior Citizens Center (Concordia)	One van with ramp
Ellsworth County COA (Ellsworth)	One 13-passenger van with lift and one van with ramp
Lincoln County Transportation (Lincoln Center)	One 20-passenger transit bus with lift and two passenger vans
Mitchell County Transportation (Beloit)	One 20-passenger van with lift and one van with ramp
OCCK (Salina)	23 wheelchair-accessible minivans, eight non-accessible minivans, 13 20-passenger transit buses, seven 20-passenger para-transit buses, seven 13-passenger transit buses
Ottawa County Transportation (Minneapolis)	One 20-passenger van with lift, one van with ramp and one other van
Republic County Transportation (Belleville)	Two 13-passenger vans with lifts

Service Revenue

The providers in each CTD use a variety of fare structures. Fare structures examples include a flat-trip rate, a per-mile rate, or donations only. Some of these fare systems are less suitable for intra-regional routes that are longer in distance and cross multiple county jurisdictions. Examples of fares currently used in the North Central CTD can be seen in Table II-47.

Table II-47 Current Fares of North Central CTD Transit Providers

Provider (City)	Local Fare	Fares Outside Local Area
City of Wilson (Wilson)	\$1 per round trip in Wilson 18 years and under ride free	\$3 per out-of-town round trip \$5 per out-of-service area trip
Concordia Senior Citizens Center (Concordia)	\$1 each one-way trip	No service offered beyond 5-mile radius of the city
Ellsworth County COA (Ellsworth)	\$1 each one-way trip	No trips offered outside the county
Lincoln County Transportation (Lincoln Center)	\$2 for trips within the city; \$3 for trips within the county	Fare graduates up to \$10 for trips of fewer than 100 miles and then an additional \$1 for each additional 20 miles
Mitchell County Transportation (Beloit)	\$1 suggested donation each direction within the county	\$2 suggested donation each direction out of the county
OCCK (Salina)	Fixed Route: \$1 per one-way trip or \$35 monthly pass	Deviated Route: \$2 per one-way trip plus \$0.10 per mile outside Salina
Ottawa County Transportation (Minneapolis)	\$2 per round trip in town	\$5 round trip to Salina
Republic County Transportation (Belleville)	\$1 per round trip within or to adjacent counties	Same as local fare

Route Characteristics & Feasibility

To continue the evaluation of the concepts where new intra-regional transit routes are transporting passengers from other providers, the next section estimates the ridership that could result from implementing the concept and examines the resulting effects on operating costs and revenue for the route originating in Belleville.

Table II-48 North Central CTD Route Quantitative Evaluation

Round Trips per week	1x	2x	3x	4x
Estimated Annual Ridership	584	818	981	1,144
Annual Operating Cost	\$19,968	\$39,936	\$59,904	\$79,872
Annual Operating Cost per Rider	\$34	\$48	\$61	\$69
Capital Cost	One Vehicle			
Average Fare (25% Cost Recovery)	\$8.50	\$12.25	\$15.25	\$17.50
Average Fare (10% Cost Recovery)	\$3.50	\$5.00	\$6.00	\$7.00
Average Fare (5% Cost Recovery)	\$1.75	\$2.50	\$3.00	\$3.50
Travel Time	1 hour 20 min.			
Mileage (one way)	76			
Intercity Stops Population	9,931			
Activity Center Population	Salina (45,654)			

Notes: Costs include 20 additional miles for both morning and afternoon stops made in Salina. Travel time does not include the additional time used for stops along the route.

Annual Ridership

The ridership estimates under the baseline concept were determined according to the *Transit Cooperative Research Program (TCRP) Report aq147: Toolkit for Estimating Demand for Rural Intercity Bus Services*. The toolkit uses several methods to estimate demand for rural inter-city bus services.

Demand, measured in terms of annual unlinked trips, is the expected share of all trips to be taken via rural inter-city transit. The estimate originates from a regression model based largely on a function of the average origin population, trip distance, and the number of stops along the route. The trip rate is applied to the populations of each stop location along the inter-city bus corridor. The trip rate can also be adjusted if—along the route—there is a four-year college, prison, or airport or a connection to a national inter-city bus network, all of which are regionally significant destinations.

Ridership levels can vary by the level of service offered. Should different service levels be explored, potential increases in passenger numbers would be calculated using an elasticity coefficient for frequency. An elasticity coefficient measures the relationship between changes in frequency and resultant changes in ridership. A standard value used is 0.4, meaning that a 100-percent increase in frequency would likely result in a 40-percent increase in ridership². However,

² TCRP Report 95, p 9-5 lists the coefficient of elasticity for frequency as 0.5 on average. TCRP Report 118, p3-19 lists the following table and a “typical” coefficient of 0.4.

the small numbers of passengers involved in inter-city service, the lack of data used to estimate existing conditions, and the limited research on the elasticity effects of service changes in rural transit mean that these ridership estimates should be used only as a general guide.

Major Trip Generators

Salina has major medical facilities including dialysis, social service agencies, and education facilities including Kansas Wesleyan University, Brown Mackie College, and Salina Area Technical College.

As for the regional provider, OCCK operates a robust fixed-route service within Salina as well as its basic demand-response services via 5311 funding. OCCK is the natural choice for hosting the intra-regional route, and they have available vehicles to operate the new service. Depending on demand, one additional 20-passenger bus may be necessary in order to avoid the higher operating cost of replacing current stock with a larger transit vehicle.

Current Coordination Level

Current coordination is at a moderate level, with providers actively working together to informally reduce redundancies in service. Also, some inter-regional coordination exists between FHATA and Concordia Senior Citizens Center.

Level of Coordination Needed

Coordination between OCCK and local providers in Concordia will need to be formalized in order for a partnership to emerge for the intra-regional route.

Proposed Implementation

After evaluating both the quantitative and qualitative information for the Belleville to Salina intra-regional route, the concept was seen as potential medium term strategy for the North Central CTD. Considering OCCK is operating similar service currently, the transition to formalizing service should be less difficult than for other CTDs. Once operation begins, service three days per week should allow for a reasonable fare. If demand surpasses capacity for three trips per week, operating four times per week should still allow for a reasonable fare and not warrant an additional vehicle.

Mobility Management

An essential element to the success of a coordinated approach to providing public transit service in the North Central CTD will be the introduction of a mobility manager. The concept of mobility management is built on the principle of coordination to maximize efficiency. A common responsibility of a mobility manager is to identify and collaborate with the disparate transportation providers in their CTD. At the system or organizational level, the mobility manager would be responsible for working within the service area to identify gaps and help

close those gaps by facilitating inter-organizational agreements and relationships such as between transportation providers, major employment and medical providers, and cities or counties; identifying additional resources; or bringing additional transportation partners together. A primary responsibility of the mobility manager would be to identify and coordinate the long-distance trips performed by transit providers in the CTD.

Responsibilities of the mobility manager could include the following:

- Schedules and coordinates the provision of trip requests for inter-community and intra-regional transportation service.
- Promotes, enhances, and facilitates access to transportation services, including integrating and coordinating services for individuals with disabilities, older adults, and low-income individuals.
- Supports short-term management activities to plan and implement coordinated services.
- Provides coordination services with medical service providers, human service organizations, and employers.
- Develops one-step transportation traveler call center to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs.
- Develops travel training—new training programs—for individual users on awareness, knowledge, and skills of public and alternative transportation options available in their communities. This training would include travel instruction and travel training services.
- Develops new ways to remove barriers for transportation to and from jobs and develops employment support services for people residing in rural areas.
- Coordinates contracts for transportation services between service providers and between local jurisdictions.
- Assesses client needs and identifies travel options.
- Analyzes routes and offers suggestions to be most cost-effective to clients.
- Provides adequate training and knowledge of the different types of services available to the CTD's residents.

- Cooperates with regional transportation service providers to ensure optimum transportation opportunities for customers in light of mandates, regulations, and expectations.
- Assists in developing printed material and forms to make information clearly obtainable for those using any of the various transportation programs in the CTD.
- Facilitates regular meetings of public transportation providers in the CTD in order to develop collaborative strategies to improve regional mobility.

North Central CTD Mobility Management

In the North Central CTD, OCCK, Inc., has indicated a willingness and ability to house the mobility manager on a contractual basis. This arrangement is suitable to several other transit providers in the CTD. The North Central CTD mobility manager would be a full-time position charged with coordinating longer-distance or regional transit trips among regional transit providers and external providers. In addition, the North Central CTD mobility manager would work with major medical providers, employers, and social service agencies within the CTD to better match transit service to trip patterns and regional demand. The mobility manager would also be a resource for those jurisdictions that are currently without transit, but who may desire transit either by working with KDOT to develop an in-house transit provider, or by purchasing transit services from a nearby provider. At the direction of a regional transit board, the mobility manager would support implementation of regional strategies through grant writing, contract administration, facilitating discussion and dialogue, and working with regional providers to implement coordinated dispatch and intra-regional routes. Finally, the mobility manager would provide administrative support for the regional transit board, including preparing grant applications and fulfilling reporting requirements related to regional initiatives, and preparing material and logistics for regional transit board meetings.

Coordinated Scheduling

Coordinated scheduling or dispatching can be an important component to a successful coordination strategy among rural transit agencies in Kansas. Coordinated scheduling or dispatching is the utilization of scheduling and software and GPS-enabled in-vehicle tablets to efficiently assign and route passengers on the most-optimal trip. The technology can be used by one agency to schedule trips on their own vehicles, or it can be used in conjunction with other agencies to assign passengers to vehicles operated by other agencies. Varying degrees and varying levels of scheduling/dispatching centralization can be considered. Once the basic infrastructure has been installed within agencies and vehicles, transitioning between the different degrees of centralized scheduling would require minimal investment. Electing to have one agency dispatch for another agency would also require minimal additional investment. Three options have been described to the CTDs:

- Option 1 - Focusing centralized scheduling efforts to regional or long-distance trips

- Option 2 - Each provider scheduling their trips using the centralized scheduling system and dispatching their own vehicles, but allowing multiple providers to see each other's trips, making coordination and trip-chaining easier
- Option 3 – Scheduling all trips through a centralized call number that assigns the trip to the appropriate agency

All of the CTDs throughout Kansas indicated a desire to pursue coordinated scheduling and dispatching at the level of Option 1 or Option 2. Even though these levels would have each agency continuing as the primary scheduler and dispatcher for their customers and vehicles, a single agency in the CTD would still be designated to administer the contract with the technology vendor. This single vendor model for each CTD would allow dynamic interaction between the trip and vehicle schedules of multiple agencies within the CTD, and could allow—at each agency's discretion—contracting dispatching and scheduling services to other agencies.

North Central CTD Coordinated Scheduling

OCCK had indicated a willingness to serve as a point agency to administer the coordinated scheduling software. Mitchell County (Solomon Valley), and Concordia Senior Citizens Center could serve as partner agencies.

GOVERNANCE

Planning and concept design for enhancing the level of coordination between the public and human services transportation providers has been addressed for the entire state. With that being said, the coordination plan must have flexibility in the overall concept to reflect the differences in needs and opportunities that exist not only across the state, but also within designated CTDs. Concepts recommended across the state range from coordinating schedules for shared rides between communities, to centralizing dispatching, to a much more simplified program of allowing agencies that provide inter-city service to stop in communities along their path to pick up passengers who currently do not have access to service. The intent of the proposed concept is to allow the coordinated services setup to differ between CTDs, but to still have a consistent organizational framework across each CTD.

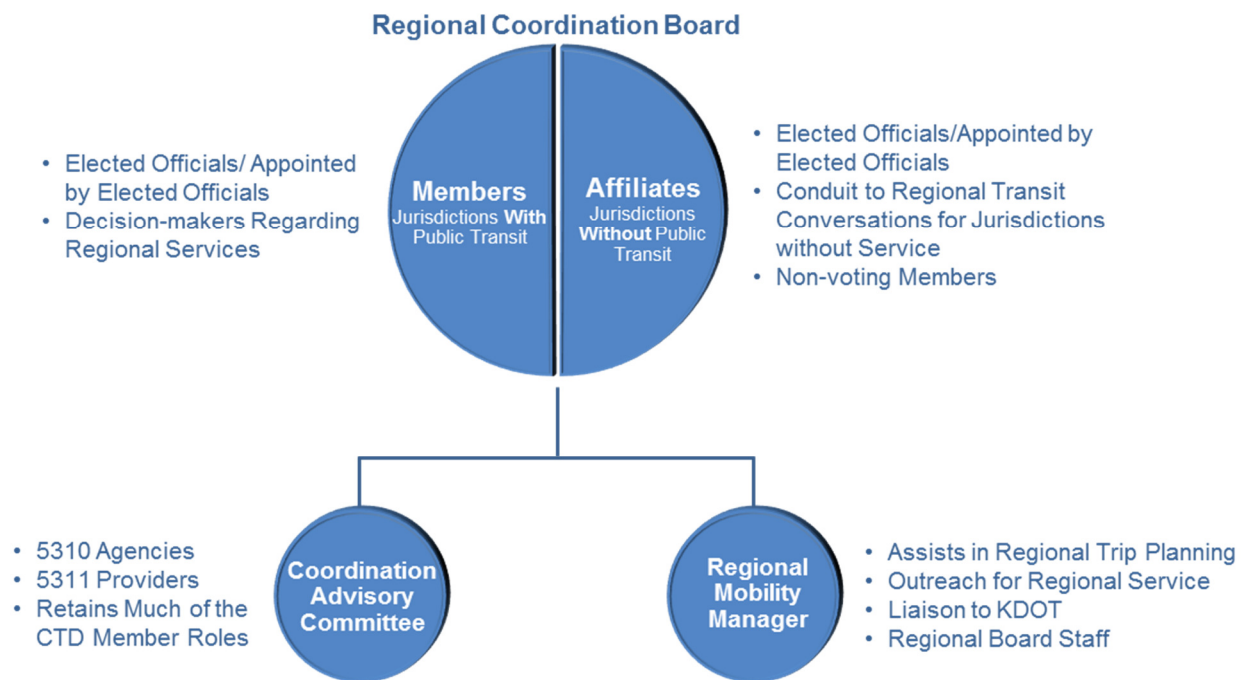
Integral to the regionalization concept is establishing a framework that promotes communication between elected officials, local and regional transportation providers, and agencies managing access to services that require clients to travel from their homes. To promote communication and decision-making regarding services, it is proposed that each CTD will have an active forum (a working title of Regional Public Transit Coordination Association is proposed) for elected officials, local transit providers, and other stakeholders to talk about and act upon service coordination that is appropriate for their particular populations.

The Regional Public Transit Coordination Association would be comprised of three components:

- A Regional Public Transit Coordination Board
- A Coordination Advisory Committee
- Staff - The staff function would primarily be composed of a regional mobility manager

Figure II-16 illustrates the structure of the Regional Public Transit Coordination Association.

Figure II-16 Regional Public Transit Coordination Association Organization Chart



Regional Public Transit Coordination Board

The proposed role of the Regional Public Transit Coordination Board is to provide a forum for officials/representatives from the range of jurisdictions in each CTD to discuss and advance the coordination plan developed for their CTDs. The concept proposed at this point is that each county would be provided the opportunity to participate with representation on the coordination board. Counties have initially been proposed as the geographic entity as they reflect the jurisdictional level that would provide continuous geographical coverage of the CTD, assuming all counties choose to participate. Selecting board representation from municipalities leaves the question on the table about who provides the voice for people in rural areas (outside a town), and it also creates the potential for a very large body to organize. Establishing representation at the county level addresses both of the listed concerns.

Not all counties across the state participate in providing funding for public transportation; therefore, stratified board membership is proposed to allow those jurisdictions that provide funding to have a greater voice in setting the coordination direction for the CTD. Representation on the board is proposed as follows:

- **Members** – Elected or appointed officials representing counties, municipalities, or other agencies contributing public local match funds to provide *public* transit service as part of the KDOT program. Each jurisdiction or organization contributing local funds would be allotted one board position. Board members would be responsible for setting the direction for *coordinated* services within the CTD.
- **Affiliate Members** – Elected officials or their designees from counties that do not offer transit service and counties with transit service that is not part of the KDOT program.
- **Ex Officio Member** – A KDOT representative would function as a non-voting board member and provide technical guidance and direction.

Table II-49 lists the proposed membership of the North Central CTD’s Regional Public Transit Coordination Board.

Table II-49 Regional Public Transit Coordination Board Membership – North Central CTD

Organization	Membership Type	Funding
City of Beloit	Member	5311
City of Concordia	Member	5311
City of Salina	Member	5311
City of Wilson	Member	5311
Ellsworth County	Member	5311
Lincoln County	Member	5311
Ottawa County	Member	5311
Mitchell County	Member	5311
Republic County	Member	5311
Cloud County	Affiliate Member	N/A
Jewell County	Affiliate Member	N/A
Saline County	Affiliate Member	N/A
KDOT Representative	Ex Officio Member	N/A
Regional Mobility Manager	Staff	N/A

Coordination Advisory Committee

The proposed coordination advisory committee would essentially mirror the current CTD committee concept, with representatives from transportation and human service providers from across the CTD. Consistent with the current CTD organization, the coordination advisory committee would elect a chair who would be responsible for leading meetings and be the point of contact for the coordination board.

The coordination advisory committee would provide the following:

- A forum for providers to discuss regional transportation needs, coordinated service opportunities, requests from the Regional Public Transit Coordination Board for input on new or consolidated service, and information sharing
- A group experienced in providing transit service that could design and implement coordination ideas developed through Regional Public Transit Board discussions
- An avenue to others that could assist in troubleshooting of software/hardware issues
- A centralized group for KDOT to meet with to disseminate information and to collect input

The coordination advisory committee would be comprised of:

- A representative from organizations participating in the 5310 funding program
- A representative from organizations participating in the 5311 funding program
- Ex Officio Member – A KDOT representative to function as a non-voting member and provide technical guidance and direction

Table II-50 lists the proposed membership of the North Central CTD’s coordination advisory committee.

Table II-50 Coordination Advisory Committee Membership – North Central CTD

Organization	Description
City of Wilson	5311
Concordia Senior Citizens Center	5311
Ellsworth County COA	5311
Lincoln County Transportation	5311
Mitchell County Transportation	5311
OCCK, Inc.	5311/5310
Ottawa County Transportation	5311
Republic County Transportation	5311
Central Kansas Mental Health	5310
City of Holyrood	5310
Pawnee Mental Health	5310
Saline County RSVP/KSWU	5310
KDOT Representative	Ex Officio Member
Regional Mobility Manager	Staff

Refer to Volume I for additional details on the Regional Public Transit Coordination Association.

COST ALLOCATION

Following discussions with stakeholders during the final round of regional meetings in September 2014, clear interest was shown in reviewing numerous local allocation methods for the remaining costs of the proposed strategies. In response to the comments received, the study team developed three different methods for local match allocation.

The total local match is displayed in two different tables, reflective of KDOT's different levels of funding for each strategy's stage of implementation (first year and after first year). Table II-52 shows the costs for the first year of implementation, while Table II-53 shows the costs for years after the strategies' inceptions. The table below breaks down KDOT's federal/state and local match responsibilities in relation to each strategy's summarized annual costs.

Table II-51 North Central CTD Annual Costing Summary by Regional Strategy

Strategy	Coordinated Scheduling				Mobility Management				Regional Route(s)			
	Year 1		Year 2+		Year 1		Year 2+		Year 1		Year 2+	
Implementation Period	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local
Agency Funding Responsibility	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Asset/Hardware Allocation	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Operations/Personnel Allocation	80%	20%	80%	20%	100%	0%	80%	20%	70%	30%	70%	30%
Asset/Hardware	\$129	\$0	\$37	\$0	-/-	-/-	-/-	-/-	\$80	\$0	\$16	\$4
Operations/Personnel	\$16	\$4	\$16	\$4	\$150	\$0	\$120	\$30	\$42	\$18	\$42	\$18
Total Allocation Amount	\$145	\$4	\$53	\$4	\$150	\$0	\$120	\$30	\$122	\$18	\$58	\$22
Total Regional Cost	\$149		\$57		\$150		\$150		\$140		\$80	
Year One State/Fed	\$417		<i>Notes: All costs are recorded in thousands. Total costs for routes are inflated due to the absence of operating cost recovery from collected fares.</i>									
Year One Local Match	\$22											
Year Two+ State/Fed	\$231											
Year Two+ Local Match	\$56											
Year One Total	\$429											
Year Two Total	\$287											

Three different methodologies are presented for allocating costs between counties.

Population-Based Allocation

The coordinated scheduling, mobility manager, and intra-regional route costs are first divided evenly between the applicable counties with 5311 service, based on the determined base fund ratio of 10, 25, or 50 percent. Then, the remaining costs are distributed among the applicable 5311 counties based on their total populations.

Mileage-Based Allocation

The coordinated scheduling and mobility manager costs are first equally divided among the counties with 5311 providers. The remaining costs for the intra-regional route are distributed between counties based on how many miles are traveled on the route in each respective county.

County-Based Allocation

The coordinated scheduling and mobility manager costs are first equally divided among the counties with 5311 providers. The costs for the intra-regional route are distributed among counties where the route(s) are either traveled directly through or are located close enough to the alignment of the route where the county experiences a significant benefit. Costs for the intra-regional route are first divided equally among all benefitting counties, then half of the original allotment is subtracted from the adjacent counties and that amount is divided evenly among the counties where the route travels directly through and thus adds to their original amount.

Table II-52 North Central CTD Local Cost Allocation Year 1

Fare Cost Recovery		Population Based (Assumes 10% equally split among counties)			Population Based (Assumes 25% equally split among counties)			Population Based (Assumes 50% equally split among counties)			Mileage Based (Based on number of miles driven in each county)			County Based (Includes all benefitting counties)		
		5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%
County	Population															
Cloud	9,479	\$2,770	\$2,647	\$2,277	\$3,115	\$2,975	\$2,554	\$3,690	\$3,521	\$3,016	\$5,998	\$5,713	\$4,856	\$4,413	\$4,211	\$3,604
Ellsworth	6,477	\$310	\$310	\$310	\$354	\$354	\$354	\$426	\$426	\$426	\$571	\$571	\$571	\$571	\$571	\$571
Jewell	3,085	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lincoln	3,240	\$184	\$184	\$184	\$248	\$248	\$248	\$356	\$356	\$356	\$571	\$571	\$571	\$571	\$571	\$571
Mitchell	6,359	\$306	\$306	\$306	\$350	\$350	\$350	\$424	\$424	\$424	\$571	\$571	\$571	\$2,279	\$2,189	\$1,919
Ottawa	6,099	\$1,955	\$1,867	\$1,605	\$2,436	\$2,325	\$1,995	\$3,237	\$3,089	\$2,644	\$6,903	\$6,570	\$5,570	\$4,413	\$4,211	\$3,604
Republic	4,965	\$1,681	\$1,606	\$1,380	\$2,208	\$2,108	\$1,807	\$3,085	\$2,943	\$2,518	\$3,624	\$3,463	\$2,981	\$4,413	\$4,211	\$3,604
Saline	55,493	\$13,867	\$13,254	\$11,416	\$12,362	\$11,814	\$10,170	\$9,855	\$9,415	\$8,094	\$2,833	\$2,714	\$2,357	\$4,413	\$4,211	\$3,604

Table II-53 North Central CTD Local Cost allocation Year 2+

Fare Cost Recovery		Population Based (Assumes 10% equally split among counties)			Population Based (Assumes 25% equally split among counties)			Population Based (Assumes 50% equally split among counties)			Mileage Based (Based on number of miles driven in each county)			County Based (Includes all benefitting counties)		
		5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%
County	Population															
Cloud	9,479	\$6,526	\$6,403	\$6,033	\$7,126	\$6,986	\$6,565	\$8,126	\$7,957	\$7,452	\$11,556	\$11,270	\$10,413	\$9,598	\$9,396	\$8,790
Ellsworth	6,477	\$2,637	\$2,637	\$2,637	\$3,007	\$3,007	\$3,007	\$3,624	\$3,624	\$3,624	\$4,857	\$4,857	\$4,857	\$4,857	\$4,857	\$4,857
Jewell	3,085	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lincoln	3,240	\$1,562	\$1,562	\$1,562	\$2,111	\$2,111	\$2,111	\$3,027	\$3,027	\$3,027	\$4,857	\$4,857	\$4,857	\$4,857	\$4,857	\$4,857
Mitchell	6,359	\$2,598	\$2,598	\$2,598	\$2,975	\$2,975	\$2,975	\$3,602	\$3,602	\$3,602	\$4,857	\$4,857	\$4,857	\$6,964	\$6,875	\$6,605
Ottawa	6,099	\$4,560	\$4,473	\$4,211	\$5,487	\$5,377	\$5,047	\$7,033	\$6,885	\$6,440	\$12,672	\$12,339	\$11,339	\$9,598	\$9,396	\$8,790
Republic	4,965	\$3,900	\$3,825	\$3,599	\$4,938	\$4,838	\$4,537	\$6,667	\$6,525	\$6,100	\$8,625	\$8,464	\$7,982	\$9,598	\$9,396	\$8,790
Saline	55,493	\$33,289	\$32,676	\$30,838	\$29,428	\$28,880	\$27,236	\$22,994	\$22,554	\$21,233	\$7,648	\$7,529	\$7,172	\$9,598	\$9,396	\$8,790

IMPLEMENTATION PLAN

The ultimate goal of this regional coordination effort was to identify coordination strategies and then implement those strategies. Implementation involves a series of actions that will result in the strategy concept actually becoming a reality. In some respects, identifying and understanding those actions, or steps, is the most critical element in the entire process.

The table below identifies the time period when each proposed strategy could potentially be implemented in the North Central CTD. A comprehensive summary of each CTD's implementation plan is shown in Volume I.

Table II-54 North Central CTD Strategy Implementation Plan

Strategy	Immediate Next Steps	Short Term (0 - 2 years)	Med. Term (2 - 5 years)	Long Term (5+ years)
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Belleville to Salina Intra-regional Route			✓	

In addition to the proposed timeline for implementing said strategies, the study team has developed an action plan (below), listing relevant actions the North Central CTD should consider when constructing their own regionally preferred implementation plan.

Establish Regional Coordination Structure

- KDOT staff and providers determine membership of a regional coordination board and the new North Central CTD
- Incorporate regional coordination board as non-profit corporation
- Incorporate the North Central CTD to reflect updated membership
- Hold initial meetings of regional coordination board and advisory committee to discuss and agree upon responsibilities, elect officers, and establish policies and procedures

Hire Mobility Manager

- Regional coordination board chair meets with KDOT staff to discuss and agree upon mobility management program funding policies and procedures and establish how funding will flow

- North Central CTD committee convenes to discuss and agree upon recommended roles and responsibilities of the mobility manager, estimates of cost, and local funding responsibilities
- North Central CTD committee chair forwards recommended roles and responsibilities, cost estimates, and funding responsibilities to regional coordination board
- Selection committee conducts interviews and makes hiring recommendation to the full board
 - Board chair tenders offer of employment to selected candidate
- Board authorizes employment services agreement with local agency
 - Board chair appoints committee to negotiate employment services agreement
- Regional coordination board meets to discuss the North Central CTD committee recommendation; board secretary responsible for developing position description and qualifications and soliciting applications from interested individuals
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the board's secretary
- Board chair appoints selection committee from board members and assigns responsibility for reviewing applications and selecting candidates for interview
- Board meets with newly hired mobility manager to develop work plan and establish working arrangement

Initiate Proposed Regional Service

- North Central CTD committee meets to review proposed regional service strategy(ies)
- North Central CTD committee chair appoints subcommittee to refine service concept and select service provider
- North Central CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
- North Central CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- CTD committee meets to discuss promotion of the new regional service
 - CTD committee chair appoints subcommittee to develop recommendations for promotion of new regional service
 - CTD committee chair forwards recommendations to regional coordination board
- Board adopts service promotion recommendations (subject to any desired changes)

- Board chair assigns mobility manager responsibility for initiating promotional activities associated with new regional service
- New service is initiated
 - Mobility manager assumes responsibility for monitoring new service performance and reporting back to board, CTD committee, and KDOT

Develop Centralized Scheduling Capabilities

- KDOT identifies statewide scheduling/dispatching system vendor and enters into service contract
- North Central CTD committee recommends acquisition of centralized scheduling/dispatching system to regional coordination board
 - North Central CTD committee chair appoints subcommittee to work with mobility manager and KDOT staff to develop specifications for the centralized scheduling/dispatching system based on regional priorities and interests
 - North Central CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
 - North Central CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- Centralized scheduling/dispatching system is procured and installed
 - Mobility manager assumes responsibility for managing initial training program, monitoring system performance, and reporting back to board, North Central CTD committee, and KDOT

CHALLENGES TO IMPLEMENTATION

As KDOT's strategic vision for transit in Kansas moves toward implementation, several potential challenges were identified in Volume I. The challenges listed below have significant relevance in the North Central CTD, including:

- Diversity of CTDs across the state – i.e., each CTD will be in a somewhat different stage of implementation based on multiple factors, including:
 - Possibility of counties funding local match one year and not the other, putting a bigger strain on the counties still funding their part of the match
 - Current level of coordination between providers in the North Central CTD higher than some CTDs, but still a potential challenge to overcome

- Making potential riders in the North Central CTD aware of the provided service once it is implemented.
- Receiving critical mass of buy-in. How will the North Central CTD decide whether or not to move forward with specific elements?
- Maintaining interest/buy-in from elected officials to participate in North Central CTD's regional coordination board.
- Identifying who is responsible for the initial implementation effort. Who takes the lead in moving ahead with the development of coordination structures and the hiring of mobility managers?

NORTHEAST - COORDINATED TRANSIT DISTRICT

PROJECT PURPOSE AND NEED

The purpose of the KDOT Regional Transit Business Model Implementation project is to develop strategies for the provision of transit services throughout rural Kansas that will make the most efficient use of additional transit funding made available by the state legislature as part of the Transportation Works for Kansas (T-WORKS) transportation program. This additional funding support is intended to improve the efficiency and availability of rural transit service throughout the state, thus making transit more accessible and more useful to the state's rural residents. Improving efficiency and availability requires finding common services connected to some or all providers within a region of the state and developing programs to share labor and capital resources associated with the common services.

Passage of the T-WORKS program in 2010 ushered in a new approach to rural transit program management and operations across the state, as well as an enhanced funding plan to implement the desired changes. Historically, the nearly 200 rural transit providers across the state have planned and operated services independently, which in some locations has resulted in redundant service and/or missed opportunities for providing service to those without access. Connected with T-WORKS, the Kansas Department of Transportation (KDOT) and stakeholders throughout the state are developing and implementing a new approach of coordinated transit service which will:

- Allow more people in the state to have access to some level of transit service.
- Improve the efficiency and cost-effectiveness of the public and private investments in transit.
- Reduce the gaps and redundancies observed in the current approach to providing service.

Within each region, stakeholder teams composed of transit providers, city and county officials, medical providers, and social agencies were created. The stakeholder teams were charged with providing the KDOT and consultant study team with input on needs and mobility gaps within the regions, giving feedback on ideas for coordinated service, and acting as the conduit to local councils and/or county commissioners relative to decision-making. Meetings with each stakeholder team occurred four times over the course of the project. In July and August 2013, the project was introduced and regional boundaries introduced. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers.

The following plan details the existing characteristics and the recommended coordination strategies for the Northeast CTD.

COORDINATED TRANSIT DISTRICT BOUNDARY

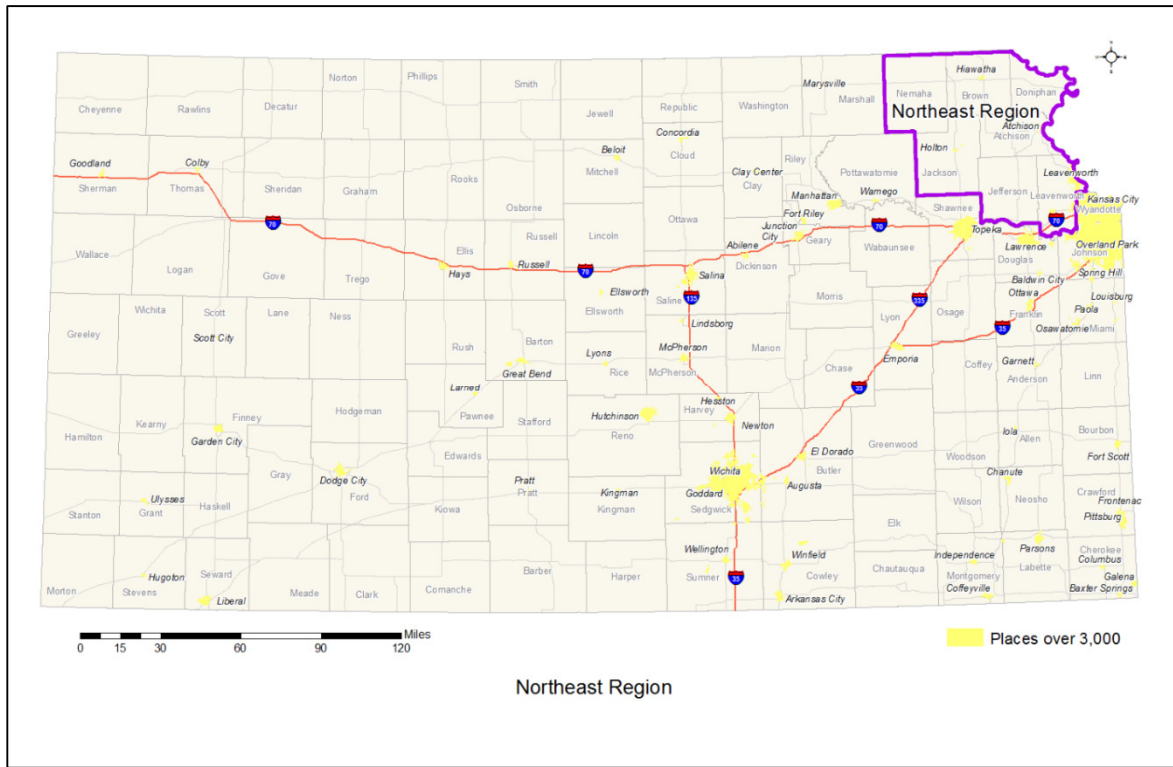
Steady progress to advance coordination has been made since the effort was formalized by passage of the 1992 Kansas Coordinated Transit District Law. The CTD boundary structure across the state was based on an administrative structure of many of the associated agencies such as area Agencies on Aging, county boundaries, and Community Development Disability Organization areas. An initial step in the on-going regionalization project was to evaluate the individual CTD boundaries and make appropriate adjustments to better reflect commuter flows, population densities, and travel sheds for medical and retail areas, while retaining the county boundary element of the administrative structure. Following the evaluation, the state was divided into nine primarily rural-focused regions, which are the focus of this project, and a tenth urban region comprised of Douglas, Johnson, Shawnee, and Wyandotte counties. The current CTD boundaries will be adjusted to conform to the boundaries of the defined regions. As a result, the state will now consist of 10 CTDs compared to the original 15 CTDs.

The proposed Northeast CTD encompasses seven counties and parts of CTDs 1, 2, and 3. The cities of Leavenworth, Atchison, Hiawatha, Holton, and Tonganoxie make up the towns with populations of more than 3,000 people. Residents near larger-populated areas have access to multiple transit providers at times, while counties lacking major population centers often have fewer opportunities to use transit. Public transit service transports riders to six of the seven counties, and only six of the counties currently have either 5310 or 5311 transit providers located within their boundaries. Brown County currently has no transit service.

The seven counties located in this region include:

- Atchison County
- Brown County
- Doniphan County
- Jackson County
- Jefferson County
- Leavenworth County
- Nemaha County

Figure II-17 Statewide Map - Northeast CTD



List of Providers

Providers identified in the Northeast CTD are categorized according to their source of funding from KDOT. The 5311 providers are funded under the FTA’s Section 5311 (General Public Transportation) program providing capital and operating funds to support rural and small urban (under 50,000 population) transportation projects that serve the general public¹. The 5310 providers are funded under the Section 5310 program (Specialized Transportation for the Elderly or Disabled) providing funds to private non-profit corporations and local governments, in both urbanized and non-urban areas, for providing transportation services to meet the special needs of the elderly and the disabled.

¹ Kansas Department of Transportation (KDOT). Public Transportation Applications. Section 5310/5311 Funding. <http://www.ksdot.org/burtransplan/pubtrans/index.asp>

5311 Providers

The city of Bonner Springs (Located outside the region in Wyandotte County) – The city of Bonner Springs offers service in western Wyandotte County, inside the city, and within a 50-mile radius for special trips. Bonner Springs operates weekdays from 8:30 a.m. to 4:30 p.m. Service fares range from \$2 per demand-response trip to \$5 for each deviated fixed-route trip. Seniors, disabled or persons with limited incomes are exempt, but the service welcomes donations.

Doniphan County Services & Workskills (DCSW) – DCSW provides service mostly in Doniphan County. Currently, service is offered weekdays 6:00 a.m. to 9:00 p.m. and weekends between 9:00 a.m. and 9:00 p.m. Fares are based on the income of riders. A sliding scale is used from \$0.20 to \$0.35 for trips further than 16 miles. If no income information is available, DCSW charges riders \$8 per ride, \$12 to Atchison County, and \$35 to \$40 for hospitals near Kansas City.

Doniphan County Transportation – Doniphan County Transportation offers service within a 100-mile radius of Troy, including Kansas City, Topeka, and Leavenworth. They operate five vehicles weekdays from 8:00 a.m. to 5:00 p.m., but are flexible with operating hours to meet the needs of medical and longer-range trips. Only one of the vans is ADA accessible. Service fares range from \$7 per round trip for local trips within a 20-mile radius and \$25 per round trip for trips longer than 20 miles.

Jefferson County Service Organization – Jefferson County Service Organization is based in Oskaloosa and offers service within the county and as far as Kansas City. Their fares are based on a suggested donation. Services are offered weekdays from 8:00 a.m. to 4:00 p.m. They experience 30 average daily riders with two ADA-accessible vehicles.

Leavenworth County Council on Aging (COA) – This COA operates five ADA-accessible vehicles within the county weekdays from 6:30 a.m. to 3:00 p.m. Service fares start at \$2 per trip within Leavenworth, Lansing, and Fort Leavenworth. Fares increase to \$3 per trip in the immediate rural area, \$7.50 per trip further out, and \$10 per trip in the southern part of the county. The COA currently experiences 90 average daily riders.

Nemaha County Transportation – Nemaha County Transportation operates service weekdays from 8:00 a.m. to 4:30 p.m. within the county and on rare occasions to Marysville, Hiawatha, or Topeka. They have two ADA-accessible vehicles and experience 60 to 70 average daily riders. Fares range between \$1 and \$5, depending on the distance for each trip. For \$1, riders are given no more than three stops, and out-of-county trips are charged \$0.25 per mile with a minimum of \$5.

Prairie Band Potawatomi Nation – Prairie Band Potawatomi Nation operates within Shawnee and Jackson counties and the Potawatomi Reservation weekdays from 8:00 a.m. to 4:30 p.m. They operate one ADA-accessible van and average 35 to 40 riders. Fares are determined by the rider's residence, and they range from \$0.45 to \$1.30. Local seniors pay \$0.45, seniors outside the area pay \$0.70, and all residents outside the area pay \$1.30.

Project Concern, Inc. – Project Concern provides service within Atchison County for trips as far as 30 or 40 miles long. Currently, Project Concern, based in Atchison, operates two accessible 13-passenger vans on weekdays 7:00 a.m. to 4:00 p.m. Service fares are \$2 per round trip and are based on what clients can afford.

5310 Providers

In addition to 5311 general public transportation providers, several 5310 transportation programs are present in the region. These programs are listed below.

KANZA Mental Health & Guidance Center

Riverside Resources

The Guidance Center

The next section describes the process to determine the proposed regional strategies for the CTD.

BACKGROUND FOR ACTION IN THE NORTHEAST CTD

The following sections detail the project's planning process to arrive at a final proposed strategy for the Northeast CTD.

Each stakeholder team and study team met four times over the course of the project. In July and August 2013, a survey of transit providers was administered, the project and the regional boundaries were introduced, and the initial data and input were collected. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers. Listed below are the stakeholders who participated in at least one of the four Northeast CTD meetings. A total of 14 organizations, represented by 19 individuals, participated as stakeholders in the series of four meetings held in Horton.

Table II-55 Northeast CTD Meeting Participants

Stakeholder	City	County	Type
City of Bonner Springs	Bonner Springs	Wyandotte	5311
City of Olathe	Olathe	Johnson	Urban
Doniphan County	Troy	Doniphan	5311
DCSW	Elwood	Doniphan	5311
Jefferson County	Oskaloosa	Jefferson	5311/County Govt.
Jefferson County Service Organization	Oskaloosa	Jefferson	5311
KANZA Mental Health & Guidance Center	Hiawatha	Brown	Other
Lawrence T	Lawrence	Douglas	Urban
Leavenworth County COA	Leavenworth	Leavenworth	5311
Nemaha County Public Transit	Seneca	Nemaha	5311
Northeast Kansas - Community Action Program (NEK-CAP)	Hiawatha	Brown	Other
Prairie Band Potawatomi Nation	Mayetta	Jackson	5311
Project Concern, Inc.	Atchison	Atchison	5311
The Guidance Center	Leavenworth	Leavenworth	5310

During the first round of meetings in August 2013, stakeholders identified several needs, opportunities, and challenges that were important to their organizations and the people they serve. The group in the Northeast CTD identified needs/issues affecting their organizations in particular. Stakeholders felt the overwhelming need is an increased effort to educate potential riders on the existing transit options and services in the area. In addition, Brown County is in need of transit options. Brown County is the only county within the Northeast CTD currently without a 5310 or 5311 provider. The group believed lack of funding and personnel prevented any of the identified needs to be met in the past or in the near future.

Prioritization of the Needs / Gaps / Barriers

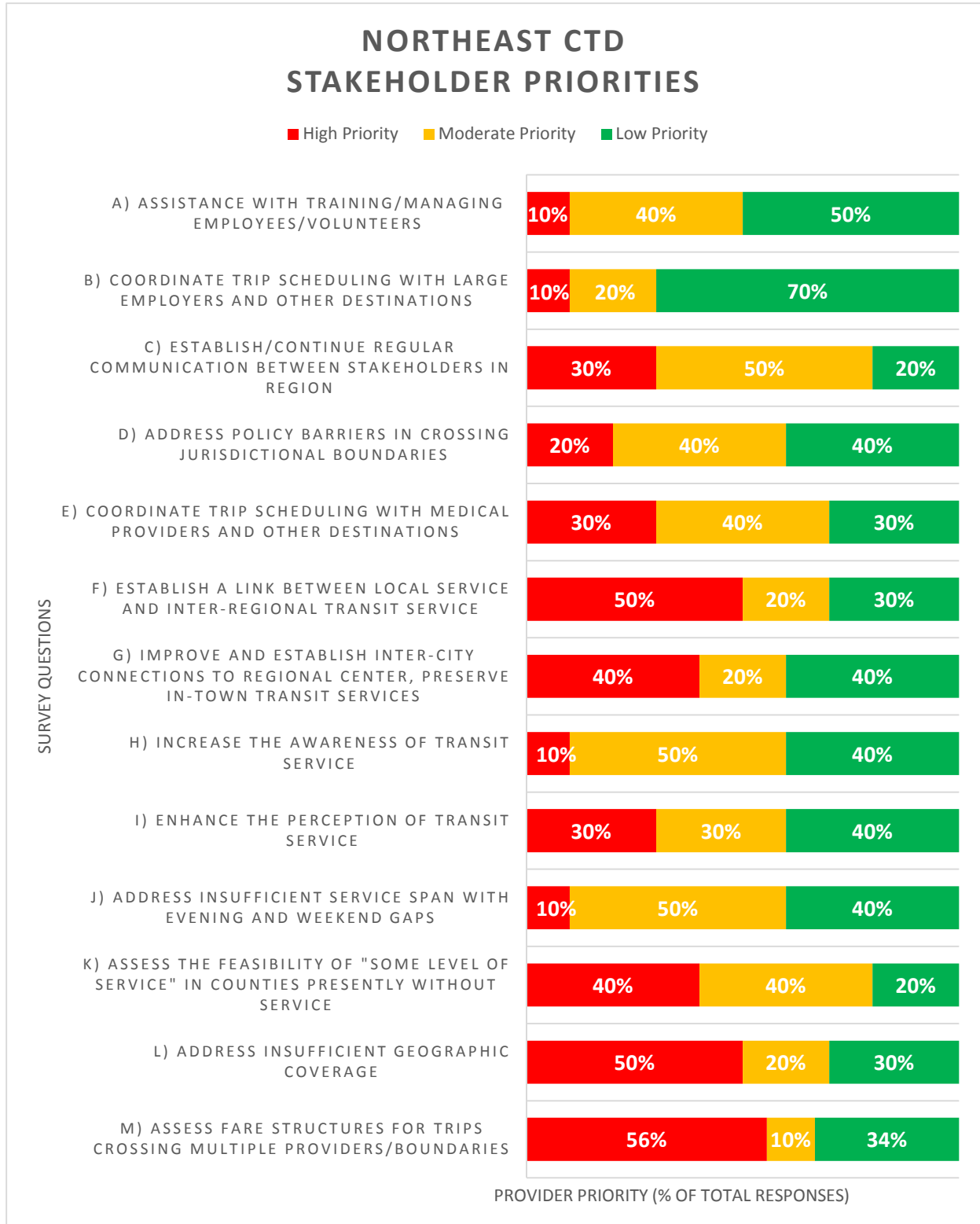
Unmet needs across the Northeast CTD and within individual jurisdictions were discussed at the stakeholder meeting in August 2013. The need descriptions gathered in the meeting were discussed by KDOT staff and the consulting team and compared with the need descriptions identified in other regions across the state. A product of the statewide-level discussion was a list of 13 gaps/needs that encompassed those more-specific needs identified at the local levels. This list was circulated to stakeholder representatives and other agency representatives who attended the August 2013 meetings, with a request to provide input on prioritizing the needs. As funding for transportation services is constrained at the local, state, and federal levels relative to the gaps, prioritization is critical so the most important areas can be addressed before the less severe ones. The prioritized needs, according to stakeholders in the Northeast CTD, are shown in Figure II-18.

Nearly all needs received votes for all three categories, though some rankings stand out. The following needs were identified as higher priority by the respondents.

- Need to establish/continue regular communication between stakeholders in region
- Need to assess the feasibility of “some level of service” in Brown County, presently without service
- Need to establish a link between local service and inter-regional transit service

The consulting team conducted a series of internal workshops and discussed the identified needs with representatives of many of the public transit agencies and relevant stakeholder organizations. After analyzing the data collected from the gaps/needs survey, the consulting team worked to create a list of strategies to address the prioritized gaps/needs.

Figure II-18 Northeast CTD Stakeholder Priorities



SERVICE AND MANAGEMENT IDEAS/CONCEPTS

Description of Concepts

The focus of the December 2013 round of meetings was to discuss ideas the consulting team had developed with KDOT staff with input from transit providers, and to address the gaps. The goal in defining the strategies has been to “right-size” the concept, balancing the issue/need/gap with the current services and financial constraints likely in place at all jurisdictional levels.

Those ideas/concepts discussed in the meetings were based on the prioritized needs/gaps as seen below.

Need to establish/continue regular communication between stakeholders in region.

Option 1: Consider using regular regional meetings to provide opportunities to share thoughts on coordination and improve communications among providers.

Option 2: Designate a mobility manager who coordinates communication among all transportation providers in the region.

Option 3: Assess the potential for a central dispatch system to serve the region.

Need to assess the feasibility of “some level of service” in Brown County, presently without service.

Option 1: Designate a mobility manager to assess current geographic coverage, identify geographic service gaps, and recommend expansion strategies to cover the gaps.

Option 2: Work with jurisdictions (such as Brown County) to consider modification of governance policies to allow expansion of service provision.

Option 3: Assess the potential for region-wide inter-city flexible fixed routes serving primary regional corridors such as the Highway 75 corridor.

Need to establish a link between local service and inter-regional service.

Option 1: Assess the potential for region-wide inter-city flexible fixed routes serving primary regional corridors such as the Highway 59/4 corridor or the Highway 75 corridor.

Option 2: Assess the potential for cost-sharing for coordinated trips from multiple providers to Topeka.

Initial Screening Findings

Using input from earlier meetings on addressing the prioritized needs, materials were developed for the third round of stakeholder meetings, which took place in April 2014. Those materials provided details for each chosen strategy specific to the Northeast CTD, including:

- Inter-regional Route Concept Analysis
- Cost Allocation Model for Contracted Transit Service
- Centralized Scheduling/Dispatching
- Roles and Responsibilities of a Mobility Manager
- Transit Advisory Panel Structure

The April 2014 round of meetings gave stakeholders a chance to respond to the developed strategies and provide input on how the study team should go forward with the strategies. After receiving feedback from stakeholders, the study team analyzed comments from the April meetings and refined the proposed strategies based on those comments. Prior to the final round of meetings, stakeholders received materials including a Regional Strategy Refinement, a Local Match Allocation Model, and a Regional Governance Structure. In September 2014, a fourth round of meetings was held with stakeholders to give the group a final chance to respond to the regional strategies, discuss how much each strategy would cost for the participating organizations, and how the newly structured CTD would function.

Responses from the last round of meetings were reflected in the final strategy details including the expected implementation period for each strategy. In the following sections, the last iteration of the regional strategies is presented including an inter-regional route, mobility management, and coordinated scheduling. Alternatives for cost allocation and implementation of each strategy are also included.

Regional Route Strategies

Existing Regional Service

After speaking with stakeholders in the CTD, it was said that Nemaha, Marshall, and Doniphan counties have tried some regional coordination in the past, but not often (“maybe three times in 24 years”). Jefferson County will pick up in Jefferson County. Atchison County only provides rides within the county but will refer riders to other services outside the county. Otherwise, Atchison County does not directly coordinate with the other services. People sometimes use services that are not technically part of their own jurisdictions because they see the service and are familiar with it.

Barriers & Opportunities for Providers to Participate in the CTD's Regional Route Strategies

Table II-56 lists each provider, its location and the barriers and opportunities each provider faces in participating in the proposed Northeast CTD strategies. These identified barriers and opportunities are based on the current service restrictions as gathered through a 2013 survey and on numerous discussions with providers.

Table II-56 Barriers and Opportunities for Northeast CTD Providers to Coordinate

Provider (City)	Barriers	Opportunities
Doniphan County Transportation (Troy)	Distance and time are major obstacles to efficient service. Trips are provided to Kansas City 5-10 times/week and to Topeka once/week. These trips take a lot of time for only 1 or 2 passengers at the most. Sometimes the large buses don't make sense. Minivans would better serve demand.	Operates within a 100-mile radius of Troy and to as far as Kansas City, Topeka, and Leavenworth, Kansas; Cameron, Missouri; and Falls City, Nebraska.
DCSW (Elwood)	Has had no experience with regional coordination of service.	Offers service within the county and to St. Joseph, Missouri, and other locations outside of the county.
Jefferson County Service Organization (Oskaloosa)	Operates demand-response within the county but does serve trips to Kansas City, Lawrence, or Topeka.	
Leavenworth County COA (Leavenworth)		Largest transit provider in the Northeast CTD providing more than 18,000 annual trips representing more than 105,000 annual miles of travel.
Nemaha County Transportation (Seneca)		Some trips do go outside the county to Marysville, Hiawatha, and Topeka.
Prairie Band Potawatomi Nation (Mayetta)	Does not transport Jackson County residents to Topeka because demand would far outweigh the available resources to accommodate it.	Provides trips from Holton to Mayetta.
Project Concern, Inc. (Atchison)		Operates primarily within Atchison County but will accommodate trips as far away as 30 to 40 miles.

Capacity of Northeast Providers

Implementing either one of the coordination strategies could cause demand for regional trips to exceed the providers' current vehicle capacities. Those providers interested in coordination, but limited by their capacity, would need to explore increasing their fleet size. Before a decision is made on any new capital investments, it would be important to develop an understanding of the current capacities of providers in the Northeast CTD. Both a provider vehicle inventory, gathered by KDOT, and a statewide provider survey were used to complete the information provided in Table II-57. The table shows the fleet capacity and description of providers located in the Northeast CTD.

Table II-57 Vehicle Capacity of Northeast CTD Providers

Provider (city)	Fleet Total	Vehicle Fleet Description
5311 Providers		
Doniphan County (Troy)	5	One 13-passenger van with lift, four other vans
DCSW (Elwood)	2	One 20-passenger bus, one van
Jefferson County Service Organization (Oskaloosa)	8	One 13-passenger van with lift, five other vans - one with ramp, and two automobiles
Leavenworth County COA (Leavenworth)	7	Two 20-passenger buses - one with lift, four vans with ramps, one automobile
Nemaha County Transportation (Seneca)	4	Two 13-passenger vans with lifts, two other vans
Prairie Band Potawatomi Nation (Mayetta)	2	Two vans, one with ramp
Project Concern, Inc. (Atchison)	2	Two 13-passenger vans with lifts
5310 Providers		
KANZA Mental Health & Guidance Center (Hiawatha)	1	One passenger van
Riverside Resources, Inc. (Leavenworth)	4	One 20-passenger bus with lift, two 13-passenger vans with lifts, one van with ramp
The Guidance Center (Leavenworth)	1	Two 20-passenger buses - one with lift

Strategies

The two routes proposed for the Northeast CTD include a route from Troy, in Doniphan County, to Topeka and a route from Leavenworth to the Kansas City metro area. The Topeka route is intended to travel along K-7, Highway 59, and the K-4 corridor before ending in Topeka. The Leavenworth route would travel along K-7 through Bonner Springs, stop by the Legends Shopping Center and Providence Medical Center, and then end at the University of Kansas Medical Center.

The analysis of the Leavenworth route to Kansas City, Kansas, is still in its early stages, but the route from Troy to Topeka has been developed further. The Topeka route would offer one round trip, once a week, with the bus originating in Troy in the morning and then leaving Topeka in the afternoon. Each round trip would include a 50-minute period offering trips to and from destinations within Topeka. Stops along the route would include Atchison, the junction of US-59 and K-4, and any other safe and accessible location in between, depending on the originating location of the transferring rider. Since there has not been a provider identified to operate and manage the route, a representative operating cost of \$2 per mile was used to calculate the annual operating cost for the Troy to Topeka route.

Figure II-19 Northeast CTD Route Alignment

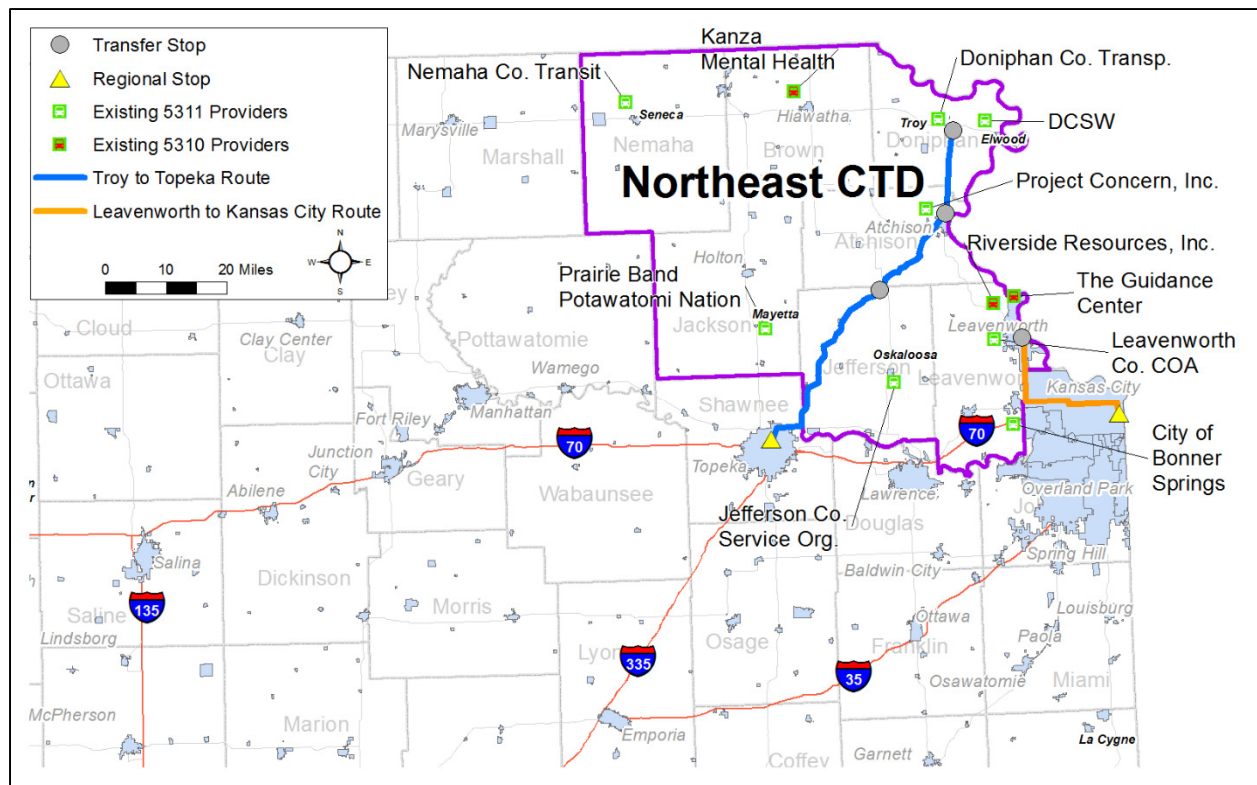


Table II-58 Northeast CTD Route Quantitative Evaluation

Round Trips per week	1x	2x	4x
Estimated Annual Ridership	598	838	1,173
Annual Operating Cost	\$20,010	\$40,020	\$80,040
Annual Operating Cost per Rider	\$33	\$47	\$68
Capital Cost	One Vehicle		
Average Fare (25% Cost Recovery)	\$8.00	\$12.00	\$17.00
Average Fare (10% Cost Recovery)	\$3.00	\$5.00	\$7.00
Average Fare (5% Cost Recovery)	\$1.75	\$2.50	\$3.50
Travel Time (one-way)	1 hour 25 min.		
Mileage (one way)	76		
Intercity Stops Population	14,116		
Activity Center Population	142,411		

Annual Ridership

The ridership estimates were determined according to the Transit Cooperative Research Program (TCRP) Report aq147: Toolkit for Estimating Demand for Rural Intercity Bus Services. The toolkit uses several methods to estimate demand for rural inter-city bus services.

Demand, measured in terms of annual unlinked trips, is the expected share of all trips to be taken via rural inter-city transit. The estimate originates from a regression model based largely on a function of the average origin population, trip distance, and the number of stops along the route. The trip rate is applied to the populations of each stop location along the inter-city bus corridor. The trip rate can also be adjusted if—along the route—there is a four-year college, prison, or airport or a connection to a national inter-city bus network, all of which are regionally significant destinations.

Ridership levels can vary by the level of service offered. Should different service levels be explored, potential increases in passenger numbers would be calculated using an elasticity coefficient for frequency. An elasticity coefficient measures the relationship between changes in frequency and resultant changes in ridership. A standard value used is 0.4, meaning that a 100-percent increase in frequency would likely result in a 40-percent increase in ridership². However, the small numbers of passengers involved in inter-city service, the lack of data used to estimate existing conditions, and the limited research on the elasticity effects of service changes in rural transit mean that these ridership estimates should be used only as a general guide.

² TCRP Report 95, p 9-5 lists the coefficient of elasticity for frequency as 0.5 on average. TCRP Report 118, p3-19 lists the following table and a “typical” coefficient of 0.4.

Major Trip Generators

Topeka has major regional facilities, including a Veterans Administration facility, several major medical facilities, dialysis, and social service agencies.

The Leavenworth route, ending in Kansas City, would be oriented toward serving the major medical destinations and dialysis facilities including Providence Medical Center and the University of Kansas Medical Center.

Current Coordination Level

Current coordination efforts are limited in the region with the exception of some coordinated trips with Nemaha County. Obstacles to future coordination are related to distance and jurisdictional boundaries. Several providers expressed the desire to expand service to weekends and to improve current services by coordinating among providers.

Level of Coordination Needed

Coordination between an identified transit operator and the local providers in the surrounding counties must be formalized in order for a partnership to emerge in establishing a regional route. Cooperation with local providers in Topeka and Kansas City may also be warranted when routes are implemented.

Stakeholder Response

During the meetings in April, stakeholders had limited reaction to the proposal of offering regional service in the Northeast CTD. While coordination was supported, stakeholders' responses to identified routes further extended the anticipated timeline for implementation.

Proposed Implementation Period

After evaluating information for both the Troy-Topeka and Leavenworth-Kansas City routes, the concepts were seen as potential long-term strategies for the Northeast CTD. Interest remains in coordinating existing trips among providers. The timeline for implementing the Leavenworth-Kansas City route may be sooner if Kansas City-area providers show a desire to operate the service as a commuter route. Such a route would not only connect to major activity centers, but it would also allow for riders to access both sides of the Kansas/Missouri state line using the various local transit systems in the metro area.

Mobility Management

An essential element to the success of a coordinated approach to providing public transit service in the Northeast CTD will be the introduction of a mobility manager. The concept of mobility management is built on the principle of coordination to maximize efficiency. A common responsibility of a mobility manager is to identify and collaborate with the disparate transportation providers in their CTD. At the system or organizational level, the mobility manager would be responsible for working within the service area to identify gaps and help

close those gaps by facilitating inter-organizational agreements and relationships such as between transportation providers, major employment and medical providers, and cities or counties; identifying additional resources; or bringing additional transportation partners together. A primary responsibility of the mobility manager would be to identify and coordinate the long-distance trips performed by transit providers in the CTD.

Responsibilities of the mobility manager could include the following:

- Schedules and coordinates the provision of trip requests for inter-community and inter-regional transportation service
- Promotes, enhances, and facilitates access to transportation services, including integrating and coordinating services for individuals with disabilities, older adults, and low-income individuals
- Supports short-term management activities to plan and implement coordinated services
- Provides coordination services with medical service providers, human service organizations, and employers
- Develops one-step transportation traveler call center to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs
- Develops travel training—new training programs—for individual users on awareness, knowledge, and skills of public and alternative transportation options available in their communities. This training would include travel instruction and travel training services
- Develops new ways to remove barriers for transportation to and from jobs and develops employment support services for people residing in rural areas
- Coordinates contracts for transportation services between service providers and between local jurisdictions
- Assesses client needs and identifies travel options
- Analyzes routes and offers suggestions to be most cost-effective to clients
- Provides adequate training and knowledge of the different types of services available to the CTD's residents

- Cooperates with regional transportation service providers to ensure optimum transportation opportunities for customers in light of mandates, regulations, and expectations
- Assists in developing printed material and forms to make information clearly obtainable for those using any of the various transportation programs in the CTD
- Facilitates regular meetings of public transportation providers in the CTD in order to develop collaborative strategies to improve regional mobility

Northeast CTD Mobility Management

The mobility manager in the Northeast CTD would be based out of Nemaha County Transit. The Northeast CTD mobility manager would, at least initially, be a full-time position charged with coordinating longer distance or regional transit trips among transit providers and external providers. In addition, the Northeast CTD mobility manager would work with major medical providers, employers, and social service agencies within and adjacent to the region to better match transit service to trip patterns and regional demand. The Northeast CTD mobility manager would also be a resource for those jurisdictions that are currently without transit, but who may desire transit either by working with KDOT to develop an in-house transit provider, or by purchasing transit services from a nearby provider. At the direction of the regional transit board, the mobility manager would support implementation of regional strategies through grant writing, contract administration, and facilitating discussion and dialogue. Finally, the mobility manager would provide administrative support for the regional transit board, including preparing grant applications and fulfilling reporting requirements related to regional initiatives and preparing material and logistics for regional transit board meetings.

Coordinated Scheduling

Coordinated scheduling or dispatching can be an important component to a successful coordination strategy among rural transit agencies in Kansas. Coordinated scheduling or dispatching is the utilization of scheduling and software and GPS-enabled in-vehicle tablets to efficiently assign and route passengers on the most-optimal trip. The technology can be used by one agency to schedule trips on their own vehicles, or it can be used in conjunction with other agencies to assign passengers to vehicles operated by the other agency. Varying degrees and varying levels of scheduling/dispatching centralization can be considered. Once the basic infrastructure has been installed within agencies and vehicles, transitioning between the different degrees of centralized scheduling would require minimal investment. Electing to have one agency dispatch for another agency would also require minimal additional investment. Three options have been described to the CTDs:

- Option 1 - Focusing centralized scheduling efforts to regional or long-distance trips

- Option 2 - Each provider scheduling their trips using the centralized scheduling system and dispatching their own vehicles, but allowing multiple providers to see each other's trips, making coordination and trip-chaining easier
- Option 3 – Scheduling all trips through a centralized call number that assigns the trip to the appropriate agency

All of the CTDs throughout Kansas indicated a desire to pursue coordinated scheduling and dispatching at the level of Option 1 or Option 2. Even though these levels would have each agency continuing as the primary scheduler and dispatcher for their customers and vehicles, a single agency in the CTD would still be designated to administer the contract with the technology vendor. This single vendor model for each CTD would allow dynamic interaction between the trip and vehicle schedules of multiple agencies within the CTD, and could allow—at each agency's discretion—contracting dispatching and scheduling services to other agencies.

Northeast CTD Coordinated Scheduling

Nemaha County Transit is willing to serve as a point agency to administer the coordinated scheduling software, although they currently lack facility space for any additional dispatching elements. A current grant application, if successful, could provide this additional space. Implementing coordinated dispatching in this region may be a long-term strategy and be dependent on regional transit providers evaluating their technical capacity and transit demand of their agencies.

GOVERNANCE

Planning and concept design for enhancing the level of coordination between the public and human services transportation providers has been addressed for the entire state. With that being said, the coordination plan must have flexibility in the overall concept to reflect the differences in needs and opportunities that exist not only across the state, but also within designated CTDs. Concepts recommended across the state range from coordinating schedules for shared rides between communities, to centralizing dispatching, to a much more simplified program of allowing agencies that provide inter-city service to stop in communities along their path to pick up passengers who currently do not have access to service. The intent of the proposed concept is to allow the coordinated services setup to differ between CTDs, but to still have a consistent organizational framework across each CTD.

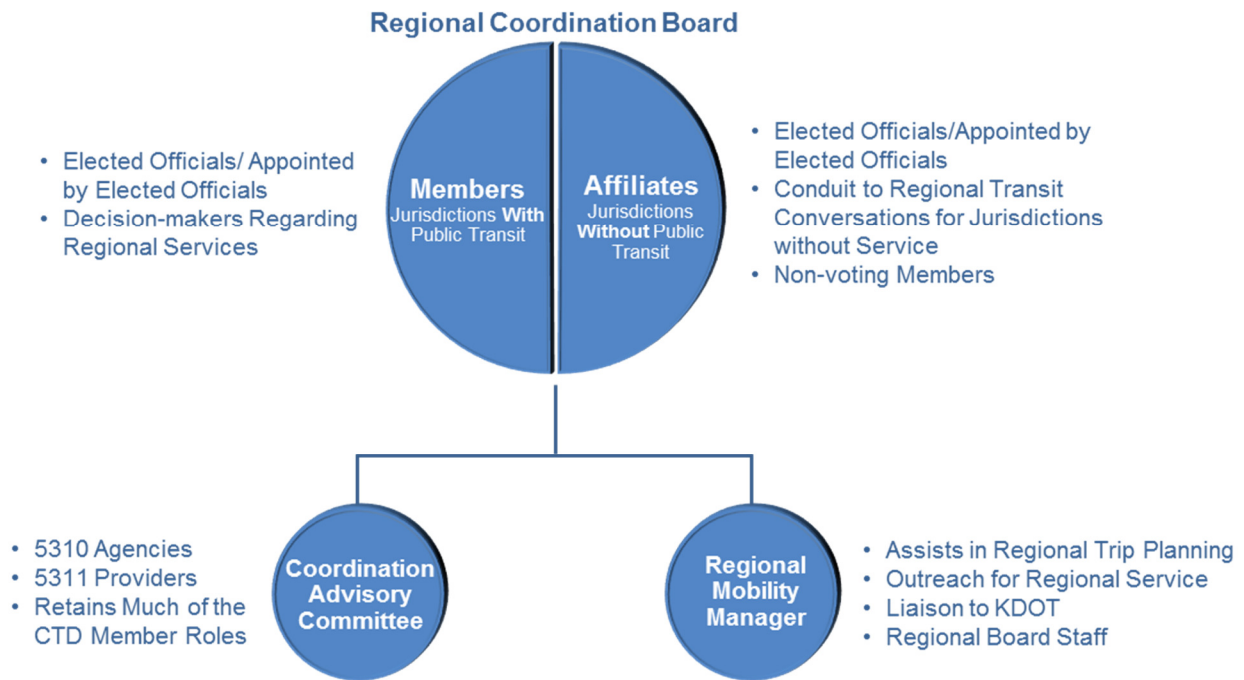
Integral to the regionalization concept is establishing a framework that promotes communication between elected officials, local and regional transportation providers, and agencies managing access to services that require clients to travel from their homes. To promote communication and decision-making regarding services, it is proposed that each CTD will have an active forum (a working title of Regional Public Transit Coordination Association is proposed) for elected officials, local transit providers, and other stakeholders to talk about and act upon service coordination that is appropriate for their particular populations.

The Regional Public Transit Coordination Association would be comprised of three components:

- A Regional Public Transit Coordination Board
- A Coordination Advisory Committee
- Staff - The staff function would primarily be composed of a regional mobility manager

Figure II-20 illustrates the structure of the Regional Public Transit Coordination Association.

Figure II-20 Regional Public Transit Coordination Association Organization Chart



Regional Public Transit Coordination Board

The proposed role of the Regional Public Transit Coordination Board is to provide a forum for officials/representatives from the range of jurisdictions in each CTD to discuss and advance the coordination plan developed for their CTDs. The concept proposed at this point is that each county would be provided the opportunity to participate with representation on the coordination board. Counties have initially been proposed as the geographic entity as they reflect the jurisdictional level that would provide continuous geographical coverage of the CTD, assuming all counties choose to participate. Selecting board representation from municipalities leaves the question on the table about who provides the voice for people in rural areas (outside a town), and it also creates the potential for a very large body to organize. Establishing representation at the county level addresses both of the listed concerns.

Not all counties across the state participate in providing funding for public transportation; therefore, stratified board membership is proposed to allow those jurisdictions that provide funding to have a greater voice in setting the coordination direction for the CTD. Representation on the board is proposed as follows:

- **Members** – Elected or appointed officials representing counties, municipalities, or other agencies contributing public local match funds to provide *public* transit service as part of the KDOT program. Each jurisdiction or organization contributing local funds would be allotted one board position. Board members would be responsible for setting the direction for *coordinated* services within the CTD.
- **Affiliate Members** – Elected officials or their designees from counties that do not offer transit service and counties with transit service that is not part of the KDOT program.
- **Ex Officio Member** – A KDOT representative would function as a non-voting board member and provide technical guidance and direction.

Table II-59 lists the proposed membership of the Northeast CTD’s Regional Public Transit Coordination Board.

Table II-59 Regional Public Transit Coordination Board Membership – Northeast CTD

Organization	Membership Type	Funding
Atchison County	Member	5311
City of Bonner Springs	Member	5311
Doniphan County	Member	5311
Jefferson County	Member	5311
Potawatomi Reservation	Member	5311
Leavenworth County	Member	5310
Nemaha County	Member	5311
Brown County	Affiliate Member	5310
Jackson County	Affiliate Member	5310
KDOT Representative	Ex Officio Member	N/A
Regional Mobility Manager	Staff	N/A

Coordination Advisory Committee

The proposed coordination advisory committee would essentially mirror the current CTD committee concept, with representatives from transportation and human service providers from across the CTD. Consistent with the current CTD organization, the coordination advisory committee would elect a chair who would be responsible for leading meetings and be the point of contact for the coordination board.

The coordination advisory committee would provide the following:

- A forum for providers to discuss regional transportation needs, coordinated service opportunities, requests from the Regional Public Transit Coordination Board for input on new or consolidated service, and information sharing
- A group experienced in providing transit service that could design and implement coordination ideas developed through Regional Public Transit Board discussions
- An avenue to others that could assist in troubleshooting of software/hardware issues
- A centralized group for KDOT to meet with to disseminate information and to collect input

The coordination advisory committee would be comprised of:

- A representative from organizations participating in the 5310 funding program
- A representative from organizations participating in the 5311 funding program
- Ex Officio Member – A KDOT representative to function as a non-voting member and provide technical guidance and direction

Table II-60 lists the proposed membership of the Northeast CTD’s coordination advisory committee.

Table II-60 Coordination Advisory Committee Membership - Northeast CTD

Organization	Description
City of Bonner Springs	5311
DCSW	5311
Doniphan County Transportation	5311
Jefferson County Service Organization	5311
Leavenworth County COA	5311
Nemaha County Transportation	5311
Prairie Band Potawatomi Nation	5311
Project Concern, Inc.	5311
KANZA Mental Health & Guidance Center	5310
Riverside Resources, Inc.	5310
The Guidance Center	5310
KDOT Representative	Ex Officio Member
Regional Mobility Manager	Staff

Refer to Volume I for additional details on the Regional Public Transit Coordination Association.

COST ALLOCATION

Following discussions with stakeholders during the final round of regional meetings in September 2014, clear interest was shown in reviewing numerous local allocation methods for the remaining costs of the proposed strategies. In response to the comments received, the study team developed three different methods for local match allocation.

The total local match is displayed in two different tables, reflective of KDOT's different levels of funding for each strategy's stage of implementation (first year and after first year). Table II-62 shows the costs for the first year of implementation, while Table II-63 shows the costs for years after the strategies' inceptions. The table below breaks down KDOT's federal/state and local match responsibilities in relation to each strategy's summarized annual costs.

Table II-61 Northeast CTD Annual Costing Summary by Regional Strategy

Strategy	Coordinated Scheduling				Mobility Management				Regional Route(s)			
	Year 1		Year 2+		Year 1		Year 2+		Year 1		Year 2+	
Implementation Period	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local
Agency Funding Responsibility	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Asset/Hardware Allocation	80%	20%	80%	20%	100%	0%	80%	20%	70%	30%	70%	30%
Operations/Personnel Allocation	\$100	\$0	\$20	\$0	-/-	-/-	-/-	-/-	\$80	\$0	\$16	\$4
Asset/Hardware	\$20	\$5	\$20	\$5	\$150	\$0	\$120	\$30	\$14	\$6	\$14	\$6
Operations/Personnel	\$120	\$5	\$40	\$5	\$150	\$0	\$120	\$30	\$94	\$6	\$30	\$10
Total Allocation Amount	\$125	\$5	\$45	\$5	\$150	\$0	\$150	\$30	\$100	\$6	\$40	\$10
Total Regional Cost	\$125		\$45		\$150		\$150		\$100		\$40	
Year One State/Fed	\$364		<i>Notes: All costs are recorded in thousands. Total costs for regional routes are inflated due to the absence of operating cost recovery from collected fares.</i>									
Year One Local Match	\$11											
Year Two+ State/Fed	\$190											
Year Two+ Local Match	\$45											
Year One Total	\$375											
Year Two+ Total	\$235											

Three different methodologies are presented for allocating costs between counties.

Population-Based Allocation

The coordinated dispatching, mobility manager, and inter-regional route costs are first divided evenly between the applicable counties with 5311 service, based on the determined base fund ratio of 10, 25, or 50 percent. Then, the remaining costs are distributed among the applicable 5311 counties based on their total population.

Mileage-Based Allocation

The coordinated dispatching and mobility manager costs are first equally divided among the counties with 5311 providers. The remaining costs for the inter-regional route are distributed between counties based on how many miles are traveled on the route in each respective county.

County-Based Allocation

The coordinated dispatching and mobility manager costs are first equally divided among the counties with 5311 providers. The costs for the inter-regional route are distributed among counties where the route(s) are either traveled directly through or are located close enough to the alignment of the route where the county experiences a significant benefit. Costs for the inter-regional route are first divided equally among all benefitting counties, then half of the original allotment is subtracted from the adjacent counties and that amount is divided evenly among the counties where the route travels directly through and thus adds to their original amount.

KDOT REGIONAL TRANSIT BUSINESS MODEL IMPLEMENTATION

Table II-62 Northeast CTD Local Cost Allocation Year 1

Fare Cost Recovery		Population Based (Assumes 10% equally split among counties)			Population Based (Assumes 25% equally split among counties)			Population Based (Assumes 50% equally split among counties)			Mileage Based (Based on number of miles driven in each county)			County Based (Includes all benefitting counties)		
		5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%
County	Population															
Atchison	16,854	\$2,775	\$2,661	\$2,320	\$2,768	\$2,657	\$2,322	\$2,757	\$2,649	\$2,326	\$2,834	\$2,728	\$2,413	\$2,734	\$2,634	\$2,334
Brown	9,962	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Doniphan	7,931	\$1,451	\$1,451	\$1,451	\$1,665	\$1,665	\$1,665	\$2,021	\$2,021	\$2,021	\$2,096	\$2,029	\$1,830	\$2,734	\$2,634	\$2,334
Jackson	13,401	\$503	\$503	\$503	\$558	\$558	\$558	\$650	\$650	\$650	\$833	\$833	\$833	\$833	\$833	\$833
Jefferson	19,036	\$3,099	\$2,972	\$2,590	\$3,038	\$2,916	\$2,547	\$2,937	\$2,822	\$2,476	\$3,274	\$3,145	\$2,760	\$2,734	\$2,634	\$2,334
Leavenworth	76,286	\$2,473	\$2,473	\$2,473	\$2,199	\$2,199	\$2,199	\$1,744	\$1,744	\$1,744	\$833	\$833	\$833	\$833	\$833	\$833
Nemaha	16,854	\$402	\$402	\$402	\$474	\$474	\$474	\$594	\$594	\$594	\$833	\$833	\$833	\$833	\$833	\$833

KDOT REGIONAL TRANSIT BUSINESS MODEL IMPLEMENTATION

Table II-63 Northeast CTD Local Cost Allocation Year 2+

		Population Based (Assumes 10% equally split among counties)			Population Based (Assumes 25% equally split among counties)			Population Based (Assumes 50% equally split among counties)			Mileage Based (Based on number of miles driven in each county)			County Based (Includes all benefitting counties)		
Fare Cost Recovery		5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%
County	Population															
Atchison	16,854	\$7,960	\$7,847	\$7,505	\$8,145	\$8,033	\$7,699	\$8,453	\$8,345	\$8,022	\$9,237	\$9,131	\$8,816	\$9,068	\$8,968	\$8,667
Brown	9,962	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Doniphan	7,931	\$4,226	\$4,226	\$4,226	\$5,033	\$5,033	\$5,033	\$6,378	\$6,378	\$6,378	\$7,981	\$7,915	\$7,715	\$9,068	\$8,968	\$8,667
Jackson	13,401	\$3,521	\$3,521	\$3,521	\$3,907	\$3,907	\$3,907	\$4,549	\$4,549	\$4,549	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833
Jefferson	19,036	\$8,874	\$8,746	\$8,364	\$8,906	\$8,783	\$8,415	\$8,960	\$8,845	\$8,499	\$9,985	\$9,857	\$9,471	\$9,068	\$8,968	\$8,667
Leavenworth	76,286	\$17,308	\$17,308	\$17,308	\$15,396	\$15,396	\$15,396	\$12,208	\$12,208	\$12,208	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833
Nemaha	16,854	\$2,813	\$2,813	\$2,813	\$3,316	\$3,316	\$3,316	\$4,155	\$4,155	\$4,155	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833

IMPLEMENTATION PLAN

The ultimate goal of this regional coordination effort was to identify coordination strategies and then implement those strategies. Implementation involves a series of actions that will result in the strategy concept actually becoming a reality. In some respects, identifying and understanding those actions, or steps, is the most critical element in the entire process.

The table below identifies the time period when each proposed strategy could potentially be implemented in the Northeast CTD. A comprehensive summary of each CTD's implementation plan is shown in Volume I.

Table II-64 Northeast CTD Strategy Implementation Plan

Strategy	Immediate Next Steps	Short Term (0 - 2 years)	Med. Term (2 - 5 years)	Long Term (5+ years)
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Troy to Topeka Inter-regional Route			✓	
Leavenworth to Kansas City, Kansas Inter-regional Route				✓

In addition to the proposed timeline for implementing said strategies, the study team has developed an action plan (below), listing relevant actions the Northeast CTD should consider when constructing their own regionally preferred implementation plan.

Establish Regional Coordination Structure

- KDOT staff and providers determine membership of a regional coordination board and the new Northeast CTD
- Incorporate regional coordination board as non-profit corporation
- Incorporate the Northeast CTD to reflect updated membership
- Hold initial meetings of regional coordination board and advisory committee to discuss and agree upon responsibilities, elect officers, and establish policies and procedures

Hire Mobility Manager

- Regional coordination board chair meets with KDOT staff to discuss and agree upon mobility management program funding policies and procedures and establish how funding will flow
- Northeast CTD committee convenes to discuss and agree upon recommended roles and responsibilities of the mobility manager, estimates of cost, and local funding responsibilities
- Northeast CTD committee chair forwards recommended roles and responsibilities, cost estimates, and funding responsibilities to regional coordination board
- Selection committee conducts interviews and makes hiring recommendation to the full board
 - Board chair tenders offer of employment to selected candidate
- Board authorizes employment services agreement with local agency
 - Board chair appoints committee to negotiate employment services agreement
- Regional coordination board meets to discuss the Northeast CTD committee recommendation; board secretary responsible for developing position description and qualifications and soliciting applications from interested individuals
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the board's secretary
- Board chair appoints selection committee from board members and assigns responsibility for reviewing applications and selecting candidates for interview
- Board meets with newly hired mobility manager to develop work plan and establish working arrangement

Initiate Proposed Regional Service

- Northeast CTD committee meets to review proposed regional service strategy(ies)
- Northeast CTD committee chair appoints subcommittee to refine service concept and select service provider
- Northeast CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
- Northeast CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- CTD committee meets to discuss promotion of the new regional service
 - CTD committee chair appoints subcommittee to develop recommendations for promotion of new regional service

- CTD committee chair forwards recommendations to regional coordination board
- Board adopts service promotion recommendations (subject to any desired changes)
 - Board chair assigns mobility manager responsibility for initiating promotional activities associated with new regional service
- New service is initiated
 - Mobility manager assumes responsibility for monitoring new service performance and reporting back to board, CTD committee, and KDOT

Develop Centralized Scheduling Capabilities

- KDOT identifies statewide scheduling/dispatching system vendor and enters into service contract
- Northeast CTD committee recommends acquisition of centralized scheduling/dispatching system to regional coordination board
 - Northeast CTD committee chair appoints subcommittee to work with mobility manager and KDOT staff to develop specifications for the centralized scheduling/dispatching system based on regional priorities and interests
 - Northeast CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
 - Northeast CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- Centralized scheduling/dispatching system is procured and installed
 - Mobility manager assumes responsibility for managing initial training program, monitoring system performance, and reporting back to board, Northeast CTD committee, and KDOT

CHALLENGES TO IMPLEMENTATION

As KDOT's strategic vision for transit in Kansas moves toward implementation, several potential challenges were identified in Volume I. The challenges listed below have significant relevance in the Northeast CTD, including:

- Diversity of CTDs across the state – i.e., each CTD would be in a somewhat different stage of implementation based on multiple factors, including:
 - Possibility of counties funding local match one year and not the other, putting a bigger strain on the counties still funding their part of the match

- Current level of coordination between providers in the Northeast CTD higher than some CTDs, but still a potential challenge to overcome
- Making potential riders in the Northeast CTD aware of the provided service once it is implemented.
- Receiving critical mass of buy-in. How will the Northeast CTD decide whether or not to move forward with specific elements?
- Maintaining interest/buy-in from elected officials to participate in Northeast CTD's regional coordination board.
- Identifying who is responsible for the initial implementation effort. Who takes the lead in moving ahead with the development of coordination structures and the hiring of mobility managers?
- Coordinating with urban transit providers in Topeka and Kansas City.

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NORTHWEST - COORDINATED TRANSIT DISTRICT

PROJECT PURPOSE AND NEED

The purpose of the KDOT Regional Transit Business Model Implementation project is to develop strategies for the provision of transit services throughout rural Kansas that will make the most efficient use of additional transit funding made available by the state legislature as part of the Transportation Works for Kansas (T-WORKS) transportation program. This additional funding support is intended to improve the efficiency and availability of rural transit service throughout the state, thus making transit more accessible and more useful to the state's rural residents. Improving efficiency and availability requires finding common services connected to some or all providers within a region of the state and developing programs to share labor and capital resources associated with the common services.

Passage of the T-WORKS program in 2010 ushered in a new approach to rural transit program management and operations across the state, as well as an enhanced funding plan to implement the desired changes. Historically, the nearly 200 rural transit providers across the state have planned and operated services independently, which in some locations has resulted in redundant service and/or missed opportunities for providing service to those without access. Connected with T-WORKS, the Kansas Department of Transportation (KDOT) and stakeholders throughout the state are developing and implementing a new approach of coordinated transit service which will:

- Allow more people in the state to have access to some level of transit service.
- Improve the efficiency and cost-effectiveness of the public and private investments in transit.
- Reduce the gaps and redundancies observed in the current approach to providing service.

Within each region, stakeholder teams composed of transit providers, city and county officials, medical providers, and social agencies were created. The stakeholder teams were charged with providing the KDOT and consultant study team with input on needs and mobility gaps within the regions, giving feedback on ideas for coordinated service, and acting as the conduit to local councils and/or county commissioners relative to decision-making. Meetings with each stakeholder team occurred four times over the course of the project. In July and August 2013, the project was introduced and regional boundaries introduced. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers.

The following plan details the existing characteristics and the recommended coordination strategies for the Northwest CTD.

COORDINATED TRANSIT DISTRICT BOUNDARY

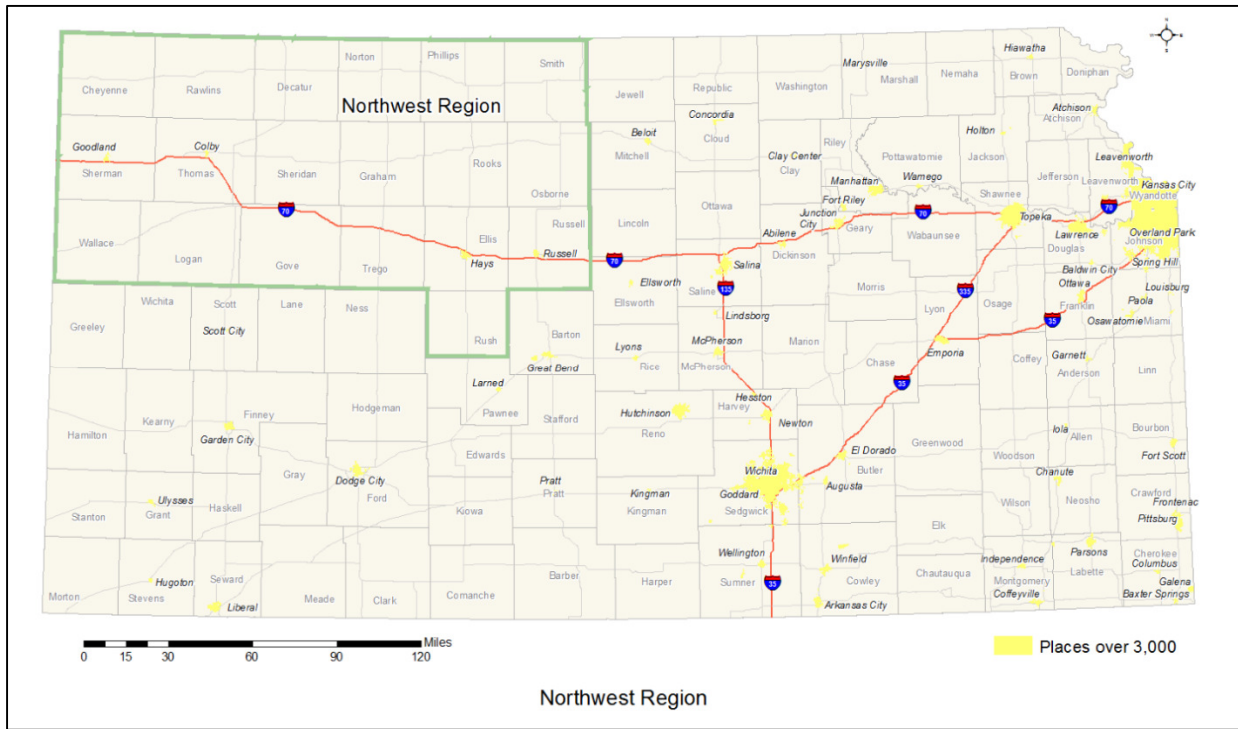
Steady progress to advance coordination has been made since the effort was formalized by passage of the 1992 Kansas Coordinated Transit District Law. The CTD boundary structure across the state was based on an administrative structure of many of the associated agencies such as area Agencies on Aging, county boundaries, and Community Development Disability Organization areas. An initial step in the on-going regionalization project was to evaluate the individual CTD boundaries and make appropriate adjustments to better reflect commuter flows, population densities, and travel sheds for medical and retail areas, while retaining the county boundary element of the administrative structure. Following the evaluation, the state was divided into nine primarily rural-focused regions, which are the focus of this project, and a tenth urban region comprised of Douglas, Johnson, Shawnee, and Wyandotte counties. The current CTD boundaries will be adjusted to conform to the boundaries of the defined regions. As a result, the state will now consist of 10 CTDs compared to the original 15 CTDs.

The proposed Northwest CTD encompasses 19 counties and parts of the previous CTDs 8 and 14. The cities of Hays, Russell, Colby, and Goodland make up the towns with populations of more than 3,000 people. Even though this region is one of the largest in the state, there are few large cities; most of this area of the state is rural. Though public transit service transports riders to all 19 counties except for Cheyenne and Wallace, there are no 5310 or 5311 providers located in Cheyenne, Graham, Osborne, Sheridan, or Wallace counties.

The 19 counties located in this CTD include:

- Cheyenne County
- Decatur County
- Ellis County
- Gove County
- Graham County
- Logan County
- Norton County
- Osborne County
- Phillips County
- Rawlins County
- Rooks County
- Rush County
- Russell County
- Sheridan County
- Sherman County
- Smith County
- Thomas County
- Trego County
- Wallace County

Figure II-21 Statewide Map - Northwest CTD



List of Providers

Providers identified in the Northwest CTD are categorized according to their source of funding from KDOT. The 5311 providers are funded under the FTA’s Section 5311 (General Public Transportation) program, which provides capital and operating funds to support rural and small urban (under 50,000 population) transportation projects that serve the general public¹. The 5310 providers are funded under the Section 5310 program (Specialized Transportation for the Elderly or Disabled), which provides funds to private non-profit corporations and local governments in both urbanized and non-urban areas to provide transportation services to meet the special needs of the elderly and the disabled.

5311 Providers

ACCESS – ACCESS operates with 10 vehicles every day of the week with different hours, depending on whether the passenger lives in the county or within the city of Hays. For Ellis County residents, the service runs from 6:00 a.m. to 10:00 p.m., Monday through Friday. For residents within the city of Hays, the service runs Sunday through Tuesday, 6:00 a.m. to 10:00 p.m., and Wednesday through Saturday 6:00 a.m. to 3:00 a.m. The cost of using the service is

¹ Kansas Department of Transportation (KDOT). Public Transportation Applications. Section 5310/5311 Funding. <http://www.ksdot.org/burtransplan/pubtrans/index.asp>

\$1.50 for citywide trips and \$3 per trip for all other trips within the county. Excluded are senior riders and Fort Hays State University students, who can use the service for free. The operation provides around 900 trips per month.

City of Goodland – The city of Goodland operates within the city limits for weekday service, 8:00 a.m. to 3:00 p.m. This operation runs with one vehicle, and passengers can call at any time to reserve a ride for any purpose. The cost is \$1 for each one-way trip plus \$1 per stop. Average daily riders for the service are 15 to 20, generating around 400 monthly trips.

City of Phillipsburg – The city of Phillipsburg operates on weekdays from 10:00 a.m. to 4:30 p.m. within Phillips County as far as Logan and Kirwin. The service is \$1 per stop within city limits and \$2 outside of city limits. Riders call Phillips County Retirement Center for rides, and the center calls the on-duty driver's cell phone. Average daily riders vary from 5 to 15, depending on the day of the week, generating around 170 trips per month.

City of Russell – The city of Russell operates only within city limits Monday through Saturday. Hours of service on weekdays are 8:00 a.m. to 6:00 p.m. and on Saturday from 9:00 a.m. to 4:00 p.m. The operation consists of one vehicle and costs \$1 for each one-way trip. All rides are arranged by calling the driver's cell phone, and no advance notification is necessary. Average daily riders vary from 29 to 56, depending on the day of the week, and generate around 1,000 monthly trips.

City of Smith Center – Service for the city of Smith Center operates within city limits only using one vehicle. The service is available on weekdays from 8:00 a.m. to 4:00 p.m. The cost to use the service is \$1 for one-way trips and \$2 for multiple stops and two-way trips. Average daily riders vary with time of year, depending on whether school is in session. Monthly trips for school months are 260 and for the summer months are 180.

City of WaKeeney – The city of WaKeeney operates within the city limits only using one vehicle. Service is available weekdays from 7:30 a.m. to 4:30 p.m. Fares for a one-way trip are \$1.75. Average daily riders range from 5 in the summer to 30 when school is in session. Ridership is mostly based on school-aged children riding to school and/or daycare.

Decatur County – Decatur County operates weekdays from 8:00 a.m. to 5:00 p.m. They operate on the weekends for residents who make advance reservations for special trips. The operation uses one vehicle that runs every weekday in Oberlin. For the three smaller towns in the county—Norcatur, Jennings, and Dresden—rides are provided at the request of residents. The service only accepts donations and sees average daily riders anywhere from 18 to 34. Decatur County generates around 550 trips per month.

Gove County Medical Center – This operation runs Monday through Saturday within a 90-mile radius that includes Gove, Trego, Graham, Ness, Sheridan, Thomas, Ellis, Scott, and Lane. Gove County Medical Center runs from 8:00 a.m. to 5:00 p.m. Monday through Friday and 8:00 a.m. to noon on Saturdays. This service—which only accepts donations—generates anywhere from 1 to 3 average daily riders, which is around 100 trips per month.

Logan County Hospital – Logan County Hospital provides service within a 90-mile radius of the hospital and is available weekdays from 8:00 a.m. to 5:00 p.m. and by appointment on Saturday and Sunday, which is rare. The cost to use the service is \$2 per one-way trip and \$.50 per mile outside of the 2-mile radius of the hospital. Seniors and disabled users can buy a 50-ride ticket for \$30. When school is in session, ridership averages 30 per weekday; summer averages 8 to 10 riders per weekday. Average monthly trips during the school year are 600 and during the summer around 180.

Norton County Senior Citizens – This operation runs Monday through Friday with one vehicle within the county, with occasional trips to Hays and Hill City. The service operates from 8:00 a.m. to 4:00 p.m. for \$2 per round trip, and an extra \$.50 per mile to Hays or Hill City. Norton County offers service to Salina for \$10. Average daily ridership is between 15 and 20, which results in around 350 trips per month.

Rawlins County – Rawlins County operates within the county Monday through Friday from 9:00 a.m. to 5:00 p.m., focusing on Atwood and Herndon on Tuesdays, and McDonald on Thursdays. The service accepts donations. Rawlins County is new to the 5311 program, as of November 2013.

Rooks County– Rooks County operates two vehicles within the county and to adjacent counties for Rooks residents only. Hours of operation are Monday through Friday, 8:00 a.m. to 5:00 p.m. Only donations are accepted for rides, and average daily ridership is 12 to 15, which generates around 275 trips per month.

Rush County COA – This service runs with one vehicle, Monday through Friday, 8:00 a.m. to 4:30 p.m. anywhere, including as far as Dodge City. The cost to use the service is \$1 for in-county trips, \$5 for reserved trips outside the county, \$12.50 for unscheduled trips out of the county, and \$50 for any trip over 100 miles. Average daily ridership ranges from 29 to 36, which is around 625 trips per month.

Thomas County– Thomas County operates with one vehicle and services only Thomas County on weekdays from 8:00 a.m. to 11:30 a.m. and 12:30 p.m. to 4:00 p.m. This service runs strictly on donations and state operating funds. Average daily ridership is 6, and generates 120 trips per month.

5310 Providers

In addition to 5311 general public transportation providers, Logan County and ACCESS receive funds from the 5310 program.

The next section describes the process to determine the proposed regional strategies for the CTD.

BACKGROUND FOR ACTION IN THE NORTHWEST CTD

The following sections detail the project’s planning process to arrive at a final proposed strategy for the Northwest CTD.

Each stakeholder team and study team met four times over the course of the project. In July and August 2013, a survey of transit providers was administered, the project and the regional boundaries were introduced, and initial data and input were collected. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers. Listed below are the stakeholders who participated in at least one of the four Northwest regional meetings.

A total of 19 organizations, represented by 30 individuals, participated as stakeholders in the series of four meetings held in Colby and Hays.

Table II-65 Northwest CTD Meeting Participants

Stakeholder	City	County	Type
City of Goodland	Goodland	Sherman	5311
City of Hays	Hays	Ellis	City
City of Phillipsburg	Phillipsburg	Phillips	5311
City of Russell	Russell	Russell	5311
City of Smith Center	Smith Center	Smith	5311
City of WaKeeney	WaKeeney	Trego	5311
Decatur County Transportation	Oberlin	Decatur	5311
DSNWK (ACCESS)	Hays	Ellis	5311
Ellis County	Hays	Ellis	5311
Gove County Medical Center	Quinter	Gove	5311
Graham County Economic Development, Inc.	Hill City	Graham	Other
KUMC Area Health Education Center	Hays	Ellis	Other
Logan County Hospital	Oakley	Logan	5311
Northwest KS Area Agency on Aging	Hays	Ellis	Other
Norton County Senior Citizens	Norton	Norton	5311
Rawlins County	Atwood	Rawlins	5311
Rooks County Transportation Service	Plainville	Rooks	5311
Rush County Transportation	La Crosse	Rush	5311
Thomas County Transportation	Colby	Thomas	5311

During the first round of meetings in August 2013, stakeholders identified several needs, opportunities, and challenges that were important to their organizations and the people they serve. The group in the Northwest CTD identified the needs/issues affecting their particular organizations. Stakeholders explained that riders routinely ask drivers to extend medical trips to include a stop at retail locations. This discussion brought up the issue of keeping tax dollars within county/city boundaries. These types of trips and many others are concentrated toward the city of Hays. Northwest CTD stakeholders also expressed a gap in service, especially during weekends, that occurs because of limited staff availability and weekend trips for both dialysis appointments and recreation. Inter-county travel was also discussed as a common request by riders. Demand for longer trips can cause service within some counties to be limited and fare and financing structures to be more complex.

Prioritization of the Needs / Gaps / Barriers

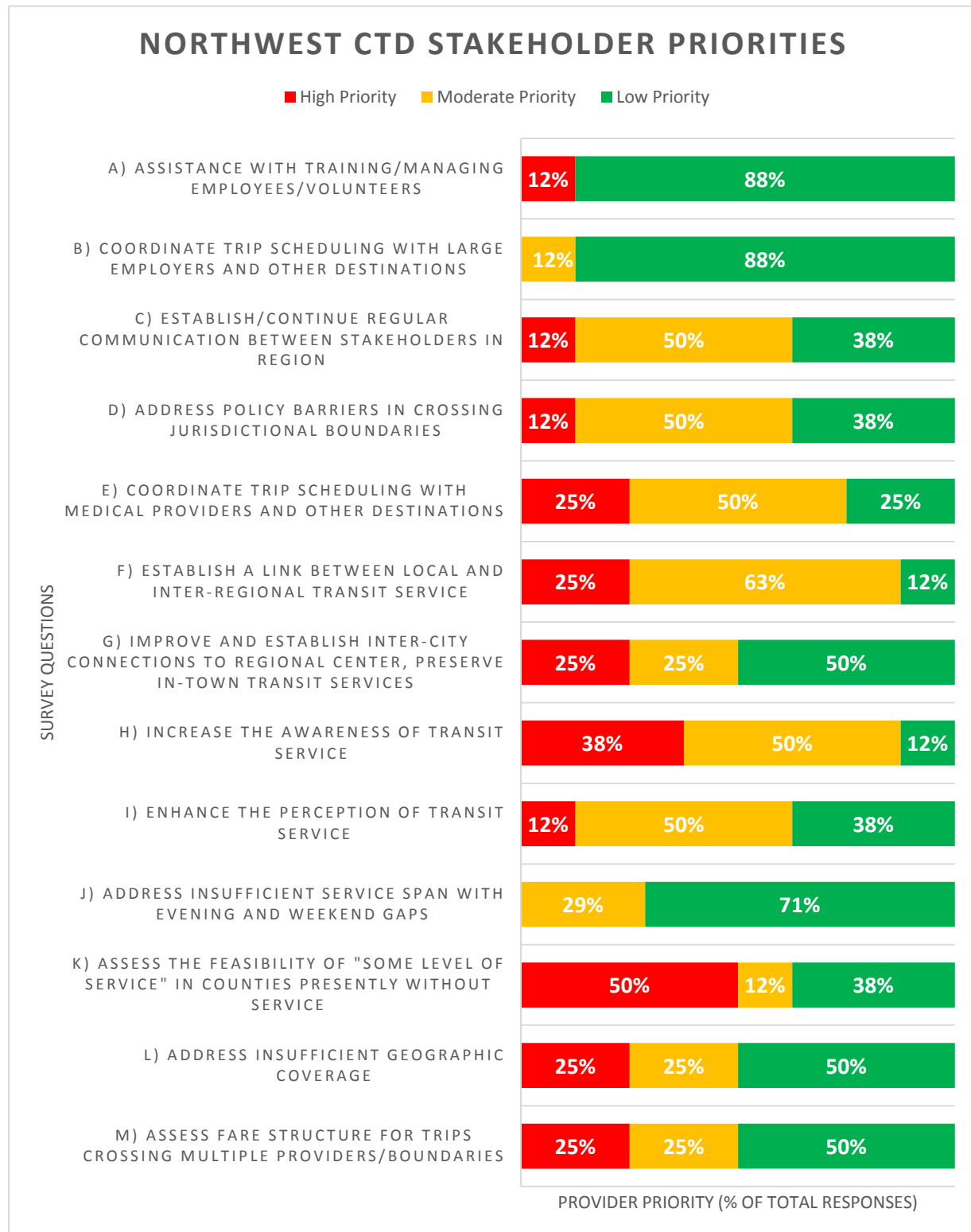
Unmet needs across the Northwest CTD and within individual jurisdictions were discussed at the stakeholder meeting in August 2013. The need descriptions gathered in the meeting were discussed by KDOT staff and the consulting team and compared with the need descriptions identified in other regions across the state. A product of the statewide-level discussion was a list of 13 gaps/needs that encompassed those more-specific needs identified at the local levels. This list was circulated to stakeholder representatives and other agency representatives who attended the August 2013 meetings, with a request to provide input on prioritizing the needs. As funding for transportation services is constrained at the local, state, and federal levels relative to the gaps, prioritization is critical so the most important areas can be addressed before the less severe ones. The prioritized needs according to stakeholders in the Northwest CTD are shown in Figure II-22.

Nearly all needs received votes for all three categories, though some rankings stand out. The following needs were identified as higher priority by the respondents.

- Need more coordination with medical providers and other destinations on trip scheduling
- Need to establish a link between local service and inter-regional transit service
- Need to increase the awareness of transit service
- Need to assess the feasibility of “some level of service” in counties presently without service

The consulting team conducted a series of internal workshops and discussed the identified needs with representatives of many of the public transit agencies and relevant stakeholder organizations. After analyzing the data collected from the gaps/needs survey, the consulting team worked to create a list of strategies to address the prioritized gaps/needs.

Figure II-22 Northwest CTD Stakeholder Priorities



SERVICE AND MANAGEMENT IDEAS/CONCEPTS

Description of Concepts

The focus of the December 2013 round of meetings was to discuss ideas the consulting team had developed with KDOT staff with input from transit providers, and to address the gaps. The goal in defining the strategies has been to “right-size” the concept, balancing the issue/need/gap with the current services and financial constraints likely in place at all jurisdictional levels.

Those ideas/concepts discussed in the meetings were based on the prioritized needs/gaps as seen below.

Need to coordinate trip scheduling with medical providers and other destinations.

Option 1: Coordinate with dialysis centers and other medical centers to group transit-dependent trips.

Option 2: Develop processes and relationships where client would schedule medical appointments through transportation provider.

Option 3: Increase coordination among transit providers for medical trips.

Need to establish a link between local service and inter-regional service.

Option 1: Expand local service areas and coordinate with existing inter-county/regional services.

Option 2: Establish regional route(s) that would hub out of Hays and connect with locally operated services throughout the region.

Need to increase awareness of transit service.

Option 1: Modify provider naming conventions to clearly convey the agency’s mission of providing general public transit service.

Option 2: Coordinated Marketing: Use joint marketing templates and joint advertising to lower cost of marketing individual provider’s transit service.

Option 3: Joint Branding: Provide one informational phone number in the region for transit, but have clients still reserve/schedule by calling individual providers. Operations would remain largely uncoordinated.

Option 4: Full Branding Integration: Create one regional “umbrella” brand that incorporates centralized dispatching, coordinated fare structure, and inter-jurisdictional policies and provides a single regional phone number for scheduling.

Need to assess the feasibility of “some level of service” in counties presently without service.

Option 1: Develop template MOUs that would allow counties without service to contract with providers in adjacent counties to provide service that is allocated financially in a fair and equitable way.

Option 2: Determine feasibility of contracting remote management of service. In this option, a driver and vehicle located in one county would be dispatched and managed by a provider in another (not necessarily adjacent) county.

Initial Screening Findings

Using input from earlier meetings on addressing the prioritized needs, materials were developed for the third round of stakeholder meetings, which took place in April 2014. Those materials provided details for each chosen strategy specific to the Northwest CTD, including:

- Intra-regional Route Concept Analysis
- Cost Allocation Model for Contracted Transit Service
- Centralized Scheduling/Dispatching
- Roles and Responsibilities of a Mobility Manager
- Transit Advisory Panel Structure

The April 2014 round of meetings gave stakeholders a chance to respond to the developed strategies and provide input on how the study team should go forward with the strategies. After receiving feedback from stakeholders, the study team analyzed comments from the April meetings and refined the proposed strategies based on those comments. Prior to the final round of meetings, stakeholders received materials including a Regional Strategy Refinement, a Local Match Allocation Model, and a Regional Governance Structure. In September 2014, a fourth round of meetings was held with stakeholders to give the group a final chance to respond to the regional strategies, discuss how much each strategy would cost for the participating organizations, and how the newly structured CTD would function.

Responses from the last round of meetings were reflected in the final strategy details including the expected implementation period for each strategy. In the following sections, the last iteration of the regional strategies is presented including an intra-regional route, mobility management, and coordinated scheduling. Alternatives for cost allocation and implementation of each strategy are also included.

Intra-Regional Route Strategy

The need for a regional route in the Northwest CTD originated from a survey given to regional stakeholders who were asked to prioritize 13 locally identified needs. After discussing the results of the survey during stakeholder meetings, a list of four primary needs was identified to be addressed further. While establishing a regional route was seen as a way to address the

need to establish a link between local service and intra-regional service, the route could potentially support other primary needs of the region including the need for more coordination with medical providers and other destinations on trip scheduling, the need to assess the feasibility of “some level of service” in counties presently without service, and the need to increase awareness of transit service.

The regional service would link a combination of:

- New intra-regional service between Norton and Hays
- New intra-regional service between Norton and Goodland
- New intra-regional service between St. Francis and Hays
- Local transit providers connecting outlying rural areas and communities to the previously mentioned intra-regional route

Stakeholder Response

Responses received from stakeholders within the region supported the proposed regional routes, but also identified some additional connections. Requests for additional service included connecting the city of Russell, operating feeder lines between the two routes, adding a third route along the US-24 alignment between the northern and southern routes, as well as incorporating an inter-regional connection to Wichita. While a growing interest in expanding transit opportunities in the region is a positive sign, further analysis is needed to evaluate the feasibility of the additional inter-city connections. The stakeholders’ interest in having intra-regional service operate more than once a week for dialysis appointments will be considered in the final recommendation of each route’s level of service.

Major Trip Generators

Two of the main facilities attracting trips on the route are the dialysis centers in Hays and in Goodland. These are the only two dialysis centers within the 19-county Northwest CTD. Many of the route stops have healthcare facilities or providers, but the largest regional hospital is found in Hays. Along the route, higher education facilities include Northwest Kansas Technical College in Goodland, Colby Community College, and Fort Hays State University.

Current Coordination Level

Current coordination between providers in the Northwest CTD is limited. Gove County Medical Center has experienced a large increase in demand for trips outside their region; coordination would help speed up their plans for expansion. Obstacles slowing any future coordination efforts are thought to be issues involving funding, long distances, and jurisdictional boundaries. While no regional route currently exists, a regional route called “Care-Van” used to operate within the region.

The alignments of the proposed intra-regional routes are similar to the routes formerly offered by the Care-Van, or Community Access Rural Express Van. When ACCESS operated this

service, it was funded by KDOT in conjunction with Developmental Services of Northwest Kansas and Hays Medical Center. Care-Van was an inter-city bus service running one of three different routes every weekday between St. Francis and Hays. The three routes—beginning in St. Francis and ending in Hays—provided many residents in the Northwest CTD an opportunity to get to the resources offered in Hays at least once a week.

Although trips on the Care-Van were only offered through reservations, the service was able to attract a total of 1,274 one-way trips, or 635 round trips, between July 2007 and June 2008. Trip purposes were also tracked during this time, showing nearly 90 percent of riders using the Care-Van as a means to get to and from medical purposes in Hays. This ridership information was helpful in both developing expectations for the proposed intra-regional routes and creating operating characteristics.

Existing Regional Service

After compiling data from provider surveys and through phone and in-person conversations with transit providers, it was made clear the demand for regional trips was not being met by the supply of existing transit services. Hays, especially, is a major destination for medical and social service trips. Greyhound has an intra-regional route travelling along Interstate 70 with a stop in Hays. The alignment continues along I-70 to Salina, Junction City, Topeka, Lawrence, and then to Kansas City, where multiple transfers can be made. The existing structure of the Greyhound trips do not allow for many residents in the Northwest CTD to travel via transit for medical appointments, social outings, employment, education, shopping trips, or other short-term visits.

Local examples of current intra-regional transit efforts were found in discussions with Norton Cares, located in the city of Norton, and Rooks County Transportation, based in Plainville. Norton Cares is a completely donation-funded, non-profit organization that utilizes volunteer drivers to take two trips per week to Hays from Norton. Drivers are reimbursed following their trips at a rate of \$0.25 per mile. On average, two to four people take the trip to Hays every week for strictly medical reasons. Specifically, trip purposes are mostly for dialysis appointments, but also include eye or urology appointments. While the program director believes their capacity is not overwhelmed by demand within Norton County, they are unable to serve other counties and those needing a wheelchair-accessible vehicle. In some cases, dialysis appointments can take as long as three hours, which further constrains schedules and the ability to link these trips for other purposes.

Rooks County Transportation is a 5311 provider that transports between four and six passengers to Hays daily. Trip purposes include dialysis visits and other medical or social reasons. The relatively high demand for trips to Hays may be partially explained by the fact that fares are donations only. This donation-only fare makes the trip to Hays more affordable for the users than if a fare was charged that attempted to cover a portion of the true costs. The service is subsidized through funding agreements based on population with each city within the county, and through county fund transfers. Ridership is tracked by the city to support funding requests.

The information collected from Norton Cares and Rooks County improved on and reinforced much of what stakeholders in the region had described in previous meetings and was useful in designing the operating characteristics of the intra-regional routes.

Barriers & Opportunities for Providers to Participate in the CTD's Strategy

Table II-66 lists each city with its respective provider and the barriers and opportunities each provider faces in participating in the proposed Northwest intra-regional routes. These identified barriers and opportunities are based on the current service restrictions as gathered through a 2013 survey and numerous discussions with providers.

Table II-66 Barriers and Opportunities for Northwest CTD Providers to Coordinate

Provider (City)	Barriers	Opportunities
Rawlins County (Atwood)	Does not currently provide service to Hays Offers service only within the county	Can pick up Rawlins County residents wanting to travel to Hays
Thomas County (Colby)	Does not currently provide service to Hays Offers service only within the county	Can pick up Thomas County residents wanting to travel to Hays or Goodland
No Provider (Ellis)	No provider is currently located in Ellis	
City of Goodland (Goodland)	Does not currently provide service to Hays Offers service only within the city limits	Can pick up city residents wanting to travel to Hays
ACCESS (Hays)	Provides trips within Ellis County	Has expressed interest in operating an intra-regional route within the Northwest CTD Can pick up Ellis County residents wanting to travel to Goodland
Rush County COA (La Crosse)	Not located on the intra-regional route alignment	Provides trips anywhere including as far as Dodge City
Norton County Senior Citizens (Norton)	Only provides service to Hays for mobility impaired trips (i.e., trips that Norton Cares cannot provide)	Coordinates with Norton Cares to provide trips to Hays, accepts donations only Can pick up Norton County residents wanting to travel to Hays
Decatur County (Oberlin)	Does not currently provide service to Hays Offers service only within the county	Can pick up Decatur County residents wanting to travel to Hays

Provider (City)	Barriers	Opportunities
Logan County Hospital (Oakley)	Does not currently provide service to Hays	Provides trips as far as 90 miles from the hospital
City of Phillipsburg (Phillipsburg)	Does not currently provide service to Hays Offers service only within the county	Can pick up Phillips County residents wanting to travel to Hays
Rooks County (Plainville)	Rooks County residents only	Trips to Hays are provided for Rooks County residents
Gove County Medical Center (Quinter)		Provides trips as far as 90 miles from the Medical Center, i.e. Hays
City of Russell (Russell)	Provides trips only within the city limits of Russell	Expanding the service area to St. Francis would allow riders living within Russell to travel to Goodland
No Provider (St. Francis)	No provider is currently located in St. Francis	
City of Smith Center (Smith Center)	Not located on the intra-regional route alignment Does not currently provide service to Hays Provides trips only within the city limits of Smith Center	Expanding the service area to Phillipsburg would allow riders living in Smith Center to travel to Hays
No Provider (Stockton)	No provider is currently located in Stockton	
City of WaKeeney (WaKeeney)	Does not currently provide service to Hays WaKeeney offers service only within the city limits	Can pick up city residents wanting to travel to Hays or Goodland

Service Provider

ACCESS, based in Hays, currently operates the largest number of vehicles among the providers in the Northwest CTD. In addition, ACCESS indicated that they are willing and technically capable of operating long-distance routes throughout the region. Other providers in the region indicated a willingness to have ACCESS fulfill this role. The relatively large size of ACCESS' existing operation, in comparison with the size of other providers in the region, means that ACCESS would be able to operate new service while absorbing a lower amount of additional costs than other providers. This does not mean that ACCESS would be able to operate additional services without additional outside funding.

Level of Coordination Needed

The two regional routes proposed for implementation are considered to be operated by a single operator. However, the other 5311 providers in the region are expected to transport potential riders within their service areas to the appropriate regional stops. Communication between the 5311 providers and the regional route operator will be necessary in order to prevent exceeding the capacity limits of the vehicle.

Local Providers' Roles in Proposed Intra-Regional Route

The role of the local providers in this CTD is to deliver passengers living in their respective service areas to a connection point for the intra-regional routes. With the cooperation of providers along the intra-regional route to deliver passengers to a common access point, the bus can effectively maintain a higher travel speed.

Refer to Table II-67 for the vehicle capacity of each provider within the Northwest CTD.

Table II-67 Vehicle Capacity of Northwest CTD Providers

Origin	Transit Provider	Vehicle Capacity
Providers Currently Travelling to Hays		
Plainville	Rooks County	Two 20-passenger vans with lifts
Quinter	Gove County Medical Center	One 20-passenger transit bus and one ramp minivan
Hays	ACCESS	Ten 8- to 12-passenger vehicles with lifts
La Crosse	Rush County COA	One 13-passenger van with lift
Providers Not Travelling to Hays		
Atwood	Rawlins County	One 13-passenger van with lift
Colby	Thomas County	One 13-passenger van with lift
Goodland	City of Goodland	One 13-passenger van with lift
Oakley	Logan County Hospital	One 13-passenger van with lift
Oberlin	Decatur County	One 13-passenger van with lift
Norton	Norton County Senior Citizens	One 13-passenger van with lift
Russell	City of Russell	One 13-passenger van with lift
Phillipsburg	City of Phillipsburg	One 20-passenger transit bus with lift
Smith Center	City of Smith Center	One van with ramp
WaKeeney	City of WaKeeney	One 13-passenger van with lift

Service Revenue

The providers in each CTD use a variety of fare structures. Fare structures can include a flat-trip rate, a per-mile rate, or donations only. Some of these fare systems are less suitable for intra-regional routes that cross longer distances and cross multiple county jurisdictions. Examples of fares currently used in the Northwest CTD can be seen in Table II-68.

Table II-68 Current Fares of Northwest CTD Transit Providers

Passenger Origin	Transit Provider	Local Fare	Fare to Hays
Providers Currently Travelling to Hays			
Hays	ACCESS	\$1.50/trip in city limits \$3/trip in county	N/A
Plainville	Rooks County	Donations only	Donations only
Quinter	Gove County Medical Center	Donations only	Donations only
La Crosse	Rush County COA	\$1/in-county trip	All out-of-county trips - \$12.50 unscheduled - \$5 scheduled
Providers not Travelling to Hays			
Atwood	Rawlins County	Donations	N/A
Colby	Thomas County	Donations	N/A
Goodland	City of Goodland	\$1 one-way trip and every stop	N/A
Norton	Norton County Senior Citizens	\$2 round trip	Norton Cares; donation only
Oakley	Logan County Hospital	\$2 one-way trip \$0.50/mile outside 2-mile radius of hospital	N/A
Oberlin	Decatur County	Donations only	N/A
Phillipsburg	City of Phillipsburg	\$1/ stop within city	N/A
Smith Center	City of Smith Center	\$1 one-way \$2 for multiple stops Same for two-way trips	N/A
WaKeeney	City of WaKeeney	\$1.75 one-way trip	N/A

Route Characteristics & Feasibility

To continue the evaluation of the concepts where new intra-regional transit routes are transporting passengers from other providers, the next section estimates the ridership that could result from implementing the concept and examines the resulting effects on operating costs and revenue for trips originating in Norton, St. Francis, and Hays. The section includes a discussion of ridership patterns, how proposed service costs were determined, and existing fares. The route is described as three separate concepts with various levels of service. These concepts include a “baseline” concept, a “moderate” concept, and a “high” concept that increases the number of vehicle trips per week.

Proposed Northern Routes

General Alignment

- The two proposed northern routes originate out of Norton offering connections from the northern half of the CTD to the larger activity centers of Colby, Goodland, and Hays. On the way to Goodland, the westbound route will have designated stop locations in Oberlin, Atwood, and Colby. On the way to Hays, the eastbound route will have designated stop locations in Phillipsburg, Stockton, and Plainville.
- Local transit providers would additionally connect outlying rural areas and communities to the formalized intra-regional route.

For the westbound bus, the alignment would proceed west along US-36 and travel south onto K-25 before arriving in Colby and continuing westward on I-70 toward Goodland. For the eastbound bus, the alignment would travel eastward along US-36 before proceeding south along US-183 toward Hays. Providers transferring riders from their respective cities and counties would choose either the designated stops or any other safe and accessible location in between, depending on the originating location of transferred riders. Refer to Figure II-23 for a map of northern route’s general alignment.

Travel Time

Table II-69 provides estimates for the time needed to make each one-way trip. To enable riders enough time to take care of their trip purposes, a dwell time of at least three to five hours should be included for the stop in either Goodland or Hays.

Assumptions

The estimates displayed in Table II-69 assume an average vehicle speed of 65 miles per hour along the alignment. In addition, one five-minute passenger boarding period is included for each stop on the way to the activity centers (corresponding to one or more passengers being picked

up in each stop). Passengers would be delayed by the boarding periods in stops between their origins and either Goodland or Hays. Return trip travel times would be similar to outbound times.

Table II-69 One-Way Travel Times for Northern Routes

Passenger Origin	Direct Travel Time H:MM	Coordinated Distance (miles)	Boarding Period Delays	Coordinated Travel Time H:MM	Additional Travel Time (min)
Trips to Goodland					
Norton	2:20	133	4	2:40	20
Oberlin	1:42	98	3	1:57	15
Atwood	1:11	69	2	1:21	10
Colby	0:41	40	1	0:46	5
Trips to Hays					
Norton	1:41	94	4	2:01	20
Phillipsburg	1:09	62	3	1:24	15
Stockton	0:43	39	2	0:53	10
Plainville	0:28	25	1	0:33	5

Notes: An additional 15 minutes and 10 miles can be assumed for stops made in Goodland or Hays for both morning and afternoon trips.

Annual Ridership

The ridership estimates under the baseline concept were determined according to the *Transit Cooperative Research Program (TCRP) Report aq147: Toolkit for Estimating Demand for Rural Intercity Bus Services*. The toolkit uses several methods to estimate demand for rural inter-city bus services.

Demand, measured in terms of annual unlinked trips, is the expected share of all trips to be taken via rural inter-city transit. The estimate originates from a regression model based largely on a function of the average origin population, trip distance, and the number of stops along the route. The trip rate is applied to the populations of each stop location along the inter-city bus corridor. The trip rate can also be adjusted if—along the route—there is a four-year college, prison, or airport or a connection to a national inter-city bus network, all of which are regionally significant destinations.

The “moderate service level” concept and “high service level” concept are extensions of the baseline concept where the provider increases the number of runs they make by a sizable amount. All values are estimated using similar methods employed in the baseline concept. Increases in passenger numbers are calculated using an elasticity coefficient for frequency. An elasticity coefficient measures the relationship between changes in frequency and resultant changes in ridership. A standard value used is 0.4, meaning that a 100-percent increase in

frequency would likely result in a 40-percent increase in ridership². However, the small numbers of passengers involved in inter-city service, the lack of data used to estimate existing conditions, and the limited research on the elasticity effects of service changes in rural transit mean that these ridership estimates should be used only as a general guide.

Baseline Concept, Moderate & High Service Level Concepts

The baseline concept allows those living near the intra-regional route one opportunity each week to make the trip to either activity center. One bus would originate in Norton and either travel to Goodland or Hays before making the same trip back to Norton. The bus would make the trip to the other activity city on an alternate day that same week. The operating schedule in the baseline concept amounts to one bus making one round trip to each activity center per week. The bus would begin its trip in the morning and complete the round trip later in the morning or afternoon that same day. The estimated annual ridership for the baseline concept is 1,154 round-trip riders.

If the moderate service level concept is chosen, two round trips per week would be made on the same alignment (two round trips between Norton and Hays, and two round trips between Norton and Goodland). The same alignment would be assumed for the high service level concept, but with four round trips per week. A summary displaying the estimates for ridership of each city according to the three levels of service concepts (baseline, moderate service level, and high service level) is shown in Table II-70 and Table II-71. The estimated annual ridership for the moderate service level is 1,616. The estimated annual ridership for the high service level is 2,262.

Occasionally, this estimate will be high since some passengers receiving free fare (e.g., young children) are included in the ridership numbers. Fares were set at a standard rate. While these are assumed to be “walk-up” cash payments, alternative fare levels could exist for seniors, ADA passengers, those with multi-use passes, and rates that could be charged to human service agencies. Policy decisions could be made by local jurisdictions to adjust the subsidy of trips and decrease the cost of fares for passengers from those jurisdictions. The tables below summarize operating estimates for the routes to Goodland and Hays. The summary represents a fully developed, well-established transit system. It is expected that ridership may not be at these levels in the first years of deployment.

² TCRP Report 95, p 9-5 lists the coefficient of elasticity for frequency as 0.5 on average. TCRP Report 118, p3-19 lists the following table and a “typical” coefficient of 0.4.

Table II-70 Estimates for Norton to Goodland Route

	Baseline Concept			Moderate Service Level Concept			High Service Level Concept		
	1 Round Trip / Wk			2 Round Trips / Wk			4 Round Trips / Wk		
Annual Vehicle Trips	52			104			208		
Cost Recovery Rate	25%	10%	5%	25%	10%	5%	25%	10%	5%
Average Fares	\$18	\$7	\$4	\$26	\$10	\$5	\$37	\$15	\$7
Estimated Annual Ridership from Norton	165			231			323		
Estimated Annual Ridership from Oberlin	88			124			173		
Estimated Annual Ridership from Atwood	57			79			111		
Estimated Annual Ridership from Colby	246			344			482		
Estimated Total Annual Ridership	556			778			1,089		
Estimated Total Monthly Ridership	46			64			90		
Vehicle Trips per Month	4 Round Trips			8 Round Trips			16 Round Trips		
Revenue Hours Per Trip				2:55 Each Way					
Annual Revenue Hours	303			606			1,212		
Annual Revenue Miles	14,872			29,744			59,488		
Annual Cost of Service	\$40,300			\$80,600			\$161,200		
5% Annual Fare Recovery Remaining Cost	\$38,300			\$76,600			\$153,200		
10% Annual Fare Recovery Remaining Cost	\$36,300			\$72,500			\$145,000		
25% Annual Fare Recovery Remaining Cost	\$30,200			\$60,500			\$120,900		

Table II-71 Estimates for Norton to Hays Route

	Baseline Concept			Moderate Service Level Concept			High Service Level Concept		
	1 round trip / wk			2 round trips / wk			4 round trips / wk		
Annual Vehicle Trips	52			104			208		
Cost Recovery Rate	25%	10%	5%	25%	10%	5%	25%	10%	5%
Average Fares	\$12	\$5	\$2	\$17	\$7	\$3	\$25	\$10	\$5
Estimated Annual Ridership from Norton	223			312			437		
Estimated Annual Ridership from Phillipsburg	160			225			314		
Estimated Annual Ridership from Stockton	93			131			183		
Estimated Annual Ridership from Plainville	122			170			238		
Estimated Total Annual Ridership	598			838			1,173		
Estimated Total Monthly Ridership	50			70			98		
Vehicle Trips per Month	4 Round Trips			8 Round Trips			16 Round Trips		
Revenue Hours Per Trip				2:16 Each Way					
Annual Revenue Hours	235			470			940		
Annual Revenue Miles	10,816			21,632			43,264		
Annual Cost of Service	\$29,300			\$58,600			\$117,200		
5% Annual Fare Recovery Remaining Cost	\$27,900			\$55,800			\$111,600		
10% Annual Fare Recovery Remaining Cost	\$26,400			\$52,800			\$105,600		
25% Annual Fare Recovery Remaining Cost	\$22,000			\$44,000			\$88,000		

Proposed Southern Route

General Alignment

- The proposed southern route would operate between St. Francis and Hays, stopping en route in Goodland, Colby, Oakley, Quinter, WaKeeney, and Ellis. One bus would originate in Hays, operating a westbound alignment to Goodland. The second bus would originate in St. Francis and operate an eastbound alignment to Hays.
- Local transit providers would connect outlying rural areas and communities to the formalized intra-regional route.

For the bus originating in St. Francis, the alignment would begin in the morning along US-36 before heading south onto K-27 and then continuing the route eastward along I-70. The round trip is completed from Hays to St. Francis along the same alignment in the afternoon. An additional bus would make the same trip, but its origin would be in Hays. Providers transferring riders from their respective cities and counties would choose either the designated stops or any other safe and accessible location in between, depending on the originating location of their transferred riders. Refer to Figure II-23 for a map of the southern route's general alignment.

Travel Time

Table II-72 provides estimates for the time needed to make each one-way trip. To enable riders enough time to take care of their trip purposes, a dwell time of at least three to five hours should be included for the stop in either Goodland or Hays.

Assumptions

The estimates displayed in Table II-72 assume an average vehicle speed of 65 miles per hour along the alignment. In addition, one five-minute passenger boarding period is included for each stop on the way to the activity centers (corresponding to one or more passengers being picked up in each stop). Passengers would be delayed by the boarding periods in stops between their origins and either Goodland or Hays. Return trip travel times would be similar to outbound times.

Table II-72 St. Francis to Hays One-Way Travel Times

Passenger Origin	Direct Travel Time H:MM	Coordinated Distance (miles)	Boarding Period Delays	Coordinated Travel Time H:MM	Additional Travel Time (min)
St. Francis	3:17	188.7	6	3:47	30
Goodland	2:38	154	5	3:03	25
Colby	1:59	114.7	4	2:19	20
Oakley	1:36	91.6	3	1:51	15
Quinter	1:00	55.3	2	1:10	10
WaKeeney	0:34	33.8	1	0:39	5
Ellis	0:14	14.4	0	0:14	0

Notes: An additional 15 minutes and 10 miles can be assumed for stops made in Goodland or Hays for both morning and afternoon trips.

Table II-73 and Table II-74 provide estimates for average fares, ridership, costs, and other operating details for the intra-regional routes to Goodland and Hays.

Table II-73 Estimates for Hays to Goodland Route

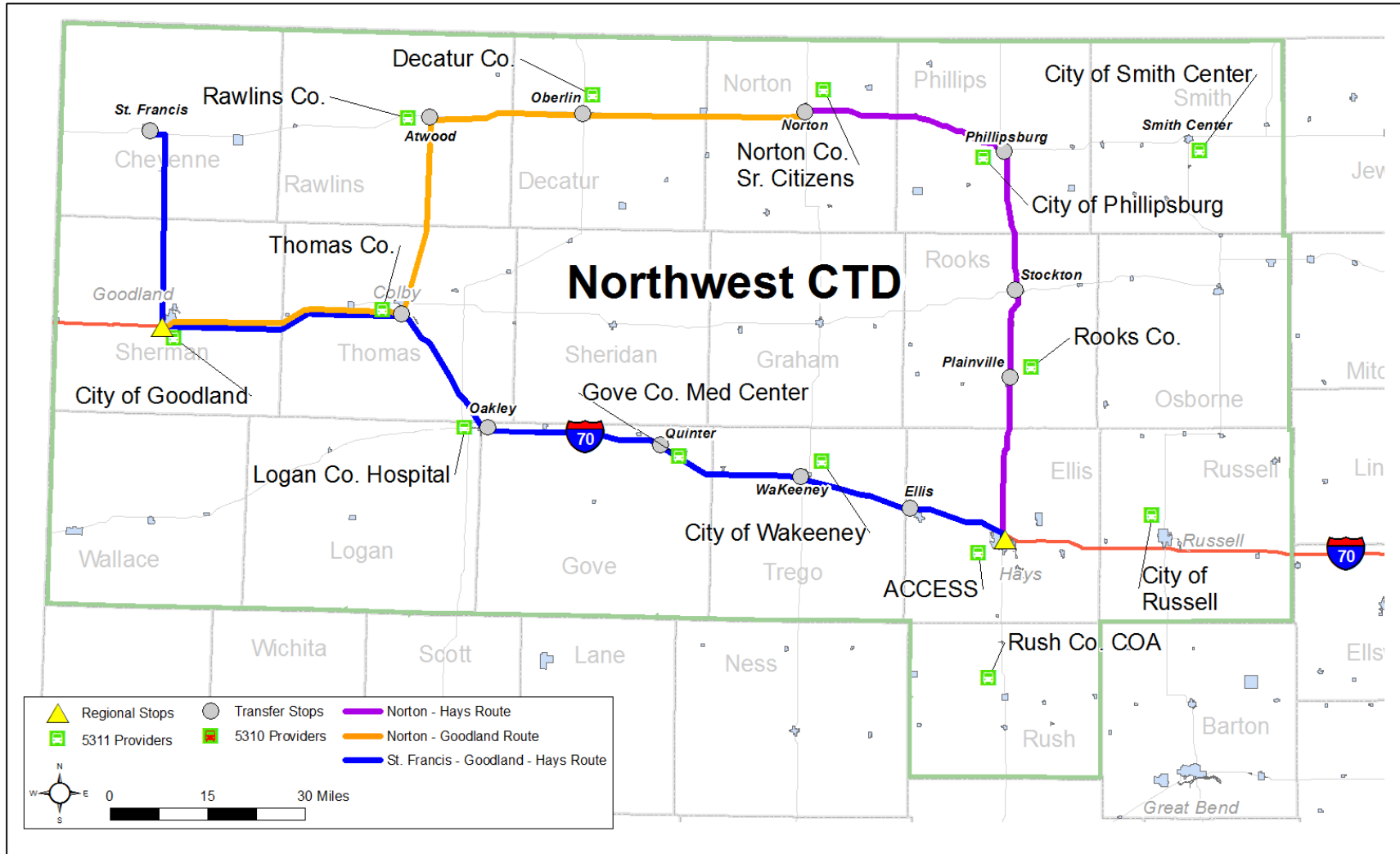
	Baseline Concept			Moderate Service Level Concept			High Service Level Concept		
	1 Round Trip / Wk			2 Round Trips / Wk			4 Round Trips / Wk		
Annual Vehicle Trips	52			104			208		
Cost Recovery Rate	25%	10%	5%	25%	10%	5%	25%	10%	5%
Average Fares	\$20	\$8	\$4	\$29	\$12	\$6	\$42	\$17	\$8
Estimated Annual Ridership from Ellis	92			128			180		
Estimated Annual Ridership from WaKeeney	94			132			184		
Estimated Annual Ridership from Quinter	47			66			92		
Estimated Annual Ridership from Oakley	106			149			208		
Estimated Annual Ridership from Colby	272			380			532		
Estimated Annual Ridership from St. Francis	73			103			144		
Estimated Total Annual Ridership	684			958			1,340		
Estimated Total Monthly Ridership	57			80			111		
Vehicle Trips per Month	4 Round Trips			8 Round Trips			16 Round Trips		
Revenue Hours Per Trip				4:02 Each Way					
Annual Revenue Hours	419			838			1,676		
Annual Revenue Miles	20,665			41,330			82,659		
Annual Cost of Service	\$56,000			\$112,000			\$224,000		
5% Annual Fare Recovery Remaining Cost	\$53,200			\$106,400			\$212,800		
10% Annual Fare Recovery Remaining Cost	\$50,400			\$100,800			\$201,600		
25% Annual Fare Recovery Remaining Cost	\$42,000			\$84,000			\$168,000		

Table II-74 Estimates for St. Francis to Hays Route

	Baseline Concept			Moderate Service Level Concept			High Service Level Concept		
	1 Round Trip / Wk			2 Round Trips / Wk			4 Round Trips / Wk		
Annual Vehicle Trips	52			104			208		
Cost Recovery Rate	25%	10%	5%	25%	10%	5%	25%	10%	5%
Average Fares	\$19	\$8	\$4	\$27	\$11	\$5	\$39	\$15	\$8
Estimated Annual Ridership from St. Francis	59			82			115		
Estimated Annual Ridership from Goodland	190			267			373		
Estimated Annual Ridership from Colby	219			306			428		
Estimated Annual Ridership from Oakley	86			120			168		
Estimated Annual Ridership from Quinter	38			53			74		
Estimated Annual Ridership from WaKeeney	76			106			148		
Estimated Annual Ridership from Ellis	74			103			144		
Estimated Total Annual Ridership	741			1,037			1,452		
Estimated Total Monthly Ridership	62			86			121		
Vehicle Trips per Month	4 Round Trips			8 Round Trips			16 Round Trips		
Revenue Hours Per Trip				4:02 Each Way					
Annual Revenue Hours	419			838			1,676		
Annual Revenue Miles	20,665			41,330			82,659		
Annual Cost of Service	\$56,000			\$112,000			\$224,000		
5% Annual Fare Recovery Remaining Cost	\$53,200			\$106,400			\$212,800		
10% Annual Fare Recovery Remaining Cost	\$50,400			\$100,800			\$201,600		
25% Annual Fare Recovery Remaining Cost	\$42,000			\$84,000			\$168,000		

Figure II-23 shows the proposed alignment for the two northern routes originating in Norton and the bi-directional southern route.

Figure II-23 Northwest CTD Route Alignments



Financial Costs & Cost Recovery

The financial costs for operating intra-regional service to connect to the regional centers assumes an operating cost per mile of approximately \$2.71, reflective of ACCESS' operating costs between August 2012 and July 2013. This cost includes a portion of all components of operations and maintenance. Under this assumption, the total operating costs of intra-regional services are determined by multiplying the number of miles traveled by the providers' costs per mile of providing service. The table below shows the first year's share of operating expenses allocated between the state/federal and local match responsibilities, which is then expressed to reflect three scenarios based on different fare recovery ratios, which is the percent of operating costs covered by passenger fees. These scenarios show a 5-, 10-, and 25-percent fare recovery ratio. The table assumes a 70-percent operations match by federal or state grants and a 30-percent local match.

Table II-75 Northwest CTD Route Strategy Financial Summary

Frequency	Annual Operating Expenses	Annual Cost 5% Fare Recovery	Annual Cost 10% Fare Recovery	Annual Cost 25% Fare Recovery
Northern Route				
1 Trip/wk (baseline concept)				
Local Match		\$19,840	\$18,796	\$15,663
State/Fed Match	\$69,614	\$46,294	\$43,857	\$36,548
2 Trips/wk (moderate service level concept)				
Local Match		\$39,680	\$37,592	\$31,327
State/Fed Match	\$139,229	\$92,587	\$87,714	\$73,095
4 Trips/wk (high service level concept)				
Local Match		\$79,361	\$75,184	\$62,653
State/Fed Match	\$278,458	\$185,175	\$175,428	\$146,190
Southern Route				
1 Trip/wk (baseline concept)				
Local Match		\$31,921	\$30,241	\$25,201
State/Fed Match	\$112,004	\$74,482	\$70,562	\$58,802
2 Trips/wk (moderate service level concept)				
Local Match		\$63,842	\$60,482	\$50,401
State/Fed Match	\$224,006	\$148,964	\$141,124	\$117,603
4 Trips/wk (high service level concept)				
Local Match		\$127,684	\$120,963	\$100,803
State/Fed Match	\$448,012	\$297,929	\$282,248	\$235,207

Note: The expenses for the northern route include both routes originating out of Norton.

After evaluating the operating characteristics, costs, and stakeholder feedback, the baseline concept was chosen for the northern route and the moderate service level concept was chosen for the southern route. Hays and Goodland are both activity centers with highly desirable amenities. The multiple stops along each route are estimated to draw significant ridership when added together. If demand for the intra-regional route surpasses capacity of the proposed

service level, additional investment may be warranted for both operating expenses and for additional vehicle(s). In particular, the northern route would warrant an additional vehicle, estimated at \$80,000, if demand called for the high service level concept. This investment is needed for the northern route since each service level offers the same number of trips in each direction per week. Based on the proposed service level concepts, total capital cost for three vehicles is estimated at \$240,000.

Transit trips within the region may be further supported with coordinated scheduling and mobility management, which would ease coordination between local providers who collect passengers and bring them to a central location to access the intra-regional route. Coordinated scheduling may also allow the passenger and multiple providers to make the necessary scheduling arrangements with one call or through a software interface instead of with multiple calls between multiple parties. A mobility manager could collaborate with local operators to conduct outreach to unserved markets. These strategies are described in greater detail in the following sections.

Mobility Management

An essential element to the success of a coordinated approach to providing public transit service in the Northwest CTD will be the introduction of a mobility manager. The concept of mobility management is built on the principle of coordination to maximize efficiency. A common responsibility of a mobility manager is to identify and collaborate with the disparate transportation providers in their CTD. At the system or organizational level, the mobility manager would be responsible for working within the service area to identify gaps and help close those gaps by facilitating inter-organizational agreements and relationships such as between transportation providers, major employment and medical providers, and cities or counties; identifying additional resources; or bringing additional transportation partners together. A primary responsibility of the mobility manager would be to identify and coordinate the long-distance trips performed by transit providers in the CTD.

Responsibilities of the mobility manager could include the following:

- Schedules and coordinates the provision of trip requests for inter-community and intra-regional transportation service.
- Promotes, enhances, and facilitates access to transportation services, including integrating and coordinating services for individuals with disabilities, older adults, and low-income individuals.
- Supports short-term management activities to plan and implement coordinated services.
- Provides coordination services with medical service providers, human service organizations, and employers.

- Develops one-step transportation traveler call center to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs.
- Develops travel training—new training programs—for individual users on awareness, knowledge, and skills of public and alternative transportation options available in their communities. This training would include travel instruction and travel training services.
- Develops new ways to remove barriers for transportation to and from jobs and develops employment support services for people residing in rural areas.
- Coordinates contracts for transportation services between service providers and between local jurisdictions.
- Assesses client needs and identifies travel options.
- Analyzes routes and offers suggestions to be most cost-effective to clients.
- Provides adequate training and knowledge of the different types of services available to the CTD's residents.
- Cooperates with regional transportation service providers to ensure optimum transportation opportunities for customers in light of mandates, regulations, and expectations.
- Assists in developing printed material and forms to make information clearly obtainable for those using any of the various transportation programs in the CTD.
- Facilitates regular meetings of public transportation providers in the CTD in order to develop collaborative strategies to improve regional mobility.

Northwest CTD Mobility Management

In the Northwest CTD, ACCESS indicated a willingness and ability to house the mobility manager on a contractual basis. Even though the mobility manager would be a contracted employee through ACCESS, the mobility manager would be responsible to a regional coordinating board of the Northwest CTD, outside of the ACCESS organizational hierarchy. This arrangement is suitable to several other transit providers in the CTD. The Northwest CTD mobility manager would be a full-time position charged with coordinating longer-distance or regional transit trips among regional transit providers and external providers. In addition, the Northwest CTD mobility manager would work with major medical providers, employers, and social service agencies within the CTD to better match transit service to trip patterns and regional demand. The Northwest CTD mobility manager would also be a resource for those

jurisdictions that are currently without transit but may desire transit either by working with KDOT to develop an in-house transit provider or by purchasing transit services from an already-existing nearby provider. At the direction of a regional coordination board, the mobility manager would support implementation of regional strategies through grant writing, contract administration, facilitating discussion and dialogue, and working with regional providers to implement coordinated dispatch and intra-regional routes. Finally, the mobility manager would provide administrative support for the regional coordination board, including preparing grant applications and fulfilling reporting requirements related to regional initiatives and preparing material and logistics for regional transit board meetings.

Coordinated Scheduling

Coordinated scheduling or dispatching can be an important component to a successful coordination strategy among rural transit agencies in Kansas. Coordinated scheduling or dispatching is the utilization of scheduling and software and GPS-enabled in-vehicle tablets to efficiently assign and route passengers on the most-optimal trip. The technology can be used by one agency to schedule trips on their own vehicles, or it can be used in conjunction with other agencies to assign passengers to vehicles operated by the other agency. Varying degrees and varying levels of scheduling/dispatching centralization can be considered. Once the basic infrastructure has been installed within agencies and vehicles, transitioning between the different degrees of centralized scheduling would require minimal investment. Electing to have one agency dispatch for another agency would also require minimal additional investment. Three options have been described to the CTDs:

- Option 1 - Focusing centralized scheduling efforts to regional or long-distance trips
- Option 2 - Each provider scheduling their trips using the centralized scheduling system and dispatching their own vehicles, but allowing multiple providers to see each other's trips, making coordination and trip-chaining easier
- Option 3 – Scheduling all trips through a centralized call number that assigns the trip to the appropriate agency

All of the CTDs throughout Kansas indicated a desire to pursue coordinated scheduling and dispatching at the level of Option 1 or Option 2. Even though these levels would have each agency continuing as the primary scheduler and dispatcher for their customers and vehicles, a single agency in the CTD would still be designated to administer the contract with the technology vendor. This single vendor model for each CTD would allow dynamic interaction between the trip and vehicle schedules of multiple agencies within the CTD, and could allow—at each agency's discretion—contracting dispatching and scheduling services to other agencies.

Northwest CTD Coordinated Scheduling

In the Northwest CTD, ACCESS has indicated a willingness and ability to serve as a point agency to administer the coordinated scheduling software.

GOVERNANCE

Planning and concept design for enhancing the level of coordination between the public and human services transportation providers has been addressed for the entire state. With that being said, the coordination plan must have flexibility in the overall concept to reflect the differences in needs and opportunities that exist not only across the state, but also within designated CTDs. Concepts recommended across the state range from coordinating schedules for shared rides between communities, to centralizing dispatching, to a much more simplified program of allowing agencies that provide inter-city service to stop in communities along their path to pick up passengers who currently do not have access to service. The intent of the proposed concept is to allow the coordinated services setup to differ between CTDs, but to still have a consistent organizational framework across each CTD.

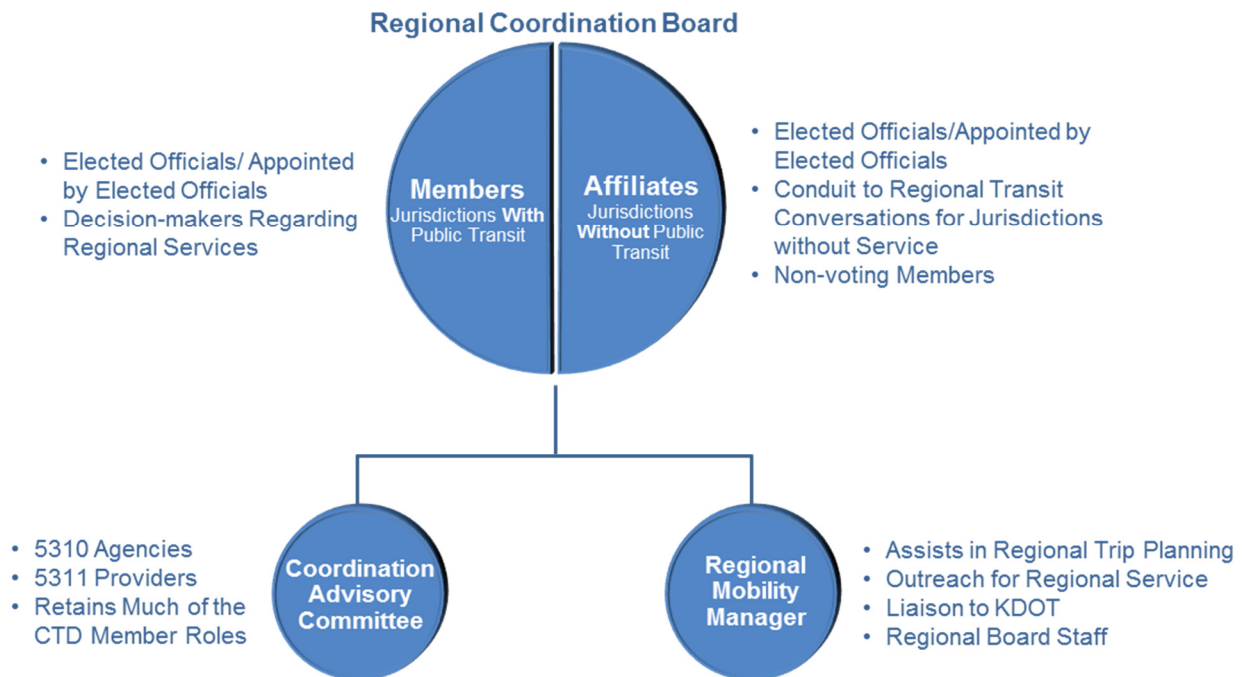
Integral to the regionalization concept is establishing a framework that promotes communication between elected officials, local and regional transportation providers, and agencies managing access to services that require clients to travel from their homes. To promote communication and decision-making regarding services, it is proposed that each CTD have an active forum (a working title of Regional Public Transit Coordination Association is proposed) for elected officials, local transit providers, and other stakeholders to talk about and act upon service coordination that is appropriate for their particular population.

The Regional Public Transit Coordination Association would be comprised of three components:

- A Regional Public Transit Coordination Board
- A Coordination Advisory Committee
- Staff - The staff function would primarily be composed of a regional mobility manager

Figure II-24 illustrates the structure of the Regional Public Transit Coordination Association.

Figure II-24 Regional Public Transit Coordination Association Organization Chart



Regional Public Transit Coordination Board

The proposed role of the Regional Public Transit Coordination Board is to provide a forum for officials/representatives from the range of jurisdictions in each CTD to discuss and advance the coordination plan developed for their CTDs. The concept proposed at this point is that each county would be provided the opportunity to participate with representation on the coordination board. Counties have initially been proposed as the geographic entity as they reflect the jurisdictional level that would provide continuous geographical coverage of the CTD, assuming all counties choose to participate. Selecting board representation from municipalities leaves the question on the table about who provides the voice for people in rural areas (outside a town), and it also creates the potential for a very large body to organize. Establishing representation at the county level addresses both of the listed concerns.

Not all counties across the state participate in providing funding for public transportation; therefore, stratified board membership is proposed to allow those jurisdictions that provide funding to have a greater voice in setting the coordination direction for the CTD. Representation on the board is proposed as follows:

- Members – Elected or appointed officials representing counties, municipalities, or other agencies contributing public local match funds to provide *public* transit service as part of the KDOT program. Each jurisdiction or organization contributing local funds would be

allotted one board position. Board members would be responsible for setting the direction for coordinated services within the CTD.

- Affiliate Members – Elected officials or their designees from counties that do not offer transit service and counties with transit service that is not part of the KDOT program.
- Ex Officio Member – A KDOT representative would function as a non-voting board member and provide technical guidance and direction.

Table II-76 lists the proposed membership of the Northwest CTD’s Regional Public Transit Coordination Board.

Table II-76 Regional Public Transit Coordination Board Membership – Northwest CTD

Organization	Membership Type	Funding
ACCESS Funder	Member	5311
City of Phillipsburg	Member	5311
City of Russell	Member	5311
City of Smith Center	Member	5311
City of WaKeeney	Member	5311
Decatur County	Member	5311
Gove County Medical Center	Member	5311
Logan County Hospital	Member	5311
Norton County	Member	5311
Phillips County	Member	5311
Rawlins County	Member	5311
Rooks County	Member	5311
Rush County	Member	5311
Thomas County	Member	5311
Cheyenne County	Affiliate Member	N/A
Graham County	Affiliate Member	N/A
Osborne County	Affiliate Member	N/A
Russell County	Affiliate Member	N/A
Sheridan County	Affiliate Member	N/A
Sherman County	Affiliate Member	N/A
Smith County	Affiliate Member	N/A
Trego County	Affiliate Member	N/A
Wallace County	Affiliate Member	N/A
Regional Mobility Manager	Staff	N/A
KDOT Representative	Ex Officio Member	N/A

Coordination Advisory Committee

The proposed coordination advisory committee would essentially mirror the current CTD committee concept, with representatives from transportation and human service providers from across the CTD. Consistent with the current CTD organization, the coordination advisory committee would elect a chair who would be responsible for leading meetings and be the point of contact for the coordination board.

The coordination advisory committee would provide the following:

- A forum for providers to discuss regional transportation needs, coordinated service opportunities, requests from the Regional Public Transit Coordination Board for input on new or consolidated service, and information sharing
- A group experienced in providing transit service that could design and implement coordination ideas developed through Regional Public Transit Board discussions
- An avenue to others that could assist in troubleshooting of software/hardware issues
- A centralized group for KDOT to meet with to disseminate information and to collect input

The coordination advisory committee would be comprised of:

- A representative from organizations participating in the 5310 funding program
- A representative from organizations participating in the 5311 funding program
- Ex Officio Member – A KDOT representative to function as a non-voting member and provide technical guidance and direction

Table II-77 lists the proposed membership of the Northwest CTD’s coordination advisory committee.

Table II-77 Coordination Advisory Committee Membership – Northwest CTD

Organization	Description
City of Goodland	5311
City of Phillipsburg	5311
City of Russell	5311
City of Smith Center	5311
City of WaKeeney	5311
Decatur County	5311
DSNWK (ACCESS)	5311/5310
Gove County Medical Center	5311
Logan County Hospital	5311
Norton County Senior Citizens	5311
Rawlins County	5311
Rooks County	5311
Rush County COA	5311

Organization	Description
Thomas County	5311
Logan County	5310
Regional Mobility Manager	Staff
KDOT Representative	Ex Officio Member

Refer to Volume I for additional detail on the Regional Public Transit Coordination Association.

COST ALLOCATION

Following discussions with stakeholders during the final round of regional meetings in September 2014, clear interest was shown in reviewing numerous local allocation methods for the remaining costs of the proposed strategies. In response to the comments received, the study team developed three different methods for local match allocation.

The total local match is displayed in two different tables, reflective of KDOT's different levels of funding for each strategy's stage of implementation (first year and after first year). Table II-79 shows the costs for the first year of implementation, while Table II-80 shows the costs for years after the strategies' inceptions. The table below breaks down KDOT's federal/state and local match responsibilities in relation to each strategy's summarized annual costs.

Table II-78 Northwest CTD Annual Costing Summary by Regional Strategy

Strategy	Coordinated Scheduling				Mobility Management				Regional Route(s)			
	Year 1		Year 2+		Year 1		Year 2+		Year 1		Year 2+	
Agency Funding Responsibility	State/Fed	Local	State/Fed	Local	State/Fed	Local	State/Fed	Local	State/Fed	Local	State/Fed	Local
Asset/Hardware Allocation	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Operations/Personnel Allocation	80%	20%	80%	20%	100%	0%	80%	20%	70%	30%	70%	30%
Asset/Hardware	\$51	\$0	\$17	\$0	-/-	-/-	-/-	-/-	\$240	\$0	\$48	\$12
Operations/Personnel	\$16	\$4	\$16	\$4	\$150	\$0	\$120	\$30	\$205	\$88	\$205	\$88
Total Allocation Amount	\$67	\$4	\$33	\$4	\$150	\$0	\$120	\$30	\$445	\$88	\$253	\$100
Total Regional Cost	\$71		\$37		\$150		\$150		\$533		\$353	
Year One State/Fed	\$662		<i>Notes: All costs are recorded in thousands. Total costs for routes are inflated due to the absence of operating cost recovery from collected fares.</i>									
Year One Local Match	\$92											
Year Two+ State/Fed	\$406											
Year Two+ Local Match	\$134											
Year One Total	\$774											
Year Two+ Total	\$540											

Three different methodologies are presented for allocating costs between counties.

Population-Based Allocation

The coordinated scheduling, mobility manager, and intra-regional route(s) costs are first divided evenly between the applicable counties with 5311 service, based on the determined base fund ratio of 10, 25, or 50 percent. Then, the remaining costs are distributed among the applicable 5311 counties based on their total population.

Mileage-Based Allocation

The coordinated scheduling and mobility manager costs are first equally divided among the counties with 5311 providers. The remaining costs for the intra-regional route(s) are distributed between counties based on how many miles are traveled on the route in each respective county.

County-Based Allocation

The coordinated scheduling and mobility manager costs are first equally divided among the counties with 5311 providers. The costs for the intra-regional route are distributed among counties where the route(s) are either traveled directly through or are located close enough to the alignment of the route so the county experiences a significant benefit. Costs for the intra-regional route(s) are first divided equally among all benefitting counties, then half of the original allotment is subtracted from the adjacent counties, and that amount is divided evenly among the counties where the route travels directly through and thus adds to their original amount.

KDOT REGIONAL TRANSIT BUSINESS MODEL IMPLEMENTATION

Table II-79 Northwest CTD Local Cost Allocation Year 1

Fare Cost Recovery		Population Based (Assumes 10% equally split between counties)			Population Based (Assumes 25% equally split between counties)			Population Based (Assumes 50% equally split between counties)			Mileage Based Allocation (Based on number of miles driven in each county)			County Based Allocation (Includes all benefiting counties)		
		5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%
County	Population															
Cheyenne	2,724	\$3,829	\$3,628	\$3,023	\$4,711	\$4,463	\$3,719	\$6,181	\$5,855	\$4,880	\$6,233	\$5,905	\$4,920	\$9,120	\$8,640	\$7,200
Decatur	2,939	\$1,613	\$1,536	\$1,305	\$1,805	\$1,719	\$1,461	\$2,125	\$2,024	\$1,722	\$3,473	\$3,305	\$2,802	\$3,157	\$3,006	\$2,553
Ellis	28,525	\$37,686	\$35,766	\$30,007	\$33,386	\$31,684	\$26,580	\$26,219	\$24,881	\$20,868	\$6,518	\$6,190	\$5,206	\$9,406	\$8,926	\$7,486
Gove	2,771	\$4,023	\$3,819	\$3,206	\$4,920	\$4,670	\$3,919	\$6,415	\$6,089	\$5,108	\$13,425	\$12,733	\$10,659	\$9,406	\$8,926	\$7,486
Graham	2,617	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Logan	2,766	\$4,017	\$3,813	\$3,202	\$4,915	\$4,666	\$3,916	\$6,412	\$6,086	\$5,106	\$1,802	\$1,722	\$1,483	\$9,406	\$8,926	\$7,486
Norton	5,658	\$3,796	\$3,611	\$3,053	\$3,625	\$3,448	\$2,918	\$3,338	\$3,177	\$2,693	\$3,514	\$3,344	\$2,835	\$5,594	\$5,314	\$4,476
Osborne	3,852	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Phillips	5,579	\$1,436	\$1,374	\$1,189	\$1,658	\$1,584	\$1,364	\$2,027	\$1,935	\$1,657	\$3,566	\$3,394	\$2,876	\$2,722	\$2,594	\$2,209
Rawlins	2,555	\$1,436	\$1,367	\$1,162	\$1,658	\$1,579	\$1,342	\$2,027	\$1,931	\$1,643	\$3,775	\$3,591	\$3,040	\$3,157	\$3,006	\$2,553
Rooks	5,205	\$1,367	\$1,308	\$1,131	\$1,600	\$1,529	\$1,316	\$1,989	\$1,898	\$1,625	\$3,410	\$3,246	\$2,752	\$2,722	\$2,594	\$2,209
Rush	3,262	\$164	\$164	\$164	\$184	\$184	\$184	\$218	\$218	\$218	\$286	\$286	\$286	\$286	\$286	\$286
Russell	6,926	\$316	\$316	\$316	\$311	\$311	\$311	\$302	\$302	\$302	\$286	\$286	\$286	\$286	\$286	\$286
Sheridan	2,562	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sherman	6,036	\$10,403	\$9,870	\$8,271	\$10,650	\$10,104	\$8,467	\$11,062	\$10,494	\$8,792	\$12,077	\$11,456	\$9,595	\$9,406	\$8,926	\$7,486
Smith	3,835	\$187	\$187	\$187	\$204	\$204	\$204	\$231	\$231	\$231	\$286	\$286	\$286	\$1,330	\$1,275	\$1,110
Thomas	7,854	\$13,175	\$12,500	\$10,476	\$12,960	\$12,296	\$10,304	\$12,602	\$11,956	\$10,017	\$17,797	\$16,876	\$14,111	\$12,278	\$11,646	\$9,753
Trego	2,977	\$4,252	\$4,036	\$3,389	\$5,111	\$4,851	\$4,072	\$6,543	\$6,209	\$5,210	\$11,235	\$10,659	\$8,930	\$9,406	\$8,926	\$7,486
Wallace	1,508	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

KDOT REGIONAL TRANSIT BUSINESS MODEL IMPLEMENTATION

Table II-80 Northwest CTD Local Cost allocation Year 2+

Fare Cost Recovery		Population Based (Assumes 10% equally split between counties)			Population Based (Assumes 25% equally split between counties)			Population Based (Assumes 50% equally split between counties)			Mileage Based Allocation (Based on number of miles driven in each county)			County Based Allocation (Includes all benefiting counties)		
		5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%	5%	10%	25%
County	Population															
Cheyenne	2,724	\$4,309	\$4,107	\$3,503	\$5,301	\$5,053	\$4,310	\$6,955	\$6,630	\$5,654	\$7,014	\$6,686	\$5,701	\$10,263	\$9,783	\$8,343
Decatur	2,939	\$3,035	\$2,958	\$2,727	\$3,431	\$3,345	\$3,087	\$4,090	\$3,989	\$3,687	\$6,258	\$6,090	\$5,587	\$5,879	\$5,728	\$5,275
Ellis	28,525	\$51,717	\$49,798	\$44,038	\$45,710	\$44,008	\$38,904	\$35,697	\$34,359	\$30,346	\$9,442	\$9,114	\$8,130	\$12,692	\$12,212	\$10,772
Gove	2,771	\$5,584	\$5,380	\$4,768	\$6,769	\$6,519	\$5,768	\$8,743	\$8,416	\$7,436	\$17,214	\$16,522	\$14,448	\$12,692	\$12,212	\$10,772
Graham	2,617	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Logan	2,766	\$5,577	\$5,373	\$4,761	\$6,762	\$6,513	\$5,763	\$8,739	\$8,412	\$7,432	\$4,135	\$4,055	\$3,815	\$12,692	\$12,212	\$10,772
Norton	5,658	\$6,481	\$6,295	\$5,737	\$6,303	\$6,126	\$5,596	\$6,005	\$5,843	\$5,359	\$6,308	\$6,138	\$5,628	\$8,807	\$8,527	\$7,689
Osborne	3,852	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Phillips	5,579	\$3,621	\$3,559	\$3,374	\$3,919	\$3,846	\$3,626	\$4,416	\$4,323	\$4,046	\$6,371	\$6,198	\$5,680	\$5,356	\$5,228	\$4,843
Rawlins	2,555	\$2,707	\$2,638	\$2,433	\$3,157	\$3,078	\$2,842	\$3,907	\$3,811	\$3,523	\$6,621	\$6,437	\$5,886	\$5,879	\$5,728	\$5,275
Rooks	5,205	\$3,425	\$3,366	\$3,189	\$3,756	\$3,685	\$3,472	\$4,307	\$4,216	\$3,943	\$6,183	\$6,018	\$5,525	\$5,356	\$5,228	\$4,843
Rush	3,262	\$1,392	\$1,392	\$1,392	\$1,564	\$1,564	\$1,564	\$1,853	\$1,853	\$1,853	\$2,429	\$2,429	\$2,429	\$2,429	\$2,429	\$2,429
Russell	6,926	\$2,682	\$2,682	\$2,682	\$2,640	\$2,640	\$2,640	\$2,569	\$2,569	\$2,569	\$2,429	\$2,429	\$2,429	\$2,429	\$2,429	\$2,429
Sheridan	2,562	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sherman	6,036	\$13,971	\$13,438	\$11,839	\$14,254	\$13,708	\$12,071	\$14,727	\$14,159	\$12,457	\$15,697	\$15,077	\$13,215	\$12,692	\$12,212	\$10,772
Smith	3,835	\$1,593	\$1,593	\$1,593	\$1,733	\$1,733	\$1,733	\$1,965	\$1,965	\$1,965	\$2,429	\$2,429	\$2,429	\$3,683	\$3,628	\$3,463
Thomas	7,854	\$17,703	\$17,028	\$15,004	\$17,364	\$16,700	\$14,708	\$16,800	\$16,154	\$14,215	\$22,404	\$21,482	\$18,717	\$16,142	\$15,511	\$13,618
Trego	2,977	\$5,905	\$5,689	\$5,042	\$7,036	\$6,776	\$5,997	\$8,921	\$8,588	\$7,589	\$14,750	\$14,173	\$12,445	\$12,692	\$12,212	\$10,772
Wallace	1,508	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

IMPLEMENTATION PLAN

The ultimate goal of this regional coordination effort was to identify coordination strategies and then implement those strategies. Implementation involves a series of actions that will result in the strategy concept actually becoming a reality. In some respects, identifying and understanding those actions, or steps, is the most critical element in the entire process.

The table below identifies the time period when each proposed strategy could potentially be implemented in the Northwest CTD. A comprehensive summary of each CTD's implementation plan is shown in Volume I.

Table II-81 Northwest CTD Strategy Implementation Plan

Strategy	Immediate Next Steps	Short Term (0 - 2 years)	Med. Term (2 - 5 years)	Long Term (5+ years)
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	
Northern Intra-regional Route			✓	
Southern Intra-regional Route			✓	

In addition to the proposed timeline for implementing said strategies, the study team has developed an action plan (below), listing relevant actions the Northwest CTD should consider when constructing their own regionally preferred implementation plan.

Establish Regional Coordination Structure

- KDOT staff and providers determine membership of a regional coordination board and the new Northwest CTD
- Incorporate regional coordination board as non-profit corporation
- Incorporate the Northwest CTD to reflect updated membership
- Hold initial meetings of regional coordination board and advisory committee to discuss and agree upon responsibilities, elect officers, and establish policies and procedures

Hire Mobility Manager

- Regional coordination board chair meets with KDOT staff to discuss and agree upon mobility management program funding policies and procedures and establish how funding will flow

- Northwest CTD committee convenes to discuss and agree upon recommended roles and responsibilities of the mobility manager, estimates of cost, and local funding responsibilities
- Northwest CTD committee chair forwards recommended roles and responsibilities, cost estimates, and funding responsibilities to regional coordination board
- Selection committee conducts interviews and makes hiring recommendation to the full board
 - Board chair tenders offer of employment to selected candidate
- Board authorizes employment services agreement with local agency
 - Board chair appoints committee to negotiate employment services agreement
- Regional coordination board meets to discuss the Northwest CTD committee recommendation; board secretary responsible for developing position description and qualifications and soliciting applications from interested individuals
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the board's secretary
- Board chair appoints selection committee from board members and assigns responsibility for reviewing applications and selecting candidates for interview
- Board meets with newly hired mobility manager to develop work plan and establish working arrangement

Initiate Proposed Regional Service

- Northwest CTD committee meets to review proposed regional service strategy(ies)
- Northwest CTD committee chair appoints subcommittee to refine service concept and select service provider
- Northwest CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
- Northwest CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- CTD committee meets to discuss promotion of the new regional service
 - CTD committee chair appoints subcommittee to develop recommendations for promotion of new regional service
 - CTD committee chair forwards recommendations to regional coordination board
- Board adopts service promotion recommendations (subject to any desired changes)
 - Board chair assigns mobility manager responsibility for initiating promotional activities associated with new regional service

- New service is initiated
 - Mobility manager assumes responsibility for monitoring new service performance and reporting back to board, CTD committee, and KDOT

Develop Centralized Scheduling Capabilities

- KDOT identifies statewide scheduling/dispatching system vendor and enters into service contract
- Northwest CTD committee recommends acquisition of centralized scheduling/dispatching system to regional coordination board
 - Northwest CTD committee chair appoints subcommittee to work with mobility manager and KDOT staff to develop specifications for the centralized scheduling/dispatching system based on regional priorities and interests
 - Northwest CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
 - Northwest CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- Centralized scheduling/dispatching system is procured and installed
 - Mobility manager assumes responsibility for managing initial training program, monitoring system performance, and reporting back to board, Northwest CTD committee, and KDOT

CHALLENGES TO IMPLEMENTATION

As KDOT's strategic vision for transit in Kansas moves toward implementation, several potential challenges were identified in Volume I. The challenges listed below have significant relevance in the Northwest CTD, including:

- Diversity of CTDs across the state – i.e., each CTD will be in a somewhat different stage of implementation based on multiple factors, including:
 - Ability of counties to fund local match responsibilities
 - Number of counties willing to buy-in to all the proposed strategies
 - Possibility of counties funding local match one year, and not the other, putting a bigger strain on the counties still funding their part of the match
 - Current level of coordination between providers

- Making potential riders in the Northwest CTD aware of the provided service once it is implemented.
- ACCESS is currently the preferred provider to operate the intra-regional routes to Hays and Goodland, but is currently unable to travel outside the Ellis County boundary.
- Receiving critical mass of buy-in. How will the Northwest CTD decide whether or not to move forward with specific elements?
- Maintaining interest/buy-in from elected officials to participate in the Northwest CTD's regional coordination board.
- Identifying who is responsible for the initial implementation effort. Who takes the lead in moving ahead with the development of governance structures and the hiring of mobility managers?

SOUTH CENTRAL - COORDINATED TRANSIT DISTRICT

PROJECT PURPOSE AND NEED

The purpose of the KDOT Regional Transit Business Model Implementation project is to develop strategies for the provision of transit services throughout rural Kansas that will make the most efficient use of additional transit funding made available by the state legislature as part of the Transportation Works for Kansas (T-WORKS) transportation program. This additional funding support is intended to improve the efficiency and availability of rural transit service throughout the state, thus making transit more accessible and more useful to the state's rural residents. Improving efficiency and availability requires finding common services connected to some or all providers within a region of the state and developing programs to share labor and capital resources associated with the common services.

Passage of the T-WORKS program in 2010 ushered in a new approach to rural transit program management and operations across the state, as well as an enhanced funding plan to implement the desired changes. Historically, the nearly 200 rural transit providers across the state have planned and operated services independently, which in some locations has resulted in redundant service and/or missed opportunities for providing service to those without access. Connected with T-WORKS, the Kansas Department of Transportation (KDOT) and stakeholders throughout the state are developing and implementing a new approach of coordinated transit service which will:

- Allow more people in the state to have access to some level of transit service.
- Improve the efficiency and cost-effectiveness of the public and private investments in transit.
- Reduce the gaps and redundancies observed in the current approach to providing service.

Within each region, stakeholder teams composed of transit providers, city and county officials, medical providers, and social agencies were created. The stakeholder teams were charged with providing the KDOT and consultant study team with input on needs and mobility gaps within the regions, giving feedback on ideas for coordinated service, and acting as the conduit to local councils and/or county commissioners relative to decision-making. Meetings with each stakeholder team occurred four times over the course of the project. In July and August 2013, the project was introduced and regional boundaries introduced. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers.

The following plan details the existing characteristics and the recommended coordination strategies for the South Central CTD.

COORDINATED TRANSIT DISTRICT BOUNDARY

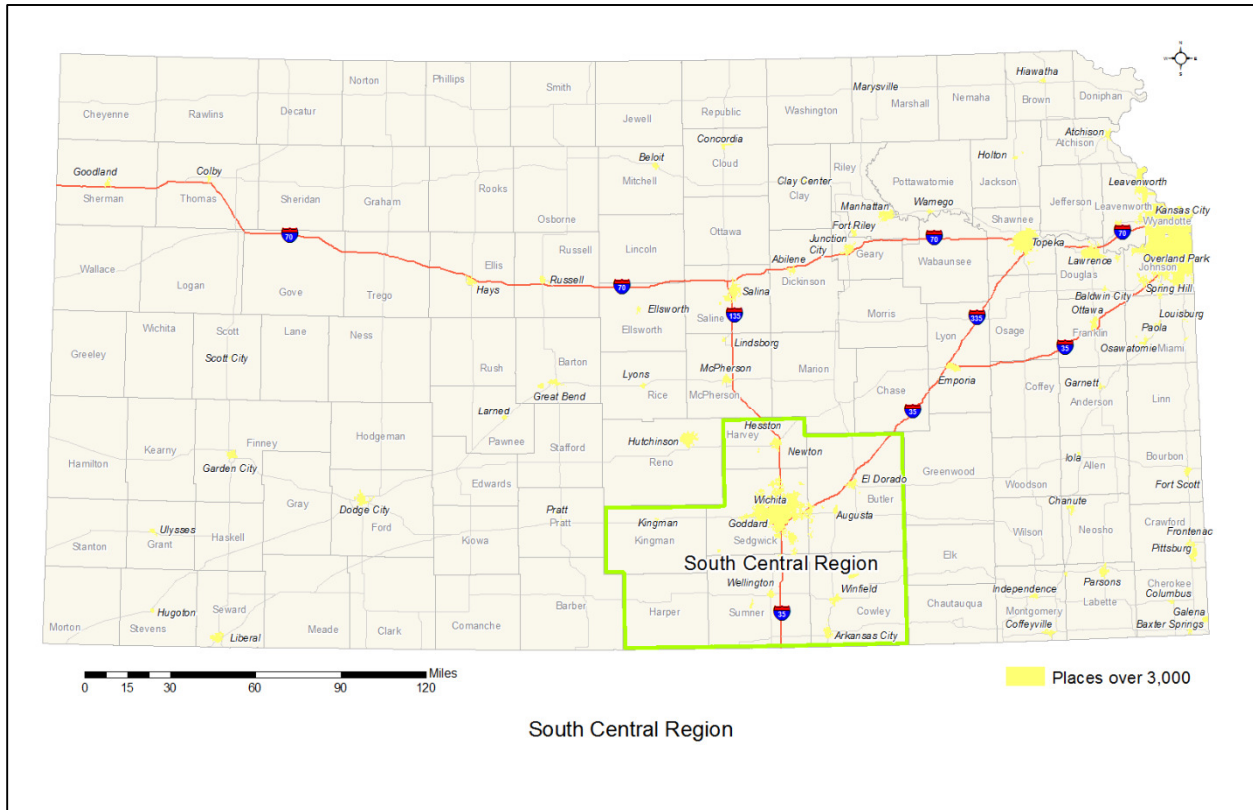
Steady progress to advance coordination has been made since the effort was formalized by passage of the 1992 Kansas Coordinated Transit District Law. The CTD boundary structure across the state was based on an administrative structure of many of the associated agencies such as area Agencies on Aging, county boundaries, and Community Development Disability Organization areas. An initial step in the on-going regionalization project was to evaluate the individual CTD boundaries and make appropriate adjustments to better reflect commuter flows, population densities, and travel sheds for medical and retail areas, while retaining the county boundary element of the administrative structure. Following the evaluation, the state was divided into nine primarily rural-focused regions, which are the focus of this project, and a tenth urban region comprised of Douglas, Johnson, Shawnee, and Wyandotte counties. The current CTD boundaries will be adjusted to conform to the boundaries of the defined regions. As a result, the state will now consist of 10 CTDs compared to the original 15 CTDs.

The South Central CTD encompasses seven counties and parts of CTDs 11, 12, and 13. The cities of Wichita, Arkansas City, Augusta, Eldorado, Goddard, Newton, Wellington, and Winfield make up the towns with populations of more than 3,000 people. The Wichita metropolitan area is centered within the region; together with the surrounding towns with populations of more than 3,000, the region is the second most populous in the state. There are 5311 and/or 5310 providers in all seven counties, and some level of public transit service is available in each.

The seven counties located in this CTD include:

- Butler County
- Cowley County
- Harper County
- Harvey County
- Kingman County
- Sedgwick County
- Sumner County

Figure II-25 Statewide Map - South Central CTD



List of Providers

Providers identified in the South Central CTD are categorized according to their source of funding from the KDOT. The 5311 providers are funded under the FTA’s Section 5311 (General Public Transportation) program, which provides capital and operating funds to support rural and small urban (under 50,000 population) transportation projects that serve the general public¹. The 5310 providers are funded under the Section 5310 program (Specialized Transportation for the Elderly or Disabled), which provides funds to private non-profit corporations and local governments in both urbanized and non-urban areas to provide transportation services to meet the special needs of the elderly and the disabled.

5311 Providers

Butler County Department on Aging (DOA) – Butler County DOA provides service to Augusta, Andover, and El Dorado Monday through Friday, 8:00 a.m. to 5:00 p.m. Service from Douglas to Augusta is provided every other Tuesday, and service connections to Wichita are provided on

¹ Kansas Department of Transportation (KDOT). Public Transportation Applications. Section 5310/5311 Funding. <http://www.ksdot.org/burtransplan/pubtrans/index.asp>

Wednesdays and Thursdays. The agency provides approximately 80 rides per day, for a fare of \$0.50 in town, \$2 per ride between in-county towns, and \$4 per ride to Wichita.

City of Anthony – The city of Anthony operates service weekdays 8:00 a.m. to 5:00 p.m. within the city limits. The city provides nearly 150 rides per month, operating one passenger van. While one-way trips are \$2, round trips are \$2 for senior citizens and \$3 for riders under 65 years old. Any round trips including more than three stops charges \$1 for each additional stop.

City of Kingman – The city of Kingman operates within the city limits weekdays from 7:30 a.m. to 4:30 p.m. during the school year and from 8:00 a.m. to 4:30 p.m. during the summer. The service provides approximately 2,300 rides per month during the school year and roughly 800 during the summer. Kingman operates two ADA-accessible passenger vans. Fares are charged depending on a membership basis. After spending \$15 for a membership lasting from September through August, \$4 ride cards can then be bought to pay for 10 rides each. With the use of a ride card, users pay \$0.40 per ride instead of the usual \$1 per ride.

Cowley County Council on Aging (COA) – Cowley County COA offers service to all of Cowley and Chautauqua counties and will go to Wichita and El Dorado. The service provides nearly 1,500 rides per month and operates 8:00 a.m. to 12:00 p.m., Monday through Friday, and also 1:00 p.m. to 5:00 p.m., Monday through Thursday. The COA operates five passenger vans, two of them ADA accessible, and is based in Winfield. Fares cost \$2 per trip or 13 rides for \$20. Exceptions to this structure include \$25 fares for trips to Wichita and \$6 for round trips to rural destinations, including \$2 for each additional stop.

Futures Unlimited, Inc. – Futures Unlimited, Inc., based in Wellington, provides approximately 1,200 rides per month. The service offers service weekdays from 8:30 a.m. to 8:30 p.m. and Saturdays 9:00 a.m. to 2:00 p.m. to those living in Sumner County. County-wide trips start after 9:00 a.m. and run no later than 3:00 p.m. Futures Unlimited travels to Cowley County on Mondays, Wednesdays, and Fridays and travels to Sedgwick, Harper, and Cowley counties on Tuesdays and Thursdays. Service goes as far east as Winfield, north to El Dorado or Newton, south to Arkansas City, and west to Harper when time permits.

Harper County Department on Aging (DOA) – Harper County DOA offers service to destinations within the county, as well as to Pratt, Medicine Lodge, Wichita, and as far as El Dorado. The service, based in Anthony, operates three passenger vans, two of them ADA accessible, providing more than 100 rides per month. Its service hours are weekdays from 8:00 a.m. to 5:00 p.m. Harper County commissioners set fares at \$4 for round trips inside Anthony, \$7 for round trips within the county, and \$15 for round trips outside the county.

Harvey County DOA – Harvey County DOA provides trips within a 50-mile radius of Newton. The service operates six vehicles, three of them ADA accessible, weekdays from 8:00 a.m. to 5:00 p.m. Based on estimates of riders' ability to pay, fares include \$12 for trips inside Harvey County, \$20 for out-of-county trips, \$25 to the Wichita airport, and \$8 for recreational trips.

Kingman County COA – Kingman County COA provides approximately 80 rides per month to destinations within the county and to Pratt, Hutchinson, Wichita, and Andover. The service,

based in Kingman, operates two passenger vans, one of them ADA accessible, weekdays from 7:30 a.m. to 4:00 p.m. Fares cost \$14 per round trip to Wichita and an additional \$0.50 per mile to travel beyond the Wichita city center.

Sedgwick County DOA – Sedgwick County DOA provides around 200 rides per month to destinations in Sedgwick County. The service, based in Wichita, operates one ADA-accessible passenger van weekdays from 8:00 a.m. to 5:00 p.m. The DOA also contracts service 24 hours a day for ambulatory service and through Saturday until 4:00 p.m. for non-ambulatory access. Fares cost \$3 per trip. Income levels in the rural areas of the county show that increasing single-trip fares past \$3 would significantly impact riders' ability to use the service.

Twin Rivers Developmental Supports – Twin Rivers Developmental Supports provides 600 rides per month to Cowley County and to Wichita. The service operates seven days a week from 8:00 a.m. to 8:00 p.m. and requires a 24-hour reservation. Fares are \$2 in city limits, \$4 outside city limits and to Arkansas City, and \$0.63 per mile outside the Winfield and Arkansas City areas.

5310 Providers

In addition to 5311 general public transportation providers, several 5310 transportation programs are present in the CTD. These programs are listed below.

Cerebral Palsy Foundation

Creative Community Living (El Dorado)

Creative Community Living (Winfield)

Cowley County Mental Health

Creative Community Living of South Central Kansas

Envision

Heartspring

KETCH

Mosaic

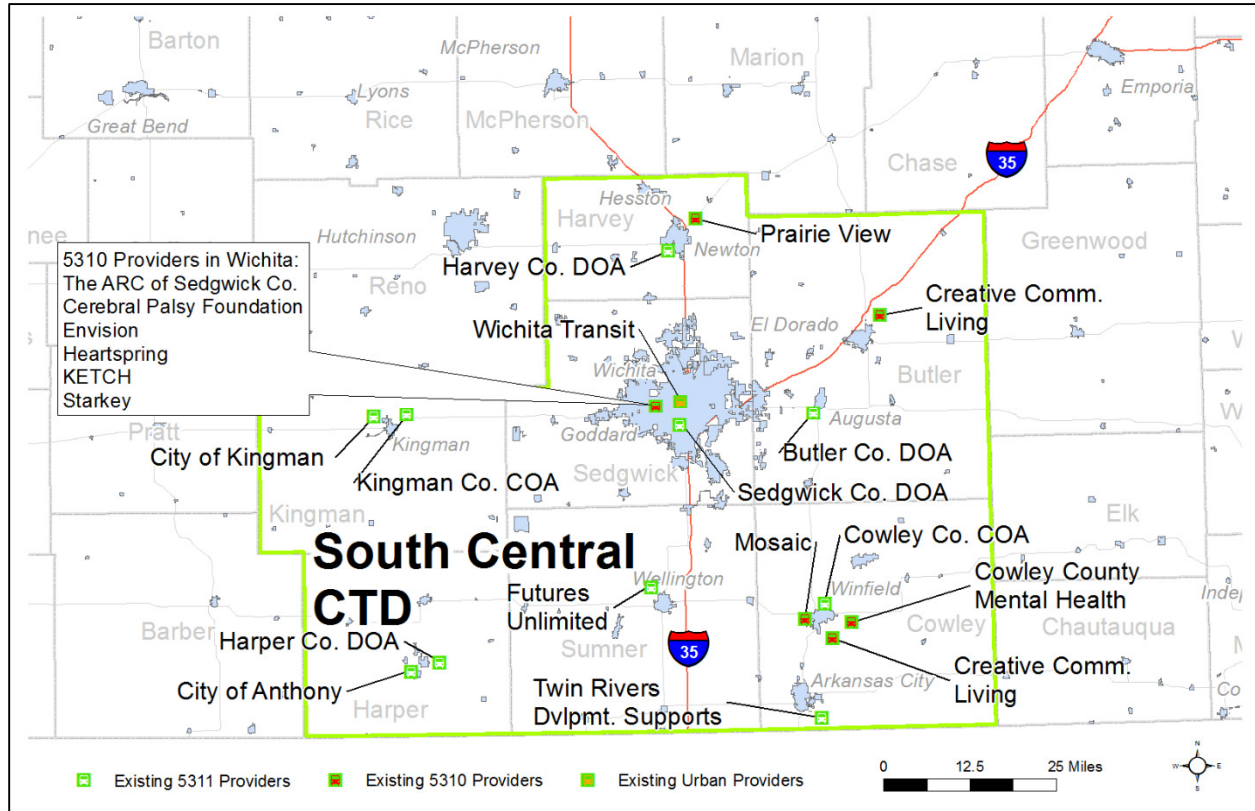
Prairie View

Starkey

The ARC of Sedgwick County

The next section describes the process to determine the proposed regional strategies for the CTD. Figure II-26 displays the location of providers in the South Central CTD.

Figure II-26 South Central CTD Providers



BACKGROUND FOR ACTION IN THE SOUTH CENTRAL CTD

The following sections detail the project’s planning process to arrive at a final proposed strategy for the South Central CTD.

Each stakeholder team and study team met four times over the course of the project. In July and August 2013, a survey of transit providers was administered, the project and the regional boundaries were introduced, and the initial data and input was collected. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers. Listed below are the stakeholder organizations who participated in at least one of the four South Central CTD meetings.

A total of 25 organizations, represented by 39 individuals, participated as stakeholders in the series of four meetings held in Wichita.

Table II-82 South Central CTD Meeting Participants

Stakeholder	City	County	Type
Butler County	El Dorado	Butler	County Govt.
Butler County DOA	Augusta	Butler	5311
Cerebral Palsy Research Foundation	Wichita	Sedgwick	5310
City of Anthony	Anthony	Harper	5311
City of Kingman	Kingman	Kingman	City Govt./5311
Cowley County COA	Winfield	Cowley	5311
Cowley County Mental Health	Winfield	Cowley	5311
Creative Community Living (El Dorado)	El Dorado	Butler	5310
Envision	Wichita	Sedgwick	5310
Futures Unlimited, Inc.	Wellington	Sumner	5311
Harper County DOA	Anthony	Harper	5311
Harvey County Transportation	Newton	Harvey	5311
Heartspring	Wichita	Sedgwick	5310
Housing and Community Services - (MIDCAP) Mid Kansas Community Action Program	Anthony	Butler	Other
KETCH, Inc.	Wichita	Sedgwick	5310
Kingman County COA	Kingman	Kingman	5311
McPherson Senior Center	McPherson	McPherson	Other
Prairie View	Newton	Harvey	5310
Rice County COA	Lyons	Rice	5311
Sedgwick County DOA	Wichita	Sedgwick	5311
Starkey, Inc.	Wichita	Sedgwick	5310
Twin Rivers Developmental Supports	Arkansas City	Cowley	5311
vRide	Wichita	Sedgwick	Other
Wichita Area Metropolitan Planning Organization (WAMPO)	Wichita	Sedgwick	MPO
Wichita Transit	Wichita	Sedgwick	Urban

During the first round of meetings in August 2013, stakeholders identified several needs, opportunities, and challenges that were important to their organizations and the people they serve. The group in the South Central CTD identified needs/issues affecting their organizations in particular. While the CTD may have more providers than most other regions, there are holes in span of service for early mornings, late evenings, and weekends. The needs for some of these times are because of dialysis appointments more frequently seen in the rural areas of the

region. In many counties with transit service, geographical coverage gaps or very limited service exist in portions of the county.

Prioritization of the Needs / Gaps / Barriers

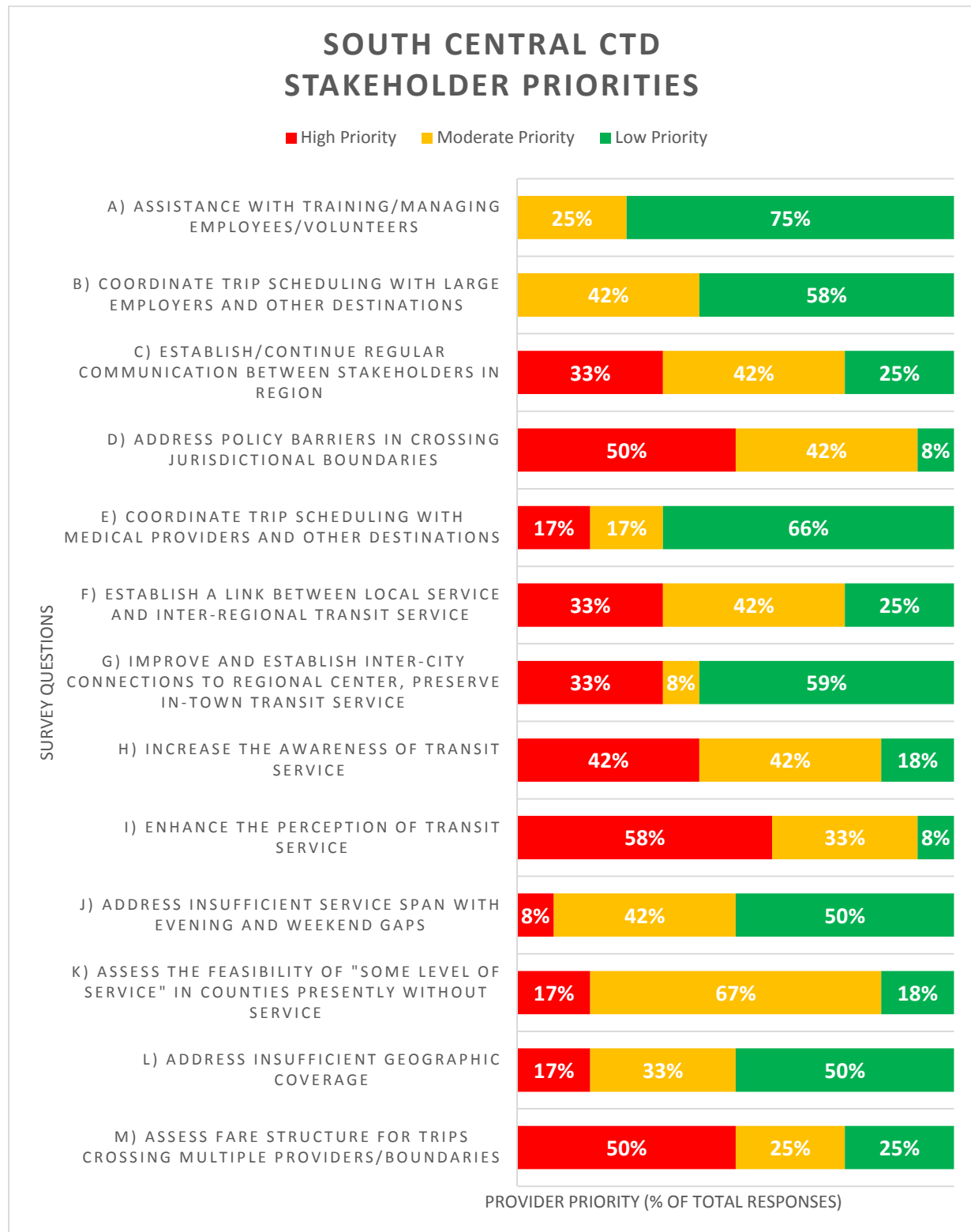
Unmet needs across the South Central CTD and within individual jurisdictions were discussed at the stakeholder meeting in August 2013. The need descriptions gathered in the meeting were discussed by KDOT staff and the consulting team and compared with the need descriptions identified in other regions across the state. A product of the statewide-level discussion was a list of 13 gaps/needs that encompassed those more-specific needs identified at the local levels. This list was circulated to stakeholder representatives and other agency representatives who attended the August 2013 meetings, with a request to provide input on prioritizing the needs. As funding for transportation services is constrained at the local, state, and federal levels relative to the gaps, prioritization is critical so the most important areas can be addressed before the less severe ones. The prioritized needs, according to stakeholders in the South Central CTD, are shown in Figure II-27.

Nearly all needs received votes for all three categories, though some rankings stand out. The following needs were identified as higher priority by the respondents.

- Need to address policy barriers in crossing jurisdictional boundaries
- Need to address fare structure for shared trips
- Need to increase the awareness of transit service
- Need to enhance the perception of transit service

The consulting team conducted a series of internal workshops and discussed the identified needs with representatives of many of the public transit agencies and relevant stakeholder organizations. After analyzing the data collected from the gaps/needs survey, the consulting team worked to create a list of strategies to address the prioritized gaps/needs.

Figure II-27 South Central CTD Stakeholder Priorities



SERVICE AND MANAGEMENT IDEAS/CONCEPTS

Description of Concepts

The focus of the December 2013 round of meetings was to discuss ideas the consulting team had developed with KDOT staff with input from transit providers, and to address the gaps. The goal in defining the strategies has been to “right-size” the concept, balancing the issue/need/gap with the current services and financial constraints likely in place at all jurisdictional levels.

Those ideas/concepts discussed in the meetings were based on the prioritized needs/gaps as seen below.

Need to address policy barriers in crossing jurisdictional boundaries.

Option: Develop template MOUs that would allow providers in adjacent counties to provide service that is financially allocated in a fair and equitable way.

Need to address fare structure for shared trips.

Option 1: Formalize existing fare-pricing structure whereby fares are established by each provider and users pay multiple fares for multiple provider trips.

Option 2: Establish agreed-upon fare pricing methodologies that result in some standardization of fares across the region.

Option 3: Develop inter-agency revenue allocation methodologies that would create a single fare for multiple provider trips.

Need to increase awareness and enhance perception of transit service.

Option 1: Modify provider naming conventions to clearly convey the agency’s mission of providing general public transit service.

Option 2: Coordinated Marketing: Use joint marketing templates and joint advertising to lower cost of marketing individual provider’s transit service.

Option 3: Joint Branding: Provide one informational phone number in the region for transit, but have clients still reserve/schedule by calling individual providers. Operations would remain largely uncoordinated.

Option 4: Full Branding Integration: Create one regional “umbrella” brand that incorporates centralized dispatching, coordinated fare structure, and inter-jurisdictional policies and provides a single regional phone number for scheduling.

Initial Screening Findings

Using input from earlier meetings on addressing the prioritized needs, materials were developed for the third round of stakeholder meetings, which took place in April 2014. Those materials provided details for each chosen strategy specific to the South Central CTD, including:

- Cost Allocation Model for Contracted Transit Service
- Centralized Scheduling/Dispatching
- Roles and Responsibilities of a Mobility Manager
- Transit Advisory Panel Structure

The April 2014 round of meetings gave stakeholders a chance to respond to the developed strategies and provide input on how the study team should go forward with the strategies. After receiving feedback from stakeholders, the study team analyzed comments from the April meetings and refined the proposed strategies based on those comments. Prior to the final round of meetings, stakeholders received materials including a Regional Strategy Refinement, a Local Match Allocation Model, and a Regional Governance Structure. In September 2014, a fourth round of meetings was held with stakeholders to give the group a final chance to respond to the regional strategies, discuss how much each strategy would cost for the participating organizations, and how the newly structured CTD would function.

Responses from the last round of meetings were reflected in the final strategy details including the expected implementation period for each strategy. In the following sections, the last iteration of the regional strategies is presented including mobility management and coordinated scheduling. Alternatives for cost allocation and implementation of each strategy are also included.

Regional Route Strategy

The need for a new inter-regional route in the South Central CTD is minimized due the geography of the CTD. The primary destination for most intra-regional trips in the CTD is Wichita. Because the Wichita metropolitan area is central to the CTD, trips to Wichita originate from adjacent counties, negating travel across multiple counties and thus eliminating opportunities for service collaboration between providers. For this reason, no inter-regional route strategy is proposed for the South Central CTD.

Transit trips within the region may be further supported with coordinated scheduling and mobility management, which would ease coordination between local providers who collect passengers and bring them to a central location to access the regional route. Coordinated scheduling may also allow the passenger and multiple providers to make the necessary scheduling arrangements with one call or through a software interface instead of with multiple calls between multiple parties. A mobility manager could collaborate with local operators to conduct outreach to unserved markets. These strategies are described in greater detail in the following sections.

Mobility Management

An essential element to the success of a coordinated approach to providing public transit service in the South Central CTD will be the introduction of a mobility manager. The concept of mobility management is built on the principle of coordination to maximize efficiency. A common responsibility of a mobility manager is to identify and collaborate with the disparate transportation providers in their CTD. At the system or organizational level, the mobility manager would be responsible for working within the service area to identify gaps and help close those gaps by facilitating inter-organizational agreements and relationships such as between transportation providers, major employment and medical providers, and cities or counties; identifying additional resources; or bringing additional transportation partners together. A primary responsibility of the mobility manager would be to identify and coordinate the long-distance trips performed by transit providers in the CTD.

Responsibilities of the mobility manager could include the following:

- Schedules and coordinates the provision of trip requests for inter-community and inter-regional transportation service.
- Promotes, enhances, and facilitates access to transportation services, including integrating and coordinating services for individuals with disabilities, older adults, and low-income individuals.
- Supports short-term management activities to plan and implement coordinated services.
- Provides coordination services with medical service providers, human service organizations, and employers.
- Develops one-step transportation traveler call center to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs.
- Develops travel training—new training programs—for individual users on awareness, knowledge, and skills of public and alternative transportation options available in their communities. This training would include travel instruction and travel training services.
- Develops new ways to remove barriers for transportation to and from jobs and develops employment support services for people residing in rural areas.
- Coordinates contracts for transportation services between service providers and between local jurisdictions.
- Assesses client needs and identifies travel options.

- Analyzes routes and offers suggestions to be most cost-effective to clients.
- Provides adequate training and knowledge of the different types of services available to the CTD's residents.
- Cooperates with regional transportation service providers to ensure optimum transportation opportunities for customers in light of mandates, regulations, and expectations.
- Assists in developing printed material and forms to make information clearly obtainable for those using any of the various transportation programs in the CTD.
- Facilitates regular meetings of public transportation providers in the CTD in order to develop collaborative strategies to improve regional mobility.

South Central CTD Mobility Management

In the South Central CTD, Wichita Transit has indicated a willingness and ability to house the regional mobility manager on a contractual basis. This position would focus on mobility management issues throughout the South Central CTD, while also working with Wichita Transit's dedicated mobility manager, who would be focused on mobility management and para-transit issues within Wichita Transit's service area. The South Central CTD mobility manager would be a full-time position charged with coordinating longer-distance or regional transit trips among regional transit providers and external providers. In addition, the South Central CTD mobility manager would work with major medical providers, the dialysis centers in Wichita and Winfield, employers, and social service agencies within the region to better match transit service to trip patterns and regional demand. The South Central CTD mobility manager would also be a resource for those jurisdictions that are currently underserved by transit, but who may desire an additional level of transit either by working with KDOT to develop an in-house transit provider or by purchasing transit services from an already-existing nearby provider. At the direction of the regional transit board, the mobility manager would support implementation of regional strategies through grant writing, contract administration, facilitating discussion and dialogue, and working with regional providers to implement coordinated dispatch and regional routes. Finally, the mobility manager would provide administrative support for the regional transit board, including preparing grant applications and fulfilling reporting requirements related to regional initiatives and preparing material and logistics for regional transit board meetings.

Coordinated Scheduling

Coordinated scheduling or dispatching can be an important component to a successful coordination strategy among rural transit agencies in Kansas. Coordinated scheduling or dispatching is the utilization of scheduling and software and GPS-enabled in-vehicle tablets to efficiently assign and route passengers on the most-optimal trip. The technology can be used by

one agency to schedule trips on their own vehicles, or it can be used in conjunction with other agencies to assign passengers to vehicles operated by the other agency. Varying degrees and varying levels of scheduling/dispatching centralization can be considered. Once the basic infrastructure has been installed within agencies and vehicles, transitioning between the different degrees of centralized scheduling would require minimal investment. Electing to have one agency dispatch for another agency would also require minimal additional investment. Three options have been described to the CTDs:

- Option 1 – Focusing centralized scheduling efforts to regional or long-distance trips
- Option 2 – Each provider scheduling their trips using the centralized scheduling system and dispatching their own vehicles, but allowing multiple providers to see each other’s trips, making coordination and trip-chaining easier
- Option 3 – Scheduling all trips through a centralized call number that assigns the trip to the appropriate agency

All of the CTDs throughout Kansas indicated a desire to pursue coordinated scheduling and dispatching at the level of Option 1 or Option 2. Even though these levels would have each agency continuing as the primary scheduler and dispatcher for their customers and vehicles, a single agency in the CTD would still be designated to administer the contract with the technology vendor. This single vendor model for each CTD would allow dynamic interaction between the trip and vehicle schedules of multiple agencies within the CTD and could allow—at each agency’s discretion—contracting dispatching and scheduling services to other agencies.

South Central CTD Coordinated Scheduling

Wichita Transit is willing to serve as a point agency to administer the coordinated scheduling software for the South Central CTD, and they indicated that they have facility space for additional dispatchers, if necessary. Multiple providers in the South Central CTD currently use a variety of coordinated scheduling software including Trapeze, EnGraph Paraplan, and Strategen. Any implementation of regional coordinated scheduling would have to incorporate either adoption of a single scheduling software or protocols that would allow dynamic interface between different software vendors.

GOVERNANCE

Planning and concept design for enhancing the level of coordination between the public and human services transportation providers has been addressed for the entire state. The coordination plan must have flexibility in the overall concept to reflect the differences in needs and opportunities that exist not only across the state, but also within designated CTDs. Concepts recommended across the state range from coordinating schedules for shared rides between communities, to centralizing dispatching, to a much more simplified program of allowing agencies that provide inter-city service to stop in communities along their path to pick up passengers who currently do not have access to service. The intent of the proposed concept

is to allow the coordinated services setup to differ between CTDs, but to still have a consistent organizational framework across each CTD.

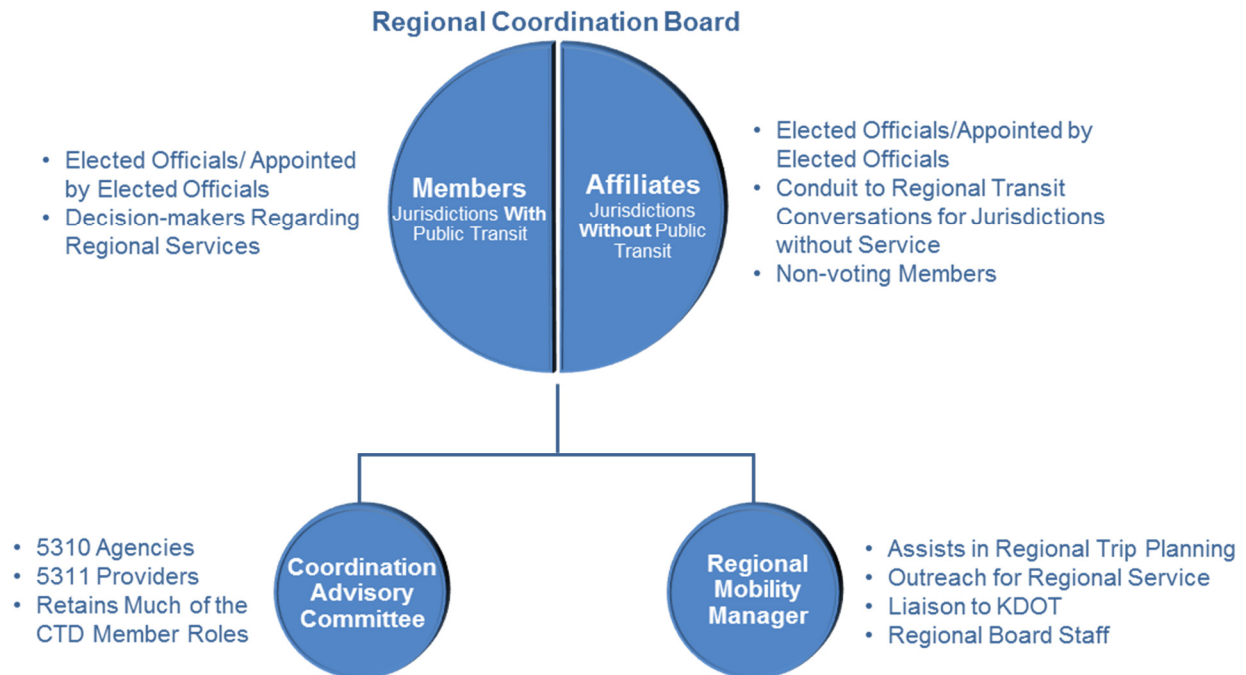
Integral to the regionalization concept is establishing a framework that promotes communication between elected officials, local and regional transportation providers, and agencies managing access to services that require clients to travel from their homes. To promote communication and decision-making regarding services, it is proposed that each CTD would have an active forum (a working title of Regional Public Transit Coordination Association is proposed) for elected officials, local transit providers, and other stakeholders to talk about and act upon service coordination that is appropriate for their particular population.

The Regional Public Transit Coordination Association would be comprised of three components:

- A Regional Public Transit Coordination Board
- A Coordination Advisory Committee
- Staff - The staff function would primarily be composed of a regional mobility manager

Figure II-28 illustrates the structure of the Regional Public Transit Coordination Association.

Figure II-28 Regional Public Transit Coordination Association Organization Chart



Regional Public Transit Coordination Board

The proposed role of the Regional Public Transit Coordination Board is to provide a forum for officials/representatives from the range of jurisdictions in each CTD to discuss and advance the coordination plan developed for their CTDs. The concept proposed at this point is that each county would be provided the opportunity to participate with representation on the coordination board. Counties have initially been proposed as the geographic entity as they reflect the jurisdictional level that would provide continuous geographical coverage of the CTD, assuming all counties choose to participate. Selecting board representation from municipalities leaves the question on the table about who provides the voice for people in rural areas (outside a town), and it also creates the potential for a very large body to organize. Establishing representation at the county level addresses both of the listed concerns.

Not all counties across the state participate in providing funding for public transportation; therefore, stratified board membership is proposed to allow those jurisdictions that provide funding to have a greater voice in setting the coordination direction for the CTD. Representation on the board is proposed as follows:

- **Members** – Elected or appointed officials representing counties, municipalities, or other agencies contributing public local match funds to provide *public* transit service as part of the KDOT program. Each jurisdiction or organization contributing local funds would be allotted one board position. Board members would be responsible for setting the direction for *coordinated* services within the CTD.
- **Affiliate Members** – Elected officials or their designees from counties that do not offer transit service and counties with transit service that is not part of the KDOT program.
- **Ex Officio Member** – A KDOT representative would function as a non-voting board member and provide technical guidance and direction.

Table II-83 lists the proposed membership of the South Central CTD’s Regional Public Transit Coordination Board.

Table II-83 Regional Public Transit Coordination Board Membership - South Central CTD

Organization	Membership Type	Funding
Butler County	Member	5311
City of Anthony	Member	5311
City of Kingman	Member	5311
City of Wichita	Member	5311
Cowley County	Member	5311
Futures Unlimited Inc. Funder	Member	5311

Organization	Membership Type	Funding
Harper County	Member	5311
Harvey County	Member	5311
Kingman County	Member	5311
Sedgwick County	Member	5311
Sumner County	Member	5311
KDOT Representative	Ex Officio Member	N/A
WAMPO Representative	Ex Officio Member	N/A
Regional Mobility Manager	Staff	N/A

Coordination Advisory Committee

The proposed coordination advisory committee would essentially mirror the current CTD committee concept, with representatives from transportation and human service providers from across the CTD. Consistent with the current CTD organization, the coordination advisory committee would elect a chair who would be responsible for leading meetings and be the point of contact for the coordination board.

The coordination advisory committee would provide the following:

- A forum for providers to discuss regional transportation needs, coordinated service opportunities, requests from the Regional Public Transit Coordination Board for input on new or consolidated service, and information sharing
- A group experienced in providing transit service that could design and implement coordination ideas developed through Regional Public Transit Board discussions
- An avenue to others that could assist in troubleshooting of software/hardware issues
- A centralized group for KDOT to meet with to disseminate information and to collect input

The coordination advisory committee would be comprised of:

- A representative from organizations participating in the 5310 funding program
- A representative from organizations participating in the 5311 funding program
- Ex Officio Member – A KDOT representative to function as a non-voting member and provide technical guidance and direction

Table II-84 lists the proposed membership of the South Central CTD’s coordination advisory committee.

Table II-84 Coordination Advisory Committee Membership - South Central CTD

Organization	Description
Butler County DOA	5311
City of Anthony	5311
City of Kingman	5311
Cowley County COA	5311
Futures Unlimited	5311
Harper County DOA	5311
Harvey County DOA	5311
Kingman County COA	5311
Sedgwick County DOA	5311
Twin Rivers Developmental Supports	5311
Cerebral Palsy Foundation	5310
Creative Community Living - El Dorado	5310
Creative Community Living - Winfield	5310
Cowley County Mental Health	5310
Envision	5310
Heartspring	5310
KETCH	5310
Mosaic	5310
Prairie View	5310
Prairie View Mental Health	5310
Starkey	5310
The ARC of Sedgwick County	5310
Wichita Transit	Urban
KDOT Representative	Ex Officio Member
Regional Mobility Manager	Staff

Refer to Volume I for additional details on the Regional Public Transit Coordination Association.

COST ALLOCATION

Following discussions with stakeholders during the final round of regional meetings in September 2014, clear interest was shown in reviewing numerous local allocation methods for the remaining costs of the proposed strategies. In response to the comments received, the study team developed three different methods for local match allocation.

The total local match is displayed in two different tables, reflective of KDOT's different levels of funding for each strategy's stage of implementation (first year and after first year). Table II-86 shows the costs for the first year of implementation, while Table II-87 shows the costs for years

after the strategies' inceptions. The table below breaks down KDOT's federal/state and local match responsibilities in relation to each strategy's summarized annual costs.

Table II-85 South Central CTD Annual Costing Summary by Regional Strategy

Strategy	Coordinated Scheduling				Mobility Management				Regional Route(s)			
	Year 1		Year 2+		Year 1		Year 2+		Year 1		Year 2+	
Implementation Period	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local	State/ Fed	Local
Agency Funding Responsibility	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Asset/Hardware Allocation	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Operations/Personnel Allocation	80%	20%	80%	20%	100%	0%	80%	20%	70%	30%	70%	30%
Asset/Hardware	\$100	\$0	\$20	\$0	-/-	-/-	-/-	-/-	-/-	-/-	-/-	-/-
Operations/Personnel	\$20	\$5	\$20	\$5	\$150	\$0	\$120	\$30	-/-	-/-	-/-	-/-
Total Allocation Amount	\$120	\$5	\$40	\$5	\$150	\$0	\$120	\$30	-/-	-/-	-/-	-/-
Total Regional Cost	\$125		\$45		\$150		\$150		\$0		\$0	
Year One State/Fed	\$270		<i>Notes: All costs are recorded in thousands. Total costs for regional routes are inflated due to the absence of operating cost recovery from collected fares.</i>									
Year One Local Match	\$5											
Year Two+ State/Fed	\$160											
Year Two+ Local Match	\$35											
Year One Total	\$275											
Year Two+ Total	\$195											

Two different methodologies are presented for allocating costs between counties.

Population-Based Allocation

The coordinated dispatching, mobility manager, and regional route costs are first divided evenly between the applicable counties with 5311 service, based on the determined base fund ratio of 10, 25, or 50 percent. Then, the remaining costs are distributed among the applicable 5311 counties based on their total population.

County-Based Allocation

The coordinated dispatching and mobility manager costs are first equally divided among the counties with 5311 providers. The costs for the regional route are distributed among counties where the route(s) are either traveled directly through or are located close enough to the alignment of the route where the county experiences a significant benefit. Costs for the regional route are first divided equally among all benefitting counties, then half of the original allotment is subtracted from the adjacent counties and that amount is divided evenly among the counties where the route travels directly through and thus adds to their original amount.

Table II-86 South Central CTD Local Cost Allocation Year 1

		Population Based (Assumes 10% equally split among counties)	Population Based (Assumes 25% equally split among counties)	Population Based (Assumes 50% equally split among counties)	County Based (Includes all benefitting counties)
County	Population				
Butler	65,647	\$511	\$545	\$602	\$714
Cowley	36,259	\$314	\$381	\$492	\$714
Harper	5,998	\$112	\$212	\$379	\$714
Harvey	34,572	\$303	\$372	\$486	\$714
Kingman	7,876	\$124	\$223	\$386	\$714
Sedgwick	497,062	\$3,403	\$2,955	\$2,208	\$714
Sumner	24,000	\$232	\$313	\$447	\$714

Table II-87 South Central CTD Local Cost allocation Year 2+

		Population Based (Assumes 10% equally split among counties)	Population Based (Assumes 25% equally split among counties)	Population Based (Assumes 50% equally split among counties)	County Based (Includes all benefitting counties)
County	Population				
Butler	65,647	\$3,580	\$3,817	\$4,211	\$5,000
Cowley	36,259	\$2,201	\$2,668	\$3,445	\$5,000
Harper	5,998	\$781	\$1,485	\$2,656	\$5,000
Harvey	34,572	\$2,122	\$2,602	\$3,401	\$5,000
Kingman	7,876	\$870	\$1,558	\$2,705	\$5,000
Sedgwick	497,062	\$23,820	\$20,683	\$15,456	\$5,000
Sumner	24,000	\$1,626	\$2,188	\$3,126	\$5,000

IMPLEMENTATION PLAN

The ultimate goal of this regional coordination effort was to identify coordination strategies and then implement those strategies. Implementation involves a series of actions that will result in the strategy concept actually becoming a reality. In some respects, identifying and understanding those actions, or steps, is the most critical element in the entire process.

The table below identifies the time period when each proposed strategy could potentially be implemented in the South Central CTD. A comprehensive summary of each CTD's implementation plan is shown in Volume I.

Table II-88 South Central CTD Strategy Implementation Plan

Strategy	Immediate Next Steps	Short Term (0 - 2 years)	Med. Term (2 - 5 years)	Long Term (5+ years)
Regional Coordination Structure		✓		
Mobility Manager		✓		
Coordinated Scheduling			✓	

In addition to the proposed timeline for implementing said strategies, the study team has developed an action plan (below), listing relevant actions the South Central CTD should consider when constructing their own regionally preferred implementation plan.

Establish Regional Coordination Structure

- KDOT staff and providers determine membership of a regional coordination board and the new South Central CTD
- Incorporate regional coordination board as non-profit corporation
- Incorporate the South Central CTD to reflect updated membership
- Hold initial meetings of regional coordination board and advisory committee to discuss and agree upon responsibilities, elect officers, and establish policies and procedures

Hire Mobility Manager

- Regional coordination board chair meets with KDOT staff to discuss and agree upon mobility management program funding policies and procedures and establish how funding will flow
- South Central CTD committee convenes to discuss and agree upon recommended roles and responsibilities of the mobility manager, estimates of cost, and local funding responsibilities

- South Central CTD committee chair forwards recommended roles and responsibilities, cost estimates, and funding responsibilities to regional coordination board
- Selection committee conducts interviews and makes hiring recommendation to the full board
 - Board chair tenders offer of employment to selected candidate
- Board authorizes employment services agreement with local agency
 - Board chair appoints committee to negotiate employment services agreement
- Regional coordination board meets to discuss the South Central CTD committee recommendation; board secretary responsible for developing position description and qualifications and soliciting applications from interested individuals
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the board's secretary
- Board chair appoints selection committee from board members and assigns responsibility for reviewing applications and selecting candidates for interview
- Board meets with newly hired mobility manager to develop work plan and establish working arrangement

Develop Centralized Scheduling Capabilities

- KDOT identifies statewide scheduling/dispatching system vendor and enters into service contract
- South Central CTD committee recommends acquisition of centralized scheduling/dispatching system to regional coordination board
 - South Central CTD committee chair appoints subcommittee to work with mobility manager and KDOT staff to develop specifications for the centralized scheduling/dispatching system based on regional priorities and interests
 - South Central CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
 - South Central CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- Centralized scheduling/dispatching system is procured and installed
 - Mobility manager assumes responsibility for managing initial training program, monitoring system performance, and reporting back to board, South Central CTD committee, and KDOT

CHALLENGES TO IMPLEMENTATION

As KDOT's strategic vision for transit in Kansas moves toward implementation, several potential challenges were identified in Volume I. The challenges listed below have significant relevance in the South Central CTD including:

- Diversity of CTDs across the state – i.e., each CTD would be in a somewhat different stage of implementation based on multiple factors, including:
 - Possibility of counties funding local match one year and not the other, putting a bigger strain on the counties still funding their part of the match
 - Current level of coordination between providers in the South Central CTD higher than some CTDs, but still a potential challenge to overcome
- Receiving critical mass of buy-in. How will the South Central CTD decide whether or not to move forward with specific elements?
- Maintaining interest/buy-in from elected officials to participate in South Central CTD's regional coordination board.
- Identifying who is responsible for the initial implementation effort. Who takes the lead in moving ahead with the development of coordination structures and the hiring of mobility managers?
- Coordinating with urban transit providers in Wichita.
- Coordinating with other regions and providers as they bring trips into regions. Currently, three inter-regional routes from other regions into the Wichita area are being discussed. These routes originate in Hutchinson and Emporia and in Elk County.

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SOUTHEAST - COORDINATED TRANSIT DISTRICT

PROJECT PURPOSE AND NEED

The purpose of the KDOT Regional Transit Business Model Implementation project is to develop strategies for the provision of transit services throughout rural Kansas that will make the most efficient use of additional transit funding made available by the state legislature as part of the Transportation Works for Kansas (T-WORKS) transportation program. This additional funding support is intended to improve the efficiency and availability of rural transit service throughout the state, thus making transit more accessible and more useful to the state's rural residents. Improving efficiency and availability requires finding common services connected to some or all providers within a region of the state and developing programs to share labor and capital resources associated with the common services.

Passage of the T-WORKS program in 2010 ushered in a new approach to rural transit program management and operations across the state, as well as an enhanced funding plan to implement the desired changes. Historically, the nearly 200 rural transit providers across the state have planned and operated services independently, which in some locations has resulted in redundant service and/or missed opportunities for providing service to those without access. Connected with T-WORKS, the Kansas Department of Transportation (KDOT) and stakeholders throughout the state are developing and implementing a new approach of coordinated transit service which will:

- Allow more people in the state to have access to some level of transit service.
- Improve the efficiency and cost-effectiveness of the public and private investments in transit.
- Reduce the gaps and redundancies observed in the current approach to providing service.

Within each region, stakeholder teams composed of transit providers, city and county officials, medical providers, and social agencies were created. The stakeholder teams were charged with providing the KDOT and consultant study team with input on needs and mobility gaps within the regions, giving feedback on ideas for coordinated service, and acting as the conduit to local councils and/or county commissioners relative to decision-making. Meetings with each stakeholder team occurred four times over the course of the project. In July and August 2013, the project was introduced and regional boundaries introduced. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers.

The following plan details the existing characteristics and the recommended coordination strategies for the Southeast CTD.

COORDINATED TRANSIT DISTRICT BOUNDARY

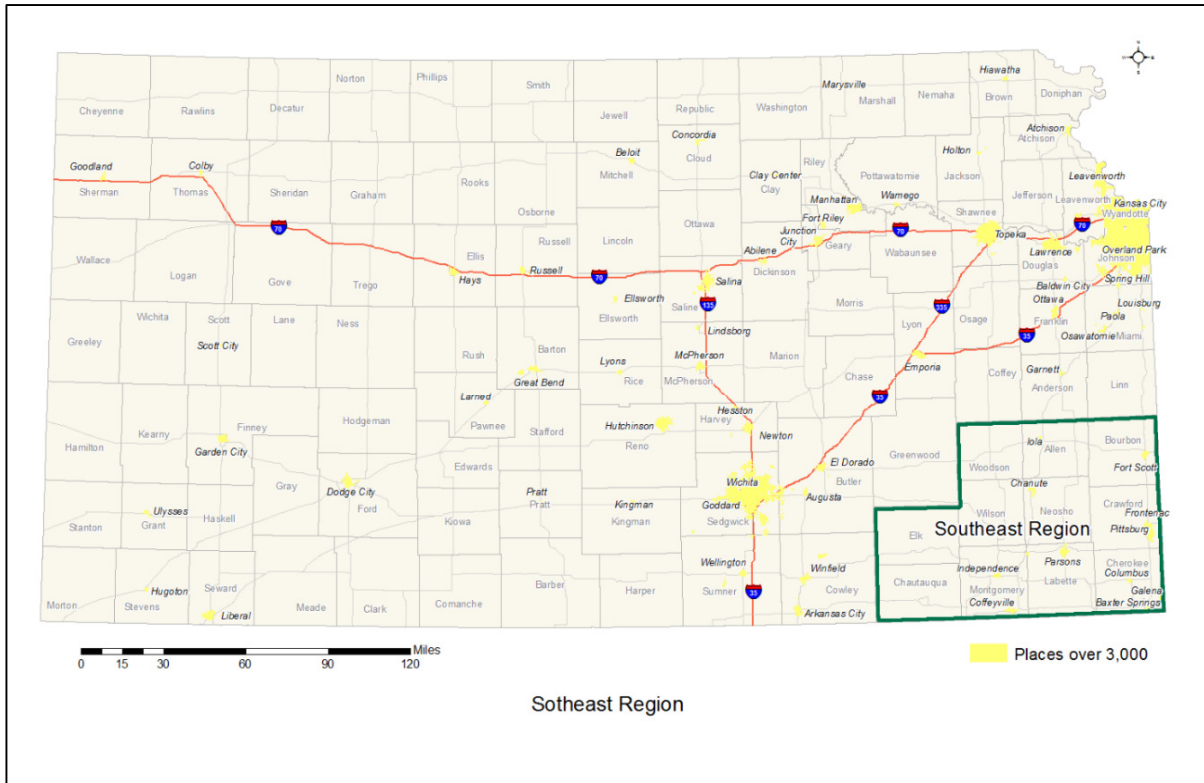
Steady progress to advance coordination has been made since the effort was formalized by passage of the 1992 Kansas Coordinated Transit District Law. The CTD boundary structure across the state was based on an administrative structure of many of the associated agencies such as area Agencies on Aging, county boundaries, and Community Development Disability Organization areas. An initial step in the on-going regionalization project was to evaluate the individual CTD boundaries and make appropriate adjustments to better reflect commuter flows, population densities, and travel sheds for medical and retail areas, while retaining the county boundary element of the administrative structure. Following the evaluation, the state was divided into nine primarily rural-focused regions, which are the focus of this project, and a tenth urban region comprised of Douglas, Johnson, Shawnee, and Wyandotte counties. The current CTD boundaries will be adjusted to conform to the boundaries of the defined regions. As a result, the state will now consist of 10 CTDs compared to the original 15 CTDs.

The proposed Southeast CTD encompasses 11 counties and parts of CTDs 10 and 11. The cities of Arkansas City, Baxter Springs, Chanute, Coffeyville, Columbus, Fort Scott, Frontenac, Galena, Independence, Iola, Galena, Parsons, Pittsburg, and Winfield make up the towns with populations of more than 3,000 people. Residents located in more-populated areas have greater access to transit when compared with residents in smaller communities. Many smaller communities experience lack of service because of funding or shortage of drivers in this CTD. Currently, four of the eleven counties are without 5310 or 5311 transit providers located within their boundaries, including Chautauqua, Labette, Wilson, and Woodson.

The eleven counties in this CTD include:

- Allen County
- Bourbon County
- Chautauqua County
- Cherokee County
- Crawford County
- Elk County
- Labette County
- Montgomery County
- Neosho County
- Wilson County
- Woodson County

Figure II-29 Statewide Map - Southeast CTD



List of Providers

Providers identified in the Southeast CTD are categorized according to their source of funding from KDOT. The 5311 providers are funded under the FTA’s Section 5311 (General Public Transportation) program providing capital and operating funds to support rural and small urban (under 50,000 population) transportation projects that serve the general public¹. The 5310 providers are funded under the Section 5310 program (Specialized Transportation for the Elderly or Disabled), providing funds to private non-profit corporations and local governments, in both urbanized and non-urban areas, for providing transportation services to meet the special needs of the elderly and the disabled.

5311 Providers

Bourbon County Senior Citizens, Inc. – Bourbon County Senior Citizens, now operated by SEK-CAP, Inc., provides demand-response service to those within a three-mile radius of Fort Scott, limited to paved roads. They provide approximately 700 rides per month. The service operates three passenger vans, one of which is ADA accessible, from 7:30 a.m. to 4:30 p.m. on

¹ Kansas Department of Transportation (KDOT). Public Transportation Applications. Section 5310/5311 Funding. <http://www.ksdot.org/burtransplan/pubtrans/index.asp>

Mondays, Wednesdays, and Fridays, and only till 3:30 p.m. on Tuesdays and Thursdays. Fares cost \$3 per ride, or 12 rides can be purchased for \$30.

Class LTD – Class LTD operates within the city of Parsons on weekdays from 7:30 a.m. to 9:00 p.m. They provide service with 19 vehicles, 10 of which are ADA accessible. Fares cost \$1 per trip, or \$2 per round trip.

Elk County Council on Aging (COA) – Elk County COA, based in Howard, operates two passenger vans, one of which is ADA accessible, throughout Elk County and destinations as far as Wichita, Kansas, and Kansas City, Missouri. They provide roughly 20 rides per month during weekdays only from 8:00 a.m. to 5:00 p.m. Fares are either \$5 for in-county trips, or they are based on miles for destinations outside Elk County. Trips outside the county are as low as \$10 per round trip for destinations as far as 60 miles away, and they go as high as \$50 per round trip for destinations ranging from 250 to 300 miles.

Elm Acres Youth Home – Elm Acres Youth Home offers demand-response service weekdays from 7:30 a.m. to 2:30 p.m. to destinations within a 20-mile area of Crawford County, including Pittsburg and Frontenac. The service, based in Pittsburg, provides roughly 700 rides per month with three passenger vans, one of which is ADA accessible. Fares cost \$1 per trip, or \$2 per round trip.

Four County Mental Health – Four County Mental Health, based in Independence, operates 11 passenger vans, four of them ADA accessible, weekdays from 8:00 a.m. to 5:00 p.m. and on Saturdays for dialysis appointments. They provide more than 3,000 rides per month within the counties of Chautauqua, Elk, Montgomery, and Wilson. Fares cost \$2 per trip within the city limits of towns included in the service area. An additional \$1 is charged every five miles outside each city's limits.

SEK-CAP, Inc. – SEK-CAP operates 25 vehicles, eight of them ADA accessible, out of Girard for a deviated route weekdays from 6:30 a.m. to 4:30 p.m. and from 9:00 p.m. to 3:00 a.m., and on Saturdays from 9:00 p.m. to 3:00 a.m. They also operate a deviated fixed route weekdays from 7:00 a.m. to 9:00 p.m. and Saturdays 11:00 p.m. to 3:00 a.m. They offer service to Crawford, Cherokee, La Bette, Bourbon, Linn, Neosho, and Montgomery counties. They also offer service to Bartlesville, Oklahoma, four to five times per month and to Joplin, Missouri, three to four times per month. SEK-CAP provides approximately 8,000 rides per month. Fares cost \$0.50 per ride for deviated fixed-route service and \$1 per ride for deviated route service.

Senior Services of Southeast Kansas – Senior Services of Southeast Kansas provides approximately 60 rides per month to communities including Coffeyville, Columbus, Erie, Iola, and as far as Cherryville, Independence, Parsons, and Wichita. The service, based in Coffeyville, operates eight vehicles, three of them ADA accessible, weekdays from 9:00 a.m. to 3:00 p.m. Fares are decided on a donation-only basis.

5310 Providers

In addition to 5311 general public transportation providers, several 5310 transportation programs are present in the CTD. These programs are listed below.

Allen County

Southeast Kansas Mental Health Center

Via Christi Regional Medical Center

The next section describes the process used to determine the proposed regional strategies for the CTD.

BACKGROUND FOR ACTION IN THE SOUTHEAST CTD

The following sections detail the project’s planning process to arrive at a final proposed strategy for the Southeast CTD.

Each stakeholder team and study team met four times over the course of the project. In July and August 2013, a survey of transit providers was administered, the project and the regional boundaries were introduced, and the initial data and input were collected. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers. Listed below are the stakeholders who participated in at least one of the four Southeast CTD meetings. A total of 12 organizations, represented by 21 individuals, participated as stakeholders in the series of four meetings held in Girard.

Table II-89 Southeast CTD Meeting Participants

Stakeholder	City	County	Type
Bourbon County Senior Citizens, Inc.	Fort Scott	Bourbon	Other
City of Coffeyville	Coffeyville	Montgomery	City Govt.
City of Independence	Independence	Montgomery	City Govt.
Class LTD	Columbus	Cherokee	5311/5310
Crawford County	Girard	Crawford	County Govt.
Elk County Council on Aging	Howard	Elk	5311
Elm Acres Youth Home & Family Services, Inc./ DCCCA	Pittsburg	Crawford	5311
Four County Mental Health	Independence	Montgomery	5311
KU Area Health Education Center	Pittsburg	Crawford	Other
Senior Services of Southeast Kansas, Inc.	Coffeyville	Montgomery	5311
Southeast Kansas Community Action Program (SEK-CAP)	Girard	Crawford	5311
Tri-Valley Developmental Services, Inc.	Chanute	Neosho	Other

During the first round of meetings in August 2013, stakeholders identified several needs, opportunities, and challenges that were important to their organizations and the people they serve. The group in the Southeast CTD identified needs/issues affecting their organizations in particular. While there are needs for inter-county service, the main narrative in the meeting involved changing people’s perception of transit. Stakeholders thought areas with little service also lacked enough people to run the service and believed potential riders would think fares were too expensive.

Prioritization of the Needs / Gaps / Barriers

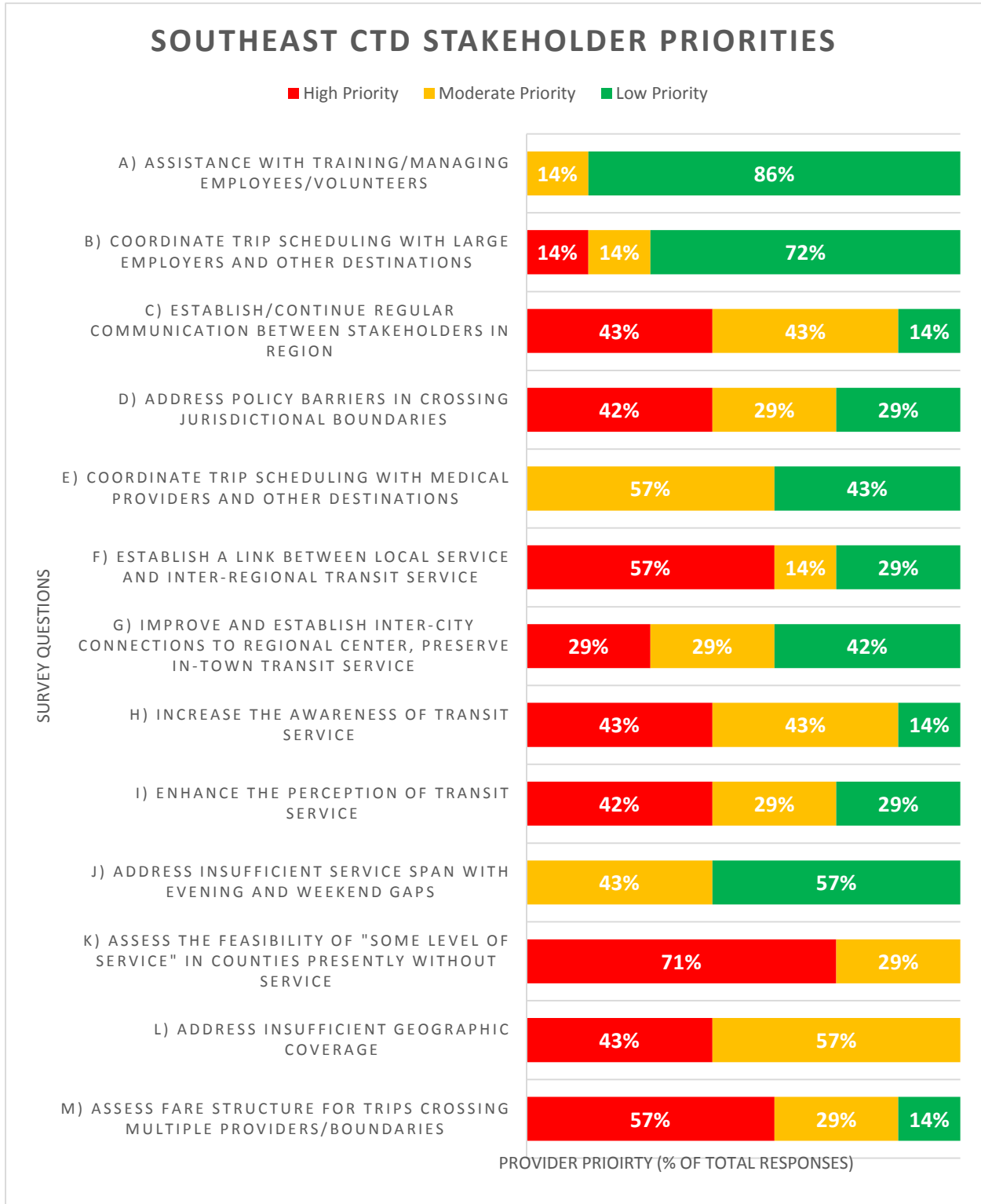
Unmet needs across the Southeast CTD and within individual jurisdictions were discussed at the stakeholder meeting in August 2013. The need descriptions gathered in the meeting were discussed by KDOT staff and the consulting team and compared with the need descriptions identified in other CTDs across the state. A product of the statewide-level discussion was a list of 13 gaps/needs that encompassed those more-specific needs identified at the local levels. This list was circulated to stakeholder representatives and other agency representatives who attended the August 2013 meetings, with a request to provide input on prioritizing the needs. As funding for transportation services is constrained at the local, state, and federal levels relative to the gaps, prioritization is critical so the most important areas can be addressed before the less severe ones. The prioritized needs according to stakeholders in the Southeast CTD are shown in Figure II-30.

Nearly all needs received votes for all three categories, though some rankings stand out. The following needs were identified as higher priority by the respondents.

- Need to address fare structure for shared trips
- Need to establish a link between local service and inter-regional transit services
- Need to assess the feasibility of “some level of service” in counties presumably without service
- Need to address insufficient geographic coverage

The consulting team conducted a series of internal workshops and discussed the identified needs with representatives of many of the public transit agencies and relevant stakeholder organizations. After analyzing the data collected from the gaps/needs survey, the consulting team worked to create a list of strategies to address the prioritized gaps/needs.

Figure II-30 Southeast CTD Stakeholder Priorities



SERVICE AND MANAGEMENT IDEAS/CONCEPTS

Description of Concepts

The focus of the December 2013 round of meetings was to discuss ideas the consulting team had developed with KDOT staff with input from transit providers, and to address the gaps. The goal in defining the strategies has been to “right-size” the concept, balancing the issue/need/gap with the current services and financial constraints likely in place at all jurisdictional levels.

Those ideas/concepts discussed in the meetings were based on the prioritized needs/gaps as seen below.

Need to address fare structure for shared trips.

Option 1: Formalize existing fare pricing structure whereby fares are established by each provider and users pay multiple fares for multiple provider trips.

Option 2: Establish agreed-upon fare pricing methodologies that result in some standardization of fares across the region.

Option 3: Develop inter-agency revenue allocation methodologies that would result in a single fare for multiple provider trips.

Need to establish a link between local service and inter-regional service.

Option 1: Expand local service areas and coordinate with existing inter-county/regional services.

Option 2: Establish regional route(s) that would hub out of Independence or Coffeyville and connect with locally operated services throughout the region.

Need to assess the feasibility of “some level of service” in counties presently without service.

Option 1: Develop template MOUs that would allow counties without service to contract with providers in adjacent counties to provide service that is allocated financially in a fair and equitable way.

Option 2: Determine feasibility of contracting remote management of service. In this option, a driver and vehicle located in one county would be dispatched and managed by a provider in another (not necessarily adjacent) county.

Need to address insufficient geographic coverage.

Option: Explore service expansion opportunities into unserved/underserved areas.

Initial Screening Findings

Using input from earlier meetings on addressing the prioritized needs, materials were developed for the third round of stakeholder meetings, which took place in April 2014. Those materials provided details for each chosen strategy specific to the Southeast CTD, including:

- Inter-regional Route Concept Analysis
- Cost Allocation Model for Contracted Transit Service
- Centralized Scheduling/Dispatching
- Roles and Responsibilities of a Mobility Manager
- Transit Advisory Panel Structure

The April 2014 round of meetings gave stakeholders a chance to respond to the developed strategies and provide input on how the study team should go forward with the strategies. After receiving feedback from stakeholders, the study team analyzed comments from the April meetings and refined the proposed strategies based on those comments. Prior to the final round of meetings, stakeholders received materials including a Regional Strategy Refinement, a Local Match Allocation Model, and a Regional Governance Structure. In September 2014, a fourth round of meetings was held with stakeholders to give the group a final chance to respond to the regional strategies, discuss how much each strategy would cost for the participating organizations and how the newly structured CTD would function.

Responses from the last round of meetings were reflected in the final strategy details including the expected implementation period for each strategy. In the following sections, the last iteration of the regional strategies is presented including an inter-regional route, mobility management, and coordinated scheduling. Alternatives for cost allocation and implementation of each strategy are also included.

Inter-regional Route Strategy

Existing Regional Service

After compiling data from provider surveys and from phone and in-person conversations with transit providers, it was made clear there are multiple providers offering long-range trips to regional centers like Kansas City and Wichita. The providers who have the greatest flexibility in service area include SEK-CAP, Inc.; Four County Mental Health; Senior Services of Southeast Kansas, Inc.; and Elk County COA. These providers are currently more equipped to coordinate services than providers with more-restrictive service areas. With that being said, providers offering these long-distance trips have limited experience sharing trips. By increasing coordination among providers offering trips to Wichita or Kansas City, more people will have access to the regional centers. As a result of higher passenger loads for each trip, the cost for service would be spread among more passengers, thus lowering the cost per passenger.

According to the *Kansas Statewide Intercity Bus Study*², alternative inter-city services are offered to Kansas City beyond those operated by local transit providers. The operator, Jefferson Lines, offers a north-south route traveling from Oklahoma and stopping in Kansas in Coffeyville, Chanute, and Iola and in Kansas City, Missouri. There is also a north-south route in Missouri, not far from the Kansas-Missouri state line. The stops in Missouri include Joplin, Butler, and Harrisonville, but local transit connections from Kansas to the stops across the state line are inhibited because of additional regulatory burdens imposed by the Kansas Corporation Commission (KCC) on any transit agencies crossing state lines. The existing structure of the inter-city bus options do not allow for many residents in the Southeast CTD to use inter-city bus for medical appointments, social outings, employment, education, shopping trips, or other short-term visits. While there are local providers who offer service to regional centers like Wichita and Kansas City, some of these providers are limited to offering these trips only to residents within their defined “home” jurisdiction.

Barriers & Opportunities for Providers to Participate in the CTD’s Regional Route Strategies

Table II-90 lists each provider, its location and the barriers and opportunities each provider faces in participating in the proposed Southeast CTD strategies. These identified barriers and opportunities are based on the current service restrictions as gathered through a 2013 survey and on discussions with providers.

Table II-90 Barriers and Opportunities for Southeast CTD Providers to Coordinate

Provider (City)	Barriers	Opportunities
Bourbon County Senior Citizens, Inc. (Fort Scott)	Does not travel outside the city	Offers service within a 3-mile radius of Fort Scott on paved roads Now operated by SEK-CAP
Class LTD (Parsons)	Only offers service within Parsons city limits	
Elk County COA (Howard)	Needs more capacity to transport any additional passengers to Wichita Limited to a 4-hour window to transport riders to Wichita Must return to Winfield by 5:30 p.m. before the dialysis center closes	Offers service within the county and to Kansas City and Wichita
Elm Acres Youth Home (Pittsburgh)	Service area is limited to a 20-mile surrounding area	Offers service to Pittsburgh and Frontenac
Four County Mental Health (Independence)		Offers service with Chautauqua, Elk, Montgomery, and Wilson counties

² Kansas Department of Transportation. Kansas Statewide Intercity Bus Study, December 2012.

Provider (City)	Barriers	Opportunities
SEK-CAP, Inc. (Girard)		Offers service to Linn, Bourbon, Crawford, Cherokee, Neosho, La Bette, and Montgomery counties and to Fort Scott (Bourbon County) Can cross state boundaries
Senior Services of Southeast Kansas (Coffeyville)		Offers service to Coffeyville, Columbus, Erie, Iola, Cherryville, Independence, Parsons, and Wichita

Capacity of Southeast Providers

Before a decision is made on any new capital investments, it would be important to develop an understanding of the current capacities of providers in the Southeast CTD. Providers interested in coordination but limited by their capacity would need to explore increasing their fleet size. Both a provider vehicle inventory, gathered by KDOT, and a statewide provider survey were used to complete the information provided in Table II-91. The table shows the fleet capacity and description of providers located in the Southeast CTD.

Table II-91 Vehicle Capacity of Southeast CTD Providers

Provider (city)	Fleet Total	% Capacity	Vehicle Fleet Description
5311 Providers			
Bourbon County Senior Citizens, Inc. (Fort Scott)	3	One person at a time	One 13-passenger van with lift and two passenger vans
Class LTD (Parsons)	19	Not available	One 12-passenger van, four 13-passenger vans with lifts, two 20-passenger transit buses with lifts, four passenger vans with ramps, and eight without
Elk County COA (Howard)	2	20%	One passenger van with ramp and one without
Elm Acres Youth Home (Pittsburgh)	3	75%	Two passenger vans with ramps and one without
Four County Mental Health (Independence)	11	8-10 am: 90% 10 am-2pm: 50%	Four 13-passenger vans with lifts and seven passenger vans

Provider (city)	Fleet Total	% Capacity	Vehicle Fleet Description
SEK-CAP, Inc. (Girard)	25	Not available	One 12-passenger van, four 13-passenger vans with lifts and two without, twelve 14-passenger vans, three 20-passenger transit buses with lifts and one without, and one passenger van with ramp and one without
Senior Services of Southeast Kansas (Coffeyville)	8	75%	Three passenger vans with ramps, two vans without ramps, and three sedans
5310 Providers			
Allen County (Iola)	1	Not available	One 13-passenger van with lift
Southeast Kansas Mental Health (Iola)	7	Not available	One 12-passenger van, four passenger vans, one 13-passenger with lift and one without
Via Christi Hospital (Pittsburgh)	5	Not available	Three 13-passenger vans with lifts, two passenger vans with ramps

Strategies

Elk County Strategy

Following discussions with providers in the Southeast CTD, Four County Mental Health explained their recent coordination efforts with Elk County COA on trips to Winfield via the city of Howard in Elk County. Currently, Four County is charging \$12 for a one-way trip from Independence to Howard. In Howard, passengers wanting to go to Winfield or Wichita transfer from a Four County vehicle to an Elk County vehicle, which then travels to Winfield and Wichita. Elk County offers three trips per week to Winfield, but then has a nearly four-hour layover period until dialysis patients are finished with their appointments and/or the center closes at 5:30 p.m. This allotted time has been identified as an opportunity to offer service to riders wanting to travel to Wichita. Currently, the Elk County trips to Winfield are recurring, but not on a set schedule.

After incorporating the nearly two-hour-long round trip from Winfield to Wichita, two hours remain for the Elk County vehicle to transport any potential riders wanting to go to Wichita. With this in mind, those passengers wanting to travel to Wichita do not have much time to complete their intended trip purpose(s). If more time were available, riders could more easily access Wichita Transit's fixed-route or para-transit system, and consequently decrease the need for the Elk County vehicle to circulate throughout Wichita.

While Elk County may be interested in offering service to Wichita, their ability to participate in this strategy is also limited by their current capacity for additional riders. On average, two of the three trips to Winfield are currently full because a majority of the available space in the van is taken up by the wheelchairs used by passengers travelling to dialysis appointments. If their fleet capacity were increased, offering coordinated service to Wichita would become a more realistic

option for the CTD. Should demand prove sufficient, direct trips to Wichita that bypass Winfield could also be included.

Fare collection may also limit attracting riders to a coordinated service. In the event Elk County is able to transport more riders to Wichita, a fare system allowing riders to pay their local provider a single fare for the entire long-distance trip could be considered. Once these fares were collected, the initial trip provider would then distribute a portion of their fares to Elk County or whoever is making the long-distance trip to a specific regional center. This would require a coordinated fare structure and implementation of a revenue-sharing agreement.

Using a coordinated scheduling / coordinated dispatching software could help coordinate or link trips out of the Southeast CTD. Currently, Elk County sends out an email once or twice a month to other transit providers in the CTD, listing reserved trips to Winfield/Wichita and spare capacity for the next several weeks. This allows other providers to link their trips with Elk County's, but may limit the opportunity for more flexible trip scheduling. In addition, this method still requires a number of calls or emails between Elk County and other transit providers and a high level of "active" coordination to ensure that accurate and punctual transfers occur between the multiple agencies. Expanded use of a coordinated scheduling or dispatching software may also assist in efficiently transferring passengers to and from the Wichita Transit system, and may limit the need for Elk County vehicles to circulate throughout Wichita.

Paola Transfer Strategy

In the past, Four County Mental Health, based in Independence, offered a trip to Kansas City once a week. Now, a trip to Kansas City is provided by a grant to RSVP (Retired Senior Volunteer Program), so Four County no longer offers it. While a majority of the demand within the CTD for services to regional centers is concentrated toward Wichita, counties in the northern section of the Southeast CTD could take advantage of their proximity to adjacent counties in the East Central CTD for trips to Kansas City. Assuming a route is implemented from Paola to the Kansas City area, riders in counties like Woodson, Allen, and/or Bourbon could transfer from providers in the Southeast CTD. The transfer in the East Central CTD could either take place in Paola or with other providers in the CTD, like those located in Anderson County and Linn County.

Figure II-31 shows the proposed location and alignment of the CTD's routes described above.

Figure II-31 Southeast CTD Route Alignments

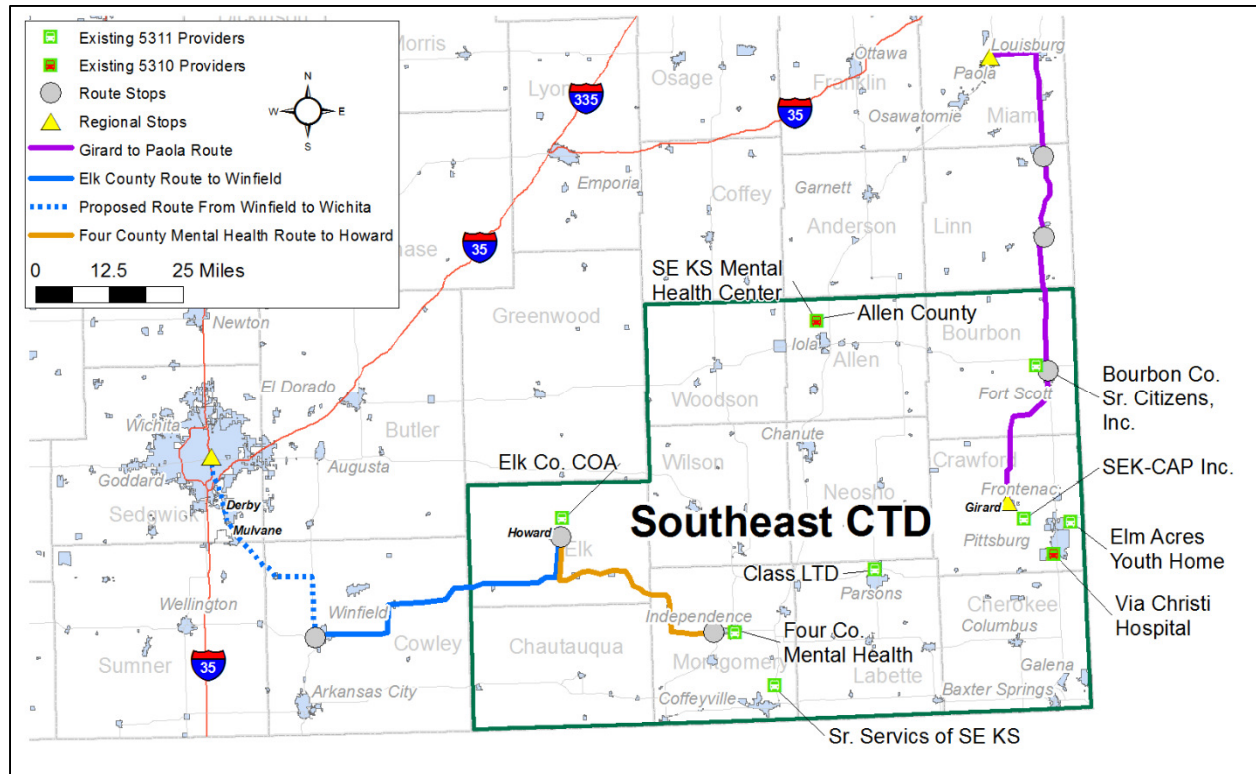


Table II-92 Summary of Southeast Inter-regional Route Strategies

Implementation	Strategy
Short Term Strategies	Increase regional knowledge of existing routes and increase vehicle capacity for Elk County route
Medium Term Strategies	Develop increased coordination with East Central CTD's Paola to Kansas City metro route
Long Term Strategies	Implement Girard to Paola route

Major Trip Generators

The Elk County route would end in Wichita where many higher education facilities exist, including Wichita State University, Friends University, Wichita Technical Institute, and Newman University, to name a few. Dialysis centers and regional hospitals also offer transit riders the opportunity to use resources unavailable in their hometowns.

Current Coordination Level

Establishing inter-regional route(s) in the Southeast CTD would add a formalized element to long-distance trips that are currently mostly informal. Even though there could be interest in improving coordination in the CTD, limitations in available capacity make coordination efforts difficult. Elk County is interested in coordinating trips with other providers, but they are limited to absorbing another two or three passengers.

Elk County has transported Chautauqua County and Greenwood County residents in addition to Elk County residents. Four County Mental Health does report providing information and phone numbers of available transit services in the area. Dispatchers also call providers when arranging trips for passengers and have met Elk County COA for trips to destinations outside Four County's service area. While providers identified similar obstacles to coordination (i.e., funding, jurisdictions, and policies), opportunities were identified to improve public transportation like additional hours of service, how the public is educated on what services are offered by providers, and updating dispatchers on other providers' current service characteristics.

Level of Coordination Needed

Since there would potentially be a transfer stop in Howard and Winfield before ending in Wichita, communication between local providers would be important in preventing buses from exceeding their capacity. Depending on the distance the rider must travel, sufficient time must be allocated for the connecting passenger to arrive at the inter-regional route's origin before the bus leaves for Wichita.

Stakeholder Response

During the course of the various stakeholder meetings, the inter-regional route was discussed with the stakeholders, and a positive response was received. Four County Mental Health indicated they may be able to go to Winfield and Wichita on the days passenger demand exceeds that of Elk County's vehicles. Senior Services of Southeast Kansas has multiple trips going to Wichita now, so demand from Coffeyville can also be included in the ridership estimates. Currently, many existing and potential transit passengers in the CTD simply aren't aware that a transit trip to Wichita is possible. If a formal route were to be implemented, sufficient attention should be dedicated toward advertising its existence and how/when it operates.

Proposed Implementation Period

After evaluating the information for the Southeast inter-regional route, expanding coordination with the Elk County route was seen as a potential short term strategy. Given this alignment is already operated in an informal sense, the formalization of the route would only be limited by the available staff, vehicles, and marketing effort. This route would continue operating three times a week.

The Girard to Paola route was seen as a long term strategy that would begin with enhanced coordination along the US-69 corridor. Once the route from Paola is implemented in the East Central CTD, the route from Girard may become more feasible. Additional analysis would be needed to better understand if regional needs from the Southeast CTD to the Kansas City area would require a regularly scheduled route, or if needs could be sufficiently met through intra-provider coordination.

Mobility Management

An essential element to the success of a coordinated approach to providing public transit service in the Southeast CTD will be the introduction of a mobility manager. The concept of mobility management is built on the principle of coordination to maximize efficiency. A common responsibility of a mobility manager is to identify and collaborate with the disparate transportation providers in their CTD. At the system or organizational level, the mobility manager would be responsible for working within the service area to identify gaps and help close those gaps by facilitating inter-organizational agreements and relationships such as between transportation providers, major employment and medical providers, and cities or counties; identifying additional resources; or bringing additional transportation partners together. A primary responsibility of the mobility manager would be to identify and coordinate the long-distance trips performed by transit providers in the CTD.

Responsibilities of the mobility manager could include the following:

- Schedules and coordinates the provision of trip requests for inter-community and inter-regional transportation service.
- Promotes, enhances, and facilitates access to transportation services, including integrating and coordinating services for individuals with disabilities, older adults, and low-income individuals.
- Supports short-term management activities to plan and implement coordinated services.
- Provides coordination services with medical service providers, human service organizations, and employers.
- Develops one-step transportation traveler call center to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs.
- Develops travel training—new training programs—for individual users on awareness, knowledge, and skills of public and alternative transportation options available in their communities. This training would include travel instruction and travel training services.

- Develops new ways to remove barriers for transportation to and from jobs and develops employment support services for people residing in rural areas.
- Coordinates contracts for transportation services between service providers and between local jurisdictions.
- Assesses client needs and identifies travel options.
- Analyzes routes and offers suggestions to be most cost-effective to clients.
- Provides adequate training and knowledge of the different types of services available to the CTD's residents.
- Cooperates with regional transportation service providers to ensure optimum transportation opportunities for customers in light of mandates, regulations, and expectations.
- Assists in developing printed material and forms to make information clearly obtainable for those using any of the various transportation programs in the CTD.
- Facilitates regular meetings of public transportation providers in the CTD in order to develop collaborative strategies to improve regional mobility.

Southeast CTD Mobility Management

In the Southeast CTD, SEK-CAP indicated a willingness and ability to house the mobility manager on a contractual basis. Even though the mobility manager would be a contracted employee through SEK-CAP, the mobility manager would be responsible to a regional coordinating board of the Southeast CTD, outside of the SEK-CAP organizational hierarchy. This arrangement is suitable to several other transit providers in the CTD. The Southeast CTD mobility manager would be a full-time position charged with coordinating longer-distance or regional transit trips among regional transit providers and external providers. In addition, the Southeast CTD mobility manager would work with major medical providers, employers, and social service agencies within the CTD to better match transit service to trip patterns and regional demand. The Southeast CTD mobility manager would also be a resource for those jurisdictions that are currently without transit but may desire transit either by working with KDOT to develop an in-house transit provider or by purchasing transit services from an already-existing nearby provider. At the direction of a regional coordination board, the mobility manager would support implementation of regional strategies through grant writing, contract administration, facilitating discussion and dialogue, and working with regional providers to implement coordinated dispatch and regional routes. Finally, the mobility manager would provide administrative support for the regional coordination board, including preparing grant applications and fulfilling reporting requirements related to regional initiatives and preparing material and logistics for regional transit board meetings.

Coordinated Scheduling

Coordinated scheduling or dispatching can be an important component to a successful coordination strategy among rural transit agencies in Kansas. Coordinated scheduling or dispatching is the utilization of scheduling and software and GPS-enabled in-vehicle tablets to efficiently assign and route passengers on the most-optimal trip. The technology can be used by one agency to schedule trips on their own vehicles, or it can be used in conjunction with other agencies to assign passengers to vehicles operated by the other agency. Varying degrees and varying levels of scheduling/dispatching centralization can be considered. Once the basic infrastructure has been installed within agencies and vehicles, transitioning between the different degrees of centralized scheduling would require minimal investment. Electing to have one agency dispatch for another agency would also require minimal additional investment. Three options have been described to the CTDs:

- Option 1 – Focusing centralized scheduling efforts to regional or long-distance trips
- Option 2 – Each provider scheduling their trips using the centralized scheduling system and dispatching their own vehicles, but allowing multiple providers to see each other’s trips, making coordination and trip-chaining easier
- Option 3 – Scheduling all trips through a centralized call number that assigns the trip to the appropriate agency

All of the CTDs throughout Kansas indicated a desire to pursue coordinated scheduling and dispatching at the level of Option 1 or Option 2. Even though these levels would have each agency continuing as the primary scheduler and dispatcher for their customers and vehicles, a single agency in the CTD would still be designated to administer the contract with the technology vendor. This single vendor model for each CTD would allow dynamic interaction between the trip and vehicle schedules of multiple agencies within the CTD, and could allow—at each agency’s discretion—contracting dispatching and scheduling services to other agencies.

Southeast CTD Coordinated Scheduling

In the Southeast CTD, SEK-CAP has indicated a willingness and ability to serve as a point agency to administer the coordinated scheduling software.

GOVERNANCE

Planning and concept design for enhancing the level of coordination between the public and human services transportation providers has been addressed for the entire state. With that being said, the coordination plan must have flexibility in the overall concept to reflect the differences in needs and opportunities that exist not only across the state, but also within designated CTDs. Concepts recommended across the state range from coordinating schedules for shared rides between communities, to centralizing dispatching, to a much more simplified program of allowing agencies that provide inter-city service to stop in communities along their

path to pick up passengers who currently do not have access to service. The intent of the proposed concept is to allow the coordinated services setup to differ between CTDs, but to still have a consistent organizational framework across each CTD.

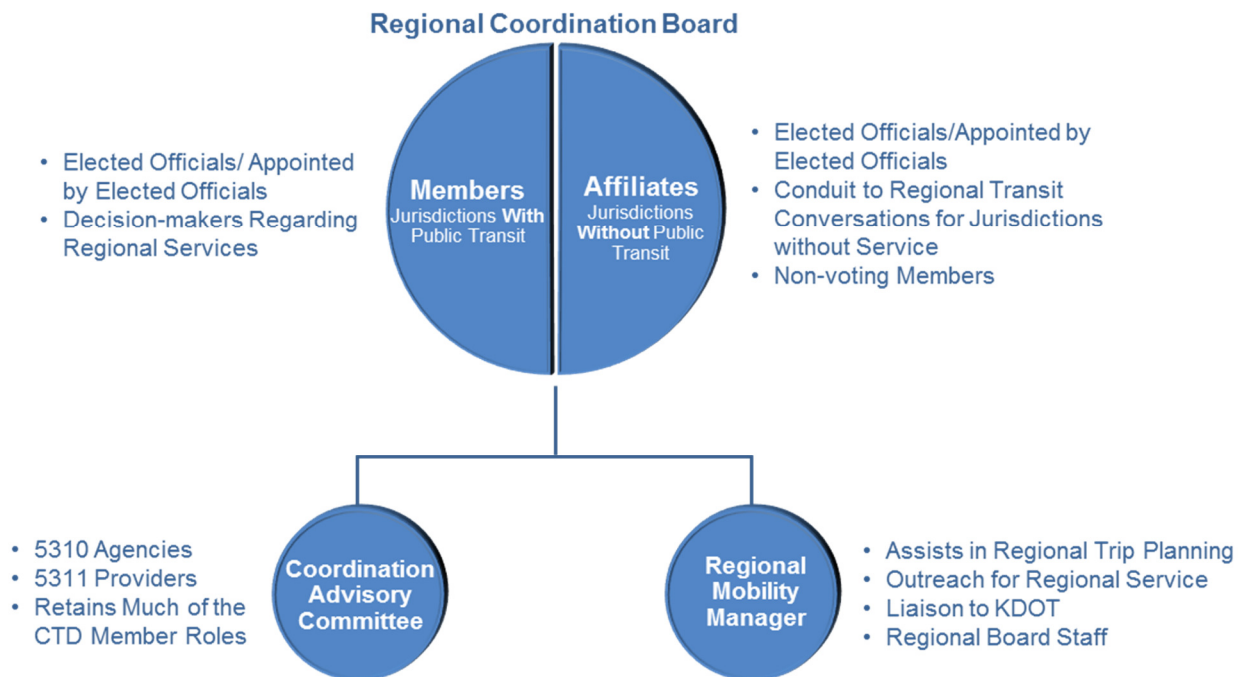
Integral to the regionalization concept is establishing a framework that promotes communication between elected officials, local and regional transportation providers, and agencies managing access to services that require clients to travel from their homes. To promote communication and decision-making regarding services, it is proposed that each CTD have an active forum (a working title of Regional Public Transit Coordination Association is proposed) for elected officials, local transit providers, and other stakeholders to talk about and act upon service coordination that is appropriate for their particular population.

The Regional Public Transit Coordination Association would be comprised of three components:

- A Regional Public Transit Coordination Board
- A Coordination Advisory Committee
- Staff - The staff function would primarily be composed of a regional mobility manager

Figure II-32 illustrates the structure of the Regional Public Transit Coordination Association.

Figure II-32 Regional Public Transit Coordination Association Organization Chart



Regional Public Transit Coordination Board

The proposed role of the Regional Public Transit Coordination Board is to provide a forum for officials/representatives from the range of jurisdictions in each CTD to discuss and advance the coordination plan developed for their CTDs. The concept proposed at this point is that each county would be provided the opportunity to participate with representation on the coordination board. Counties have initially been proposed as the geographic entity as they reflect the jurisdictional level that would provide continuous geographical coverage of the CTD, assuming all counties choose to participate. Selecting board representation from municipalities leaves the question on the table about who provides the voice for people in rural areas (outside a town), and it also creates the potential for a very large body to organize. Establishing representation at the county level addresses both of the listed concerns.

Not all counties across the state participate in providing funding for public transportation; therefore, stratified board membership is proposed to allow those jurisdictions that provide funding to have a greater voice in setting the coordination direction for the CTD. Representation on the board is proposed as follows:

- **Members** – Elected or appointed officials representing counties, municipalities, or other agencies contributing public local match funds to provide *public* transit service as part of the KDOT program. Each jurisdiction or organization contributing local funds would be allotted one board position. Board members would be responsible for setting the direction for *coordinated* services within the CTD.
- **Affiliate Members** – Elected officials or their designees from counties that do not offer transit service and counties with transit service that is not part of the KDOT program.
- **Ex Officio Member** – A KDOT representative would function as a non-voting board member and provide technical guidance and direction.

Table II-93 lists the proposed membership of the Southeast CTD’s Regional Public Transit Coordination Board.

Table II-93 Regional Public Transit Coordination Board Membership – Southeast CTD

Organization	Membership Type	Funding
Bourbon County	Member	5311
Class LTD Funder	Member	5311
Elk County	Member	5311
Elm Acres Youth Home Funder	Member	5311
Four County Mental Health Funder	Member	5311
SEK-CAP, Inc. Funder	Member	5311

Organization	Membership Type	Funding
Senior Services of Southeast Kansas Funder	Member	5311
Chautauqua County	Affiliate Member	N/A
Cherokee County	Affiliate Member	N/A
Crawford County	Affiliate Member	N/A
Labette County	Affiliate Member	N/A
Montgomery County	Affiliate Member	N/A
Neosho County	Affiliate Member	N/A
Wilson County	Affiliate Member	N/A
Woodson County	Affiliate Member	N/A
Regional Mobility Manager	Staff	N/A
KDOT Representative	Ex Officio Member	N/A

Coordination Advisory Committee

The proposed coordination advisory committee would essentially mirror the current CTD committee concept, with representatives from transportation and human service providers from across the CTD. Consistent with the current CTD organization, the coordination advisory committee would elect a chair who would be responsible for leading meetings and be the point of contact for the coordination board.

The coordination advisory committee would provide the following:

- A forum for providers to discuss regional transportation needs, coordinated service opportunities, requests from the Regional Public Transit Coordination Board for input on new or consolidated service, and information sharing
- A group experienced in providing transit service that could design and implement coordination ideas developed through Regional Public Transit Board discussions
- An avenue to others that could assist in troubleshooting of software/hardware issues
- A centralized group for KDOT to meet with to disseminate information and to collect input

The coordination advisory committee would be comprised of:

- A representative from organizations participating in the 5310 funding program
- A representative from organizations participating in the 5311 funding program
- Ex Officio Member – A KDOT representative to function as a non-voting member and provide technical guidance and direction

Table II-94 lists the proposed membership of the Southeast CTD’s coordination advisory committee.

Table II-94 Coordination Advisory Committee Membership - Southeast CTD

Organization	Description
Class LTD	5311/5310
Elk County COA	5311
Elm Acres Youth Home	5311
Four County Mental Health	5311
SEK-CAP, Inc.	5311
Senior Services of Southeast Kansas	5311
Allen County	5310
Southeast Kansas Mental Health	5310
Via Christi Hospital	5310
Regional Mobility Manager	Staff
KDOT Representative	Ex Officio Member

Refer to Volume I for additional details on the Regional Public Transit Coordination Association.

COST ALLOCATION

Following discussions with stakeholders during the final round of regional meetings in September 2014, clear interest was shown in reviewing numerous local allocation methods for the remaining costs of the proposed strategies. In response to the comments received, the study team developed three different methods for local match allocation.

The total local match is displayed in two different tables, reflective of KDOT’s different levels of funding for each strategy’s stage of implementation (first year and after first year). Table II-96 shows the costs for the first year of implementation, while Table II-97 shows the costs for years after the strategies’ inceptions. The table below breaks down KDOT’s federal/state and local match responsibilities in relation to each strategy’s summarized annual costs.

Table II-95 Southeast CTD Annual Costing Summary by Regional Strategy

Strategy	Coordinated Scheduling				Mobility Management				Regional Route(s)			
	Year 1		Year 2+		Year 1		Year 2+		Year 1		Year 2+	
Implementation Period	State/Fed	Local	State/Fed	Local	State/Fed	Local	State/Fed	Local	State/Fed	Local	State/Fed	Local
Agency Funding Responsibility	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Asset/Hardware Allocation	100%	0%	100%	0%	-/-	-/-	-/-	-/-	100%	0%	80%	20%
Operations/Personnel Allocation	80%	20%	80%	20%	100%	0%	80%	20%	70%	30%	70%	30%
Asset/Hardware	\$100	\$0	\$20	\$0	-/-	-/-	-/-	-/-	-/-	-/-	-/-	-/-
Operations/Personnel	\$20	\$5	\$20	\$5	\$150	\$0	\$120	\$30	-/-	-/-	-/-	-/-
Total Allocation Amount	\$120	\$5	\$40	\$5	\$150	\$0	\$120	\$30	-/-	-/-	-/-	-/-
Total Regional Cost	\$125		\$45		\$150		\$150		\$0		\$0	
Year One State/Fed	\$270		<i>Notes: All costs are recorded in thousands.</i>									
Year One Local Match	\$5											
Year Two+ State/Fed	\$160											
Year Two+ Local Match	\$35											
Year One Total	\$275											
Year Two+ Total	\$195											

Two different methodologies are presented for allocating costs between counties.

Population-Based Allocation

The coordinated scheduling, mobility manager, and inter-regional route costs are first divided evenly between the applicable counties with 5311 service, based on the determined base fund ratio of 10, 25, or 50 percent. Then, the remaining costs are distributed among the applicable 5311 counties based on their total population.

County-Based Allocation

The coordinated scheduling and mobility manager costs are first equally divided among the counties with 5311 providers. The costs for the inter-regional route are distributed among counties where the route(s) are either traveled directly through or are located close enough to the alignment of the route so the county experiences a significant benefit. Costs for the inter-regional route are first divided equally among all benefitting counties, then half of the original allotment is subtracted from the adjacent counties and that amount is divided evenly among the counties where the route travels directly through and thus adds to their original amount.

Table II-96 Southeast CTD Local Cost Allocation Year 1

County	Population	Population Based (Assumes 10% equally split among counties)	Population Based (Assumes 25% equally split among counties)	Population Based (Assumes 50% equally split among counties)	County Based (Includes all benefitting counties)
Allen	13,364	\$556	\$602	\$679	\$833
Bourbon	15,060	\$616	\$652	\$713	\$833
Chautauqua	3,654	\$0	\$0	\$0	\$0
Cherokee	21,521	\$0	\$0	\$0	\$0
Crawford	39,133	\$1,468	\$1,362	\$1,186	\$833
Elk	2,856	\$184	\$293	\$473	\$833
Labette	21,574	\$847	\$845	\$841	\$833
Montgomery	35,167	\$1,328	\$1,245	\$1,108	\$833
Neosho	16,501	\$0	\$0	\$0	\$0
Wilson	9,368	\$0	\$0	\$0	\$0
Woodson	3,311	\$0	\$0	\$0	\$0

Table II-97 Southeast CTD Local Cost allocation Year 2+

County	Population	Population Based (Assumes 10% equally split among counties)	Population Based (Assumes 25% equally split among counties)	Population Based (Assumes 50% equally split among counties)	County Based (Includes all benefitting counties)
Allen	13,364	\$3,894	\$4,217	\$4,756	\$5,833
Bourbon	15,060	\$4,314	\$4,567	\$4,989	\$5,833
Chautauqua	3,654	\$0	\$0	\$0	\$0
Cherokee	21,521	\$0	\$0	\$0	\$0
Crawford	39,133	\$10,278	\$9,537	\$8,302	\$5,833
Elk	2,856	\$1,291	\$2,048	\$3,310	\$5,833
Labette	21,574	\$5,928	\$5,912	\$5,886	\$5,833
Montgomery	35,167	\$9,295	\$8,718	\$7,757	\$5,833
Neosho	16,501	\$0	\$0	\$0	\$0
Wilson	9,368	\$0	\$0	\$0	\$0
Woodson	3,311	\$0	\$0	\$0	\$0

IMPLEMENTATION PLAN

The ultimate goal of this regional coordination effort was to identify coordination strategies and then implement those strategies. Implementation involves a series of actions that will result in the strategy concept actually becoming a reality. In some respects, identifying and understanding those actions, or steps, is the most critical element in the entire process.

The table below identifies the time period when each proposed strategy could potentially be implemented in the Southeast CTD. A comprehensive summary of each CTD's implementation plan is shown in Volume I.

Table II-98 Southeast CTD Strategy Implementation Plan

Strategy	Immediate Next Steps	Short Term (0 - 2 years)	Med. Term (2 - 5 years)	Long Term (5+ years)
Regional Coordination Structure	✓			
Mobility Manager	✓			
Coordinated Scheduling			✓	
Elk County Inter-regional Route		✓		
Girard to Paola Inter-regional Route				✓

In addition to the proposed timeline for implementing said strategies, the study team has developed an action plan (below), listing relevant actions the Southeast CTD should consider when constructing their own regionally preferred implementation plan.

Establish Regional Coordination Structure

- KDOT staff and providers determine membership of a regional coordination board and the new Southeast CTD
- Incorporate regional coordination board as non-profit corporation
- Incorporate the Southeast CTD to reflect updated membership
- Hold initial meetings of regional coordination board and advisory committee to discuss and agree upon responsibilities, elect officers, and establish policies and procedures

Hire Mobility Manager

- Regional coordination board chair meets with KDOT staff to discuss and agree upon mobility management program funding policies and procedures and establish how funding will flow
- Southeast CTD committee convenes to discuss and agree upon recommended roles and responsibilities of the mobility manager, estimates of cost, and local funding responsibilities

- Southeast CTD committee chair forwards recommended roles and responsibilities, cost estimates, and funding responsibilities to regional coordination board
- Selection committee conducts interviews and makes hiring recommendation to the full board
 - Board chair tenders offer of employment to selected candidate
- Board authorizes employment services agreement with local agency
 - Board chair appoints committee to negotiate employment services agreement
- Regional coordination board meets to discuss the Southeast CTD committee recommendation; board secretary responsible for developing position description and qualifications and soliciting applications from interested individuals
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the board's secretary
- Board chair appoints selection committee from board members and assigns responsibility for reviewing applications and selecting candidates for interview
- Board meets with newly hired mobility manager to develop work plan and establish working arrangement

Initiate Proposed Regional Service

- Southeast CTD committee meets to review proposed regional service strategy(ies)
- Southeast CTD committee chair appoints subcommittee to refine service concept and select service provider
- Southeast CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
- Southeast CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- CTD committee meets to discuss promotion of the new regional service
 - CTD committee chair appoints subcommittee to develop recommendations for promotion of new regional service
 - CTD committee chair forwards recommendations to regional coordination board
- Board adopts service promotion recommendations (subject to any desired changes)
 - Board chair assigns mobility manager responsibility for initiating promotional activities associated with new regional service
- New service is initiated
 - Mobility manger assumes responsibility for monitoring new service performance and reporting back to board, CTD committee, and KDOT

Develop Centralized Scheduling Capabilities

- KDOT identifies statewide scheduling/dispatching system vendor and enters into service contract
- Southeast CTD committee recommends acquisition of centralized scheduling/dispatching system to regional coordination board
 - Southeast CTD committee chair appoints subcommittee to work with mobility manager and KDOT staff to develop specifications for the centralized scheduling/dispatching system based on regional priorities and interests
 - Southeast CTD subcommittee works with designated provider to develop final operations plan and cost estimates and to identify local funding responsibilities
 - Southeast CTD committee chair forwards recommended service plan, cost estimates, and funding responsibilities to board
- Board chair assigns responsibility for securing formal funding commitments from responsible parties to the mobility manager
- Board directs mobility manager to develop and submit grant-funding application to KDOT
- Board authorizes service operations agreement with selected service provider
 - Board chair directs mobility manager to develop operations agreement
- Centralized scheduling/dispatching system is procured and installed
 - Mobility manager assumes responsibility for managing initial training program, monitoring system performance, and reporting back to board, Southeast CTD committee, and KDOT

CHALLENGES TO IMPLEMENTATION

As KDOT's strategic vision for transit in Kansas moves toward implementation, several potential challenges were identified in Volume I. The challenges listed below have significant relevance in the Southeast CTD, including:

- Diversity of CTDs across the state – i.e., each CTD will be in a somewhat different stage of implementation based on multiple factors, including:
 - Possibility of counties funding local match one year and not the other, putting a bigger strain on the counties still funding their part of the match
 - Current level of coordination between providers in the Southeast CTD higher than some CTDs, but still a potential challenge to overcome
- Making potential riders in the Southeast CTD aware of the provided service once it is implemented.
- Receiving critical mass of buy-in. How will the Southeast CTD decide whether or not to move forward with specific elements?

- Maintaining interest/buy-in from elected officials to participate in Southeast CTD's regional coordination board.
- Identifying who is responsible for the initial implementation effort. Who takes the lead in moving ahead with the development of coordination structures and the hiring of mobility managers?
- Coordinating with urban transit providers in Wichita.

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SOUTHWEST COORDINATED TRANSIT DISTRICT

PROJECT PURPOSE AND NEED

The purpose of the KDOT Regional Transit Business Model Implementation project is to develop strategies for the provision of transit services throughout rural Kansas that will make the most efficient use of additional transit funding made available by the state legislature as part of the Transportation Works for Kansas (T-WORKS) transportation program. This additional funding support is intended to improve the efficiency and availability of rural transit service throughout the state, thus making transit more accessible and more useful to the state's rural residents. Improving efficiency and availability requires finding common services connected to some or all providers within a region of the state and developing programs to share labor and capital resources associated with the common services.

Passage of the T-WORKS program in 2010 ushered in a new approach to rural transit program management and operations across the state, as well as an enhanced funding plan to implement the desired changes. Historically, the nearly 200 rural transit providers across the state have planned and operated services independently, which in some locations has resulted in redundant service and/or missed opportunities for providing service to those without access. Connected with T-WORKS, the Kansas Department of Transportation (KDOT) and stakeholders throughout the state are developing and implementing a new approach of coordinated transit service which will:

- Allow more people in the state to have access to some level of transit service.
- Improve the efficiency and cost-effectiveness of the public and private investments in transit.
- Reduce the gaps and redundancies observed in the current approach to providing service.

Within each region, stakeholder teams composed of transit providers, city and county officials, medical providers, and social agencies were created. The stakeholder teams were charged with providing the KDOT and consultant study team with input on needs and mobility gaps within the regions, giving feedback on ideas for coordinated service, and acting as the conduit to local councils and/or county commissioners relative to decision-making. Meetings with each stakeholder team occurred four times over the course of the project. In July and August 2013, the project was introduced and regional boundaries introduced. In December 2013, initial concepts were presented. In April 2014, refined concepts were discussed. Governance and finance strategies were discussed in September 2014, and preferred strategies were defined. In addition to these meetings, numerous one-on-one phone and email conversations were had with providers.

The following plan details the existing characteristics and the recommended coordination strategies for the Southwest CTD.

COORDINATED TRANSIT DISTRICT BOUNDARY

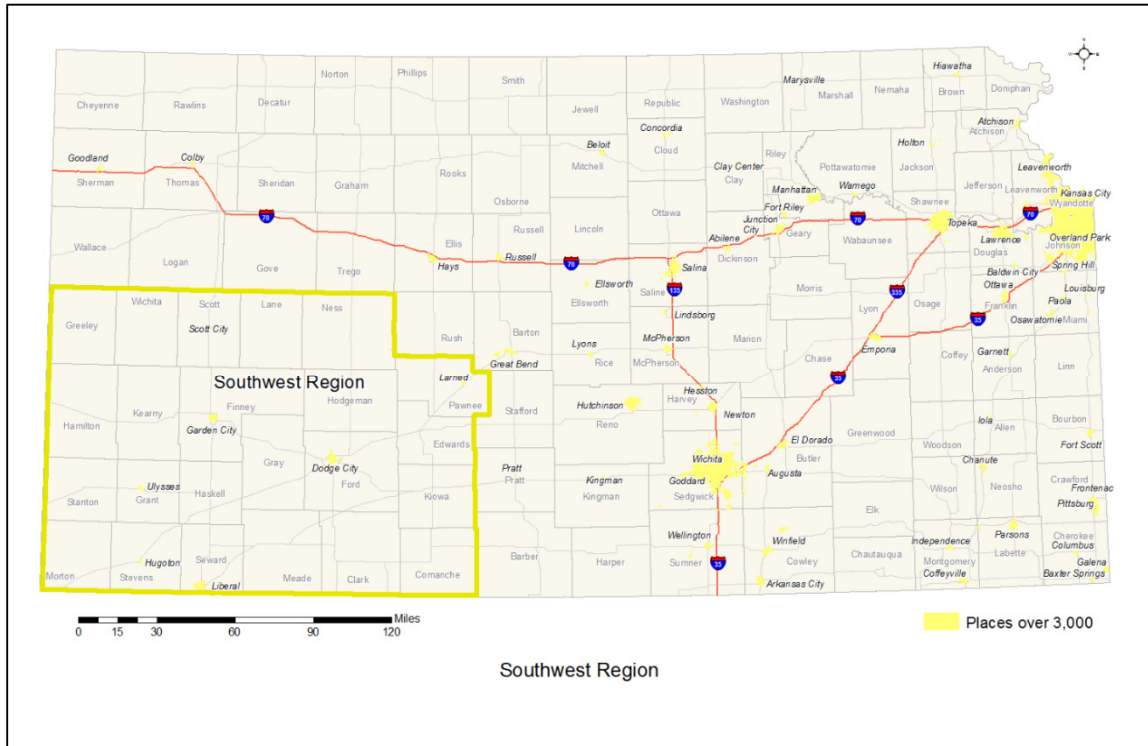
Steady progress to advance coordination has been made since the effort was formalized by passage of the 1992 Kansas Coordinated Transit District Law. The CTD boundary structure across the state was based on an administrative structure of many of the associated agencies such as area Agencies on Aging, county boundaries, and Community Development Disability Organization areas. An initial step in the on-going regionalization project was to evaluate the individual CTD boundaries and make appropriate adjustments to better reflect commuter flows, population densities, and travel sheds for medical and retail areas, while retaining the county boundary element of the administrative structure. Following the evaluation, the state was divided into nine primarily rural-focused regions, which are the focus of this project, and a tenth urban region comprised of Douglas, Johnson, Shawnee, and Wyandotte counties. The current CTD boundaries will be adjusted to conform to the boundaries of the defined regions. As a result, the state will now consist of 10 CTDs compared to the original 15 CTDs.

The proposed Southwest CTD encompasses 23 counties and combines the western counties from CTD 14 with the current 19 counties making up CTD 15. The region has been described by residents as “frontier” rural with an average population density of fewer than nine persons per square mile, relative to the Kansas state average of 34.9 persons per square mile. Approximately 55 percent of the region’s population is located in Finney, Ford, and Seward counties, which have regional centers of Garden City, Dodge City, and Liberal.

The Southwest CTD, displayed in Figure II-33, is composed of the following 23 counties:

- Clark County
- Comanche County
- Edwards County
- Finney County
- Ford County
- Grant County
- Gray County
- Greeley County
- Hamilton County
- Haskell County
- Hodgeman County
- Kiowa County
- Lane County
- Kearny County
- Meade County
- Morton County
- Ness County
- Pawnee County
- Scott County
- Seward County
- Stanton County
- Stevens County
- Wichita County

Figure II-33 Statewide Map – Southwest CTD



List of Providers

Providers identified in the proposed Southwest CTD are categorized according to their source of funding from the KDOT. The 5311 providers are funded under the FTA’s Section 5311 (General Public Transportation) program, which provides capital and operating funds to support rural and small urban (under 50,000 population) transportation projects that serve the general public¹. The 5310 providers are funded under the Section 5310 program (Specialized Transportation for the Elderly or Disabled), which provides funds to private non-profit corporations and local governments in both urbanized and non-urban areas to provide transportation services to meet the special needs of the elderly and the disabled.

5311 Providers

City of Dodge City – Dodge City offers para-transit service to people in town or within two miles of city limits. It operates three 20-passenger vehicles and one van. Currently, Dodge City contracts all of its dispatching to Finney County Committee on Aging, Inc. The service provides approximately 1,000 rides per month and operates 7:00 a.m. to 6:00 p.m., Monday through Friday.

¹ Kansas Department of Transportation (KDOT). Public Transportation Applications. Section 5310/5311 Funding. <http://www.ksdot.org/burtransplan/pubtrans/index.asp>

Dodge City is developing a fixed-service plan and has proposed implementing service in the fiscal year beginning July 2015.

City of Liberal – Liberal City Bus operates both fixed-route and para-transit service. The fixed-route service provides approximately 1,900 rides per month along two routes with one-hour headways running in loops along arterial streets connecting shopping, employment areas, and medical facilities. Liberal City Bus operates three 20-passenger buses in their fixed-route service. City Bus runs from 5:00 a.m. to 7:00 p.m., Monday through Friday. Para-transit service provides approximately 150 rides per month using one van.

Finney County Committee on Aging, Inc. – Finney County COA operates both fixed-route and para-transit service in and around Garden City. It is the largest transit system in the region, providing approximately 5,000 rides per month on its four fixed routes and 1,200 rides per month through its para-transit service. The fixed routes operate with one-hour headways. The agency provides service with seventeen 20-passenger buses and one van from 6:00 a.m. to 7:00 p.m., Monday through Friday.

Hamilton County VIP – Hamilton County VIP offers demand-response service to its residents. Based in Syracuse, the agency provides approximately 200 rides per month for medical and non-medical purposes using one van. The agency makes one or two trips to Garden City for medical purposes each week. Its hours of operation are 8:00 a.m. to 5:00 p.m., Monday through Friday.

Lane County Transportation – Lane County Transportation provides para-transit service out of Dighton. It uses one van to provide approximately 100 rides per month. Service is available for any purpose within the county and for medical purposes outside of the county (to Hays). It operates 8:00 a.m. to 5:00 PM, Monday through Friday.

Stevens County Community Health – Stevens County Community Health provides medical and non-medical trips with service open to the general public. The service, based in Hugoton, operates one van locally and travels to Garden City several times per month based on demand. The agency provides roughly 100 rides per month. Its service hours are 8:00 a.m. to 4:30 p.m., Monday through Friday.

5310 Providers

Three providers in the region receive Section 5310 funding that is dedicated to the transportation of the elderly and people with disabilities.

Arrowhead West – Arrowhead West receives grants from both the 5310 and 5316 (Job Access Reverse Commute) programs and through local sources. Arrowhead West's transportation program is focused on providing daily intra-city service from 6:00 a.m. to 10:00 p.m. within the communities with day and/or residential services. Inter-city service is not provided.

Liberal Good Samaritan Center – Liberal Good Samaritan Center provides para-transit transportation for its clients in Liberal. Trips are available for both medical and non-medical

purposes for destinations within 250 miles of Liberal; however, the vast majority of trips outside Liberal are to/from Garden City. Good Samaritan provides approximately 300 rides per month and representatives from Good Samaritan believe there is reserve capacity in the system. Liberal Good Samaritan provides transportation service from 8:00 a.m. to 4:30 p.m., Monday through Friday.

Pawnee County Council on Aging – Pawnee County COA operates demand-response service out of Larned using one van. It provides approximately 250 rides per month for medical and non-medical purposes and operates 8:00 a.m. to 1:30 p.m., Monday through Friday.

Intercity providers

BeeLine Express – Prestige Bus Lines operates the BeeLine Express inter-city bus service with two routes out of Wichita, Kansas. An east/west route runs through the Southwest CTD, with one end in Wichita and the other in Pueblo, Colorado. The area hosts four BeeLine stops in Greensburg, Dodge City, Garden City, and Syracuse. The eastbound and westbound buses each come through once a day in the mid- to late morning.

Los Paisanos – Los Paisanos offers several inter-city bus routes out of El Paso, Texas, one of which passes through the Southwest CTD of Kansas, stopping in Liberal, Garden City, and Dodge City, en route to Kansas City.

BACKGROUND FOR ACTION IN THE SOUTHWEST CTD

During the first round of meetings in July 2013, stakeholders from the region identified needs, opportunities, and challenges that were important to their organizations and the people they serve. Meeting participants discussed some of the challenges and changing conditions they believe will affect transportation services in the near future. Mainly, they see a change in the characteristics of people requiring service. First, many seniors desire to/expect to “age in place” rather than move to assisted living facilities in larger towns. As people grow older and their abilities to drive themselves diminish, access to transportation is critical to support the desired goal of aging in place. Second, some families are becoming single-vehicle households by choice with one adult lacking access to a car to commute to work or travel to other destinations. Transit is necessary to make this lifestyle feasible. Finally, some participants also expressed a need to provide service to youth too young to drive.

Table II-99 displays the needs/barriers identified by stakeholders in the Southwest CTD as well as a listing of agencies positioned to address the needs/barriers. The majority of needs relate to the expansion of service in a variety of ways, including extending service hours, building access to transit in areas currently lacking it, and developing additional routes, both in town and between cities. In particular, inter-city routes seem to be a pressing need. Social and medical services are mainly located in a few larger towns in the region. Without access to inter-city transportation, residents of smaller towns and rural areas who need certain services could be

forced to move. Intercity transit service gives people access to critical services (medical and shopping) while allowing them to remain in their desired home place. Retaining these residents can help protect the strength of smaller communities by allowing those unable to drive to continue living there.

In addition to the expansion of transit service, stakeholders listed needs include training, marketing, vehicle upgrades, dispatch coordination, and access to funding. Stakeholders identified KDOT as a key player in addressing nearly all of these broader needs.

Needs gathered in the Southwest CTD committee meetings were discussed by KDOT staff and the consulting team specific to the region and relative to those identified in other regions across the state. A product of the statewide-level discussion was a list of 13 gaps/needs that encompassed those more-specific needs identified at the local levels.

Prioritization of the Needs / Gaps / Barriers

Figure II-34 shows the results of a survey where Southwest CTD stakeholders were asked to categorize a list of needs as high, medium, or low priority. Nearly all needs received votes for all three categories, though some rankings stand out. The following needs were identified as higher priority by the respondents (the numbers of votes for each priority category are listed in parentheses):

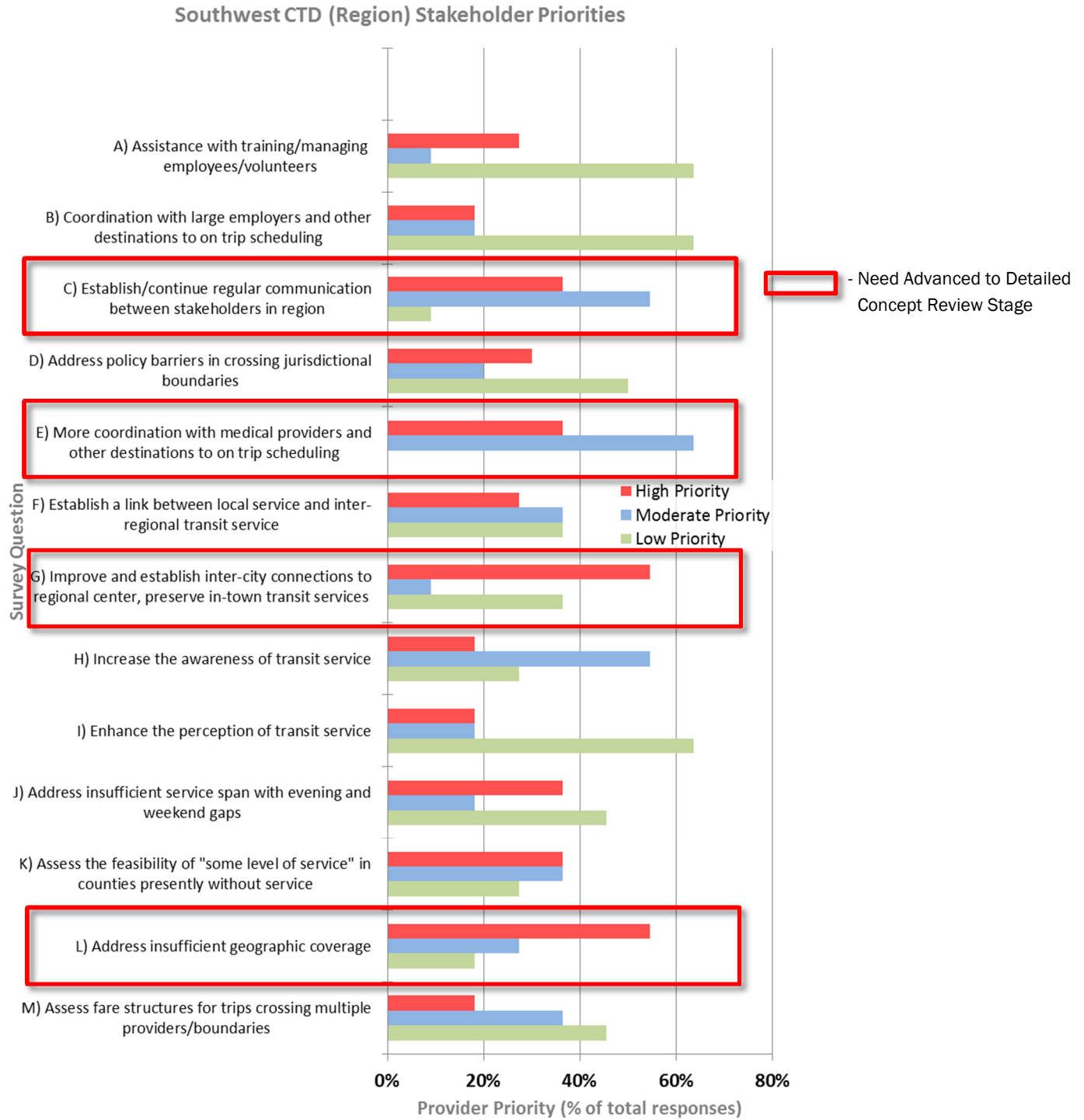
Table II-99 Southwest CTD Needs Assessment

Locally Identified Need/Barrier	Agencies Positioned To Address Need										Comments	
	City of Liberal	Finney County Transit	Dodge City Transit	Good Samaritan – Liberal	Stevens County Health Dept.	Arrowhead West, Inc.	Jurisdictions without Service	Kansas DOT	Private/ Inter-city Carriers	Employers		Other Social Service Agency
Establish a connection to inter-regional transit service.	✓			✓	✓			✓	✓			
Improve and establish regional connections between Liberal, Garden City, and Dodge City while preserving in-town transit services.	✓	✓	✓	✓	✓			✓				
Expand connections to critical regionalized services	✓	✓	✓	✓	✓	✓		✓	✓		✓	Other agencies include health care providers, foster care providers, immigrant service organizations, and transportation providers.
Increase the span of service to weekends and evenings	✓	✓		✓		✓		✓	✓		✓	Identified as needs in Liberal and Garden City. Lack of funding is key barrier. Depending on trip purpose, this may be suited to the role of a private provider or volunteer.
Enhance the awareness of transit service in Southwest CTD	✓	✓	✓	✓	✓	✓		✓			✓	Branding, promotion, market research, and outreach are core mobility management activities.
Integrate/Coordinate Non-FTA/KDOT funded vehicles and services into centralized dispatching system.								✓				Presently, assumption is public transit agencies using NOVUS should not include non-KDOT program services into the scheduling databases.

Locally Identified Need/Barrier	Agencies Positioned To Address Need											Comments
	City of Liberal	Finney County Transit	Dodge City Transit	Good Samaritan – Liberal	Stevens County Health Dept.	Arrowhead West, Inc.	Jurisdictions without Service	Kansas DOT	Private/ Inter-city Carriers	Employers	Other Social Service Agency	
Assess the need/feasibility of “some level of service” in counties presently without service.							✓	✓		✓		Providing regular service to adjacent county should be evaluated as an avenue for Stevens County Health Department to get back into the 5311 program. However, depending on trip purpose, this may be suited to the role of a private provider or volunteer.
Fleets are not always best suited to the trip. For example, minivans or passenger cars are more appropriate in some cases than buses or vans	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	For the NDOR project this was referred to as “right-sizing” the fleet.
Consideration of a broader range of solutions to mobility issues (carpool, vanpool, car sharing, public transportation, private carriers, etc.)		✓	✓					✓		✓		Finney County is a likely candidate for centralizing resources; however, several other entities can assist in marketing, service provision, and mobility management if better equipped.
More miles of service in Liberal (to improve neighborhood accessibility)	✓			✓								Liberal Transit can focus on corridor-based and fixed-route service, and Good Samaritan can become the ADA complimentary para-transit provider via contracted service.
Additional funding may be required to meet critical needs; state and local budget processes must be coordinated	✓	✓	✓		✓		✓	✓		✓		

Locally Identified Need/Barrier	Agencies Positioned To Address Need											Comments
	City of Liberal	Finney County Transit	Dodge City Transit	Good Samaritan – Liberal	Stevens County Health Dept.	Arrowhead West, Inc.	Jurisdictions without Service	Kansas DOT	Private/ Inter-city Carriers	Employers	Other Social Service Agency	
<p>Training requirements vary based on program rules, and most transportation providers have a mix of volunteer, part-time, and full-time drivers. In turn, tracking of compliance is cumbersome.</p>	✓	✓	✓			✓		✓	✓		✓	

Figure II-34 Southwest CTD Stakeholder Priorities Chart



G. Improve and establish inter-city connections to regional centers – (4 Low, 1 Medium, 6 High) Votes for establishing inter-city connections were split fairly evenly between high and low priority, though the need tied for the highest number of votes for high priority. Given the aggregation of services in larger towns and the perceived demand for access to those services, some stakeholders clearly view inter-city trips as critical to providing a worthwhile service. The divided voting on this could be a result of whether or not stakeholders have access to specialized services in their hometowns.

L. Address insufficient geographic coverage – (2 Low, 3 Medium, 6 High) The desire to address insufficient geographic coverage indicates that transit providers see unmet demand for service near where they operate. In Liberal, for example, fixed-route transit operates only on arterial streets, requiring people to walk a distance to the bus stops. Expanding service deeper into residential areas would make it easier for some people to access transit services. In some areas, it could mean expanding service further outside of city limits. As seen in Figure II-34, this need is distinct from the need to assess the feasibility of "some level of service" in counties presently without service.

C. Establish/continue regular communication between stakeholders in region – (1 Low, 6 Medium, 4 High) Communication is key to any coordination effort. Ranking this need as a high priority suggests a willingness among respondents to work together to address common issues. Communication can also help facilitate the education of transit agency employees/volunteers as people share their experiences in addressing various issues.

E. More coordination with medical providers and other destinations on trip scheduling – (0 Low, 7 Medium, 4 High) The need to coordinate with medical providers is the only need that received no votes for low priority. Coordination with medical providers could help cluster appointments for people depending on public transportation, allowing them to share rides and make the provision of service more efficient, especially on costly inter-city trips.

SERVICE AND MANAGEMENT IDEAS/CONCEPTS

Description of Concepts

The focus of the December 2013 round of meetings was to discuss in general terms a range of ideas/concepts that would address the higher priority needs/gaps defined through the initial round of meetings with stakeholders in the region, follow-up discussions with public transportation and elderly services providers in the region, and workshops with KDOT staff. Material provided to stakeholders prior to the meetings included descriptions of the issue, concepts being evaluated to reduce/address the issue, and a narrative review of the advantages and disadvantages of the concept. Each of the issues was discussed with the stakeholders with two groupings of ideas/concepts developed:

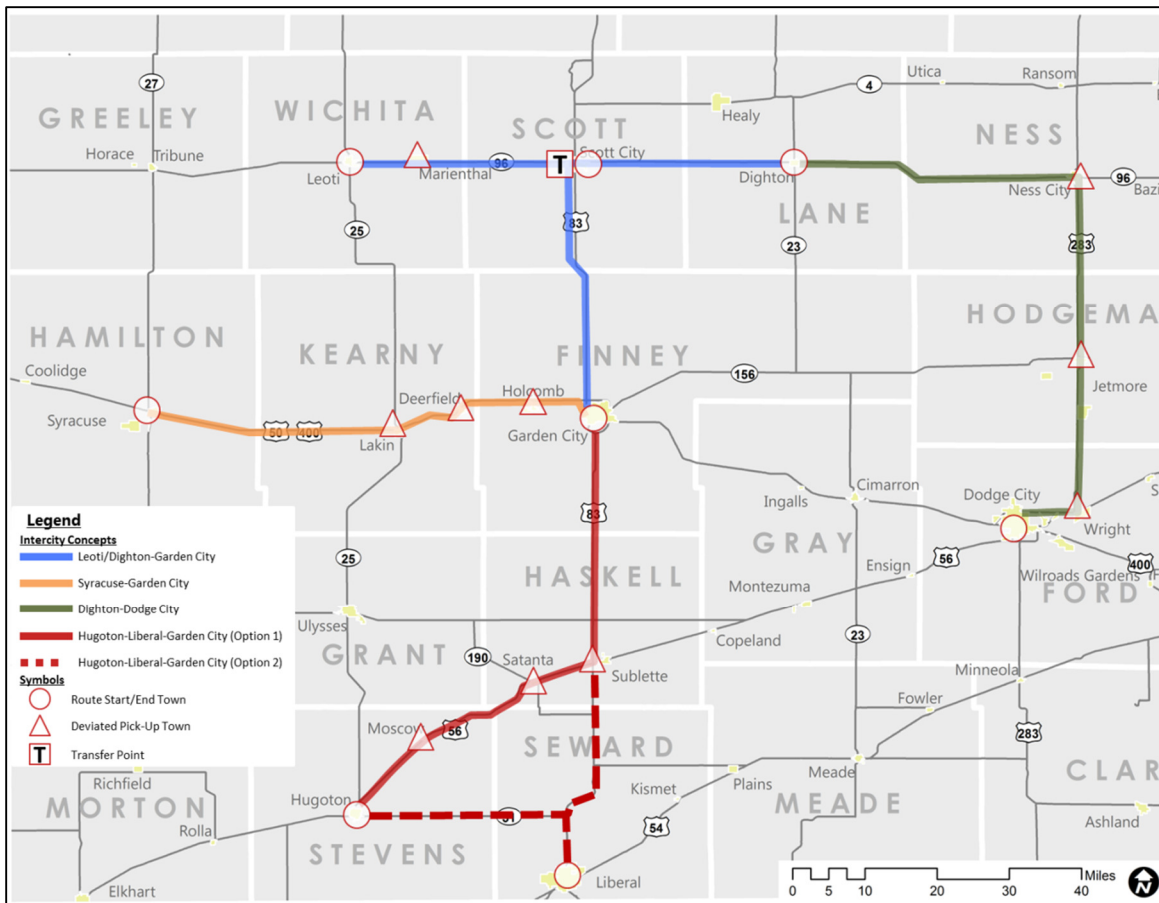
- Advance to a more detailed assessment step.
- Dismiss the concept from further analysis and document the reasons for this action.

Each concept developed was focused on addressing one or more of the higher-priority issues identified in the initial project stage. Listed below are the issues/needs/gaps and the range of ideas presented for discussion.

Improve and/or Establish Intercity Service Focusing on the Regional Center Communities

There are four opportunities to leverage existing inter-city service to Garden City and/or Dodge City to offer trips to passengers currently lacking access to such service.² Service providers currently making trips into the regional centers could pick up additional passengers at locations along the way. Figure II-35 illustrates the potential routes, and they are described below:

Figure II-35 Southwest CTD Intermediate Stops Concept



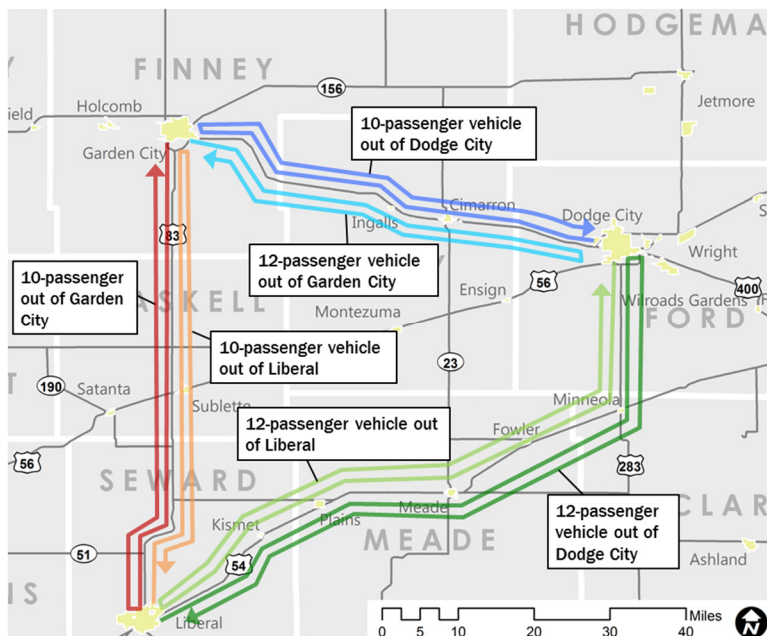
² The memo "Overview of the Various Intercity Strategies of Making Intermediate Stops En Route to Garden City" (previously distributed) provides additional detail on the concepts.

- Stevens County to Garden City: Stevens County, operating out of Hugoton, picks up passengers in Moscow, Satanta, and Sublette along US 56 on its way to Garden City. For the alternative, there is an option to travel through Liberal and not providing service to Moscow or possibly Satanta.
- Hamilton County to Garden City: Hamilton County, operating out of Syracuse, picks up passengers in Lakin, Deerfield, and Holcomb along US 50 on its way to Garden City.
- Lane County to Garden City: Lane County, operating out of Dighton, picks up passengers in Scott City on its way to Garden City. An option to this service includes Leoti travelers to be shuttled to Scott City on the current non-KDOT program service and transferred to the Lane County service to/from Garden City.
- Lane County to Dodge City: Lane County, operating out of Dighton, could pick up passengers in Ness City, Jetmore, and Wright without deviating from the logical travel route to/from Dodge City.

New Intercity Service

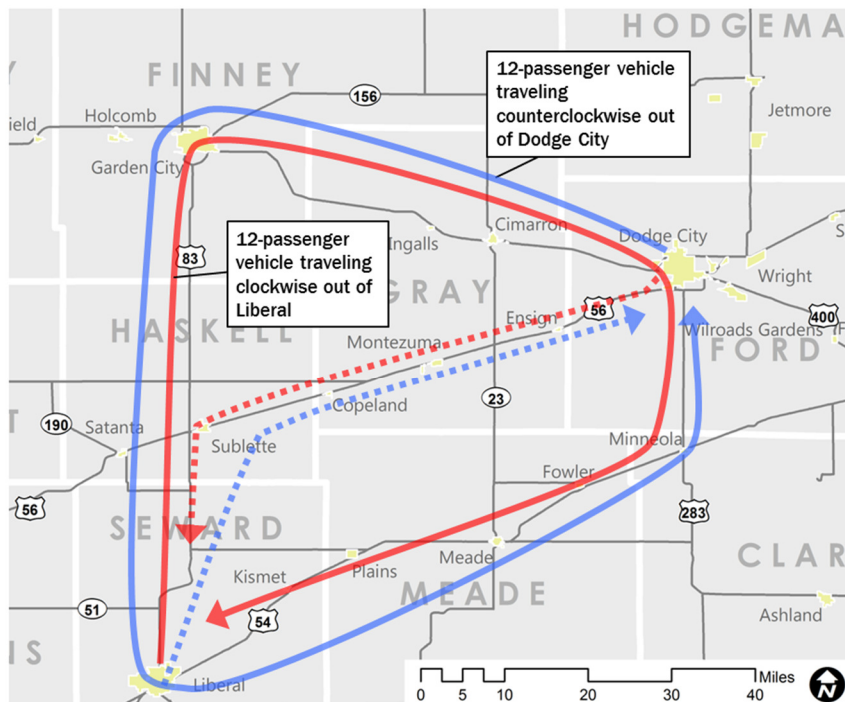
There are two options for establishing inter-city service between the regional centers of Dodge City, Garden City, and Liberal, along with the communities located between them. The first option is to operate vehicles in a linear fashion. Vehicles operating out of each city would carry local passengers to one of the other two cities, picking up additional passengers at intermediate stops along the way, and providing in-town service in the destination city before making the return trip. Figure II-36 illustrates the concept. Routes between the three regional centers can be established all at once or in phases, depending on observed demand and the availability of local funding. Service out of each city could be fine-tuned independently based on local demand. Trips between Dodge City and Liberal would alternate between US-54 and US-56.

Figure II-36 Linear Intercity Service Concept



The second option is to provide service through two vehicles making circuits between the cities in opposite directions. Figure II-37 illustrates the concept. As each vehicle passes through a city, it picks up passengers traveling in the same direction and drops off passengers who have reached their destinations. It then continues on to the next city. Passengers use local transit to travel within their destination cities. They board the vehicle traveling in the opposite direction as the one they used on the first leg of their journey (i.e., the one traveling toward their homes) for their return trips. Each vehicle completes two circuits per day of service; the first provides the outbound portion, and the second provides the return trip. Vehicles could originate in the same city or separate cities.

Figure II-37 Circuit Intercity Service Concept



Note: Trips between Dodge City and Liberal would alternate between US 54 and US 56.

Centralized Dispatching

A component of coordinating transit service between providers is centralization of scheduling and dispatching rides. This strategy is being evaluated in each region of the state. For the Southwest CTD, rough costs for providing dispatching services for each of the current providers and Cimarron (as there has been much discussion of initiating service in the community) were estimated using information collected from Finney County Transit regarding their costs. Relative to all of the existing transit agencies in the region, Finney County Transit provides the greatest capacity to expand this element of service without requiring a substantial capital investment for

facilities, software, and personnel. Thus, it was assumed that Finney County Transit would be in position to serve as the central dispatcher for other transit providers in the region.

Staff from Finney County Transit agree they have the capacity to take on dispatching from most of the existing agencies, without making substantial changes/additions in staffing. Thus, their current cost structure could be used in estimating the cost for dispatching.

Establish a Regional Mobility Manager

Advancing and sustaining coordination between transportation agencies and extending the reach of potential users is rooted in communication between people. The CTD regional organization structure can improve the level of communication; however, connecting people in need with the services available requires daily individual-to-individual communication to bridge the gaps. To provide this personal service, a consistent concept across the regions is establishing the position of mobility manager/coordinator. Typically, a mobility manager should be able to identify travel needs in the region (or between regions) and work across the range of providers/agencies to address the needs. The mobility manager's responsibilities should promote collaboration between transportation service providers, traveling customers, and businesses to provide a reasonable quality of life for people who cannot drive or who choose not to drive.

Responsibilities discussed for mobility managers include the following:

- Schedule and coordinate with individual or multiple service providers' trip requests for inter-community and inter-regional transportation service.
- Promote, enhance, and facilitate access to transportation services, including integrating and coordinating services for individuals with disabilities, older adults, and low-income individuals.
- Provide appointment and transportation scheduling assistance for medical, human service, and employment needs.
- Provide a single point of contact for travelers to contact for information on travel options and eligibility requirements.
- Develop travel training—new training programs—for individual users on awareness, knowledge, and skills of public and alternative transportation options available in their communities. This training would include travel instruction and travel training services.
- Assess client needs and identify travel options.
- Provide adequate training and knowledge of the different types of services available to the CTD's residents.
- Provide an additional resource for service agencies to gather and disseminate information to persons within their service area.

- Assist in developing printed material and forms to make information clearly obtainable for those using any of the various transportation programs in the CTD.
- Facilitate regular meetings of public transportation providers in the CTD in order to develop collaborative strategies to improve regional mobility.

Given the current service provider arrangement, it appears Finney County Transit is best positioned to provide office facilities and support for the Southwest CTD mobility manager. The Southwest CTD is a self-described “frontier” rural area of the state and presently has only three public agencies that provide inter-city service. If the focus of the mobility manager is on coordinating and enhancing outreach for inter-city (regional trips), there is not presently enough need/demand to support a full-time position. Presently, both Finney County Transit and Dodge City Transit each employ a mobility manager who addresses local service needs. Advancement of the mobility manager concept in the Southwest CTD is likely most effectively addressed through working with one (or both) of the current managers to divide regional duties.

Coordinated Scheduling/Dispatching

A component of coordinating transit service between providers is centralization of establishing and dispatching rides. This strategy is being evaluated in each of the regions and under a general structure (Who does the customer call? Who sends out the vehicle? Who monitors trip status and addresses the need for adjustments?). The concept can take a number of forms. In regions or subareas of a region where there are a small number of vehicles and customers to bring together, coordination between two or more agencies can be pretty basic (establish a central point of contact for customers, record trips in basic spreadsheet applications, and communicate using cellular telephones). As the number of vehicles and people to coordinate grows, there will be an increased need to add more technology (proprietary scheduling software, GPS transponders on vehicles, and on-board displays providing driver’s information about the trip).

Three options have been described to the CTDs:

- Option 1 - Focusing centralized scheduling efforts only for regional or long-distance trips
- Option 2 - Each provider should continue scheduling their trips using a new centralized scheduling system and dispatching their own vehicles, but allowing multiple providers to see each other’s trips, making coordination and trip-chaining easier
- Option 3 – Scheduling all trips through a centralized call number that assigns the trip to the appropriate agency based on trip origin, destination, time of day, and available capacity

Within the Southwest CTD, the two largest systems—Finney County Transit and Dodge City Transit—already coordinate with each other with Finney County Transit contracting with Dodge City Transit to schedule trips and provide vehicle dispatching. The remaining agencies experience daily trip demand of fewer than 100 persons and, in most cases, fewer than 10 trips

per day per provider are demanded. Thus, Options 2 and 3 are not very cost effective across the six public transportation providers. Option 1 provides some benefit when combined with service changes on inter-city trips to allow stops in towns along the travel route to pick up residents and take them to the regional center destination. Centralizing scheduling service (and establishing a schedule of inter-city trips) will remove one task from small agencies that do not have full-time scheduling staff.

Finney County Transit is the best candidate of the current providers in the region to serve as a central hub for scheduling and dispatching. Of the six public transit providers in the region, only Dodge City and Stevens County have expressed interest in centralized scheduling and dispatching.

ALTERNATIVES SCREENING

The previous section provides a brief summary of the range of service and operating concepts considered to address the needs/gaps/issues in the Southwest CTD. Evaluation of the ideas for possible implementation in the region followed a two-stage process:

- Stage 1: Discussed each of the ideas with staff from KDOT, transit agencies in the region, and members of the stakeholders committee to identify those that are reasonable and should be advanced to more review and those that are not appropriate for the region. The alternatives deemed not appropriate may be such because they:
 - Are likely too costly for counties/communities to support, relative to the level of service provided.
 - Do not address the unique needs/conditions of the region.
 - Are inconsistent with the charge for providing service by each of the agencies.
- Stage 2: For those concepts that are advanced from the initial screening, the consultant staff and KDOT developed more detail on operations and costs, and a second screening review was conducted with members of the stakeholders committee. For this stage of review, stakeholders were provided much more detail regarding schedules for service, fare costs, operating and capital costs, and local cost responsibilities. Using this information, local representatives provided KDOT staff and the consultants with input regarding those ideas/concepts that should be advanced and those that, while reasonable ideas, are beyond the budget of the communities/counties to support.

Stage 1 Screening Results

Table II-100 describes each of the service and organizational concepts identified to address the priority needs identified in the Southwest CTD. Also included in the table are a brief synopsis of the opportunities and challenges associated with each of the concepts and notation as to whether the idea would be advanced into the more detailed analysis or dismissed from consideration.

The following concepts were advanced from the initial screening to either more detailed review, or it was determined that carrying them through to the final recommendation was logical:

- **Strategy 1** - Modify the current demand-response inter-city service between Hugoton (Stevens County) and Garden City to provide at least one scheduled trip that includes intermediate stops in Liberal, Moscow, Satanta, and Sublette.
- **Strategy 2** – Implement new inter-city service between Liberal and Garden City. Included in the more detailed analysis would be the feasibility of intermediate stops in Sublette and possibly Satanta.
- **Strategy 5** – Implement new inter-city service between Garden City and Dodge City with an intermediate stop in Cimarron.
- **Strategy 7** - Modify the on-demand inter-city service between Syracuse (Hamilton County) and Garden City to provide at least one scheduled trip per month that includes intermediate stops in Lakin, Deerfield, and Holcomb.
- **Strategy 8** - Consolidate scheduling and dispatching for each of the public transit services in the region under one operator (most logical is Finney County Transit).
- **Strategy 11** - Modify current inter-city service from Dighton (Lane County) to Garden City to include a stop in Scott City to pick up travelers (enhances a limited amount of service from Scott City). Also coordinate the possibility of a shuttle service from Leoti to Scott City to meet up with Lane County Transit.
- **Strategy 12** - Modify current inter-city service from Dighton (Lane County) to Dodge City to include allowing intermediate community stops in Jetmore and Ness City (providing these communities with some level of transit service).
- **Strategy 13** - Implement rider-share carpooling and vanpooling concepts as a general idea for extending service areas with lower cost options and extending hours so people could obtain a ride to/from work. These options will be advanced to the implementation stage without developing more details on the concepts.
- **Strategy 18** - Enhance coordination with medical providers. This alternative will be retained through implementation as “a good idea” and way of saving operating costs.

Table II-100 Southwest CTD Alternate Strategy Summary

Strategy Number	Concept Strategy – Need Addressed	Background – Current Conditions	Opportunities/Advantages	Constraints/Disadvantages	Comments
Intercity Service – Liberal to Garden City					
Strategy 1	<p>Option 1 – Stevens County Transit Revises Current Route to Provide Service:</p> <ul style="list-style-type: none"> Initial Assumption – 2 Days Per Week Service (will determine day later) In Liberal – Assume just one stop at the City Hall Bus Stop. Coordinate stop at top of hour. Stevens County driver provides all service in Garden City – Do not inter-line with FIT service. If carry forward – Establish who does customer call, vehicle dispatching, operations in Garden City, fares, subsidies (if any needed), etc. 	<p>Presently – No intercity service between Liberal and Garden City (2 of the largest communities in the region – Both are regional centers for medical and shopping services).</p> <p>There is a moderate level of employment-to-home place connectivity between Liberal and Garden City.</p> <p>Stevens County Health Department provides on-demand service from Hugoton to Garden City. Typical month – Approximately 3 trips. Average ridership is ## persons/trip.</p>	<p>Fills a gap identified through Regional Committee for:</p> <ul style="list-style-type: none"> Medical trips – not all services are provided in either community. Employment trips. Inter-airport trips or from area to one of the airports. <p>Provides NEW opportunity to get to/from Garden City trips for residents of:</p> <ul style="list-style-type: none"> Liberal Sublette Satanta <p>If can carry 2-3 customer per trip from Liberal, likely cover costs of additional miles and labor hours.</p> <p>Estimate 100 to 200 riders per month from Liberal (based on current Stevens County ridership).</p>	<p>Trip length for residents of Hugoton increases substantially from today (current - 70 miles to 90 miles each way).</p> <p>Reduced convenience for Hugoton residents – Duration of their travel day will likely increase.</p> <p>Must obtain a larger vehicle – Hugoton presently has a 6 passenger van.</p> <p>Demand may exceed reasonable capacity for a service originating in Stevens County.</p> <p>To serve the commute trips in corridor, need to start service day MUCH earlier than current. Not likely to be sustainable.</p> <p>Concern (by Liberal representatives) over potential retail leakage from Liberal.</p>	<p>Requires a larger vehicle. Maximum reasonable size for Stevens County is 15 passenger bus.</p> <p>Satanta – May be too far off US 83 to be able to connect. Have alternate for Satanta of coordinating with Grant County/Ulysses service to Garden City.</p> <p>Flight arrival time in Garden City in afternoon – Likely results in extending Stevens County service day. Will need to evaluate the potential impacts.</p>
Strategy 2	<p>Option 2 – Create NEW Intercity Service Route in the US 83 Corridor. Concept for service could include deviation from US 83 to provide intercity service to Sublette and Satanta.</p>	<p>Presently – No intercity service between Liberal and Garden City (2 of the largest communities in the region – Both are regional centers for medical and shopping services).</p> <p>There is a moderate level of employment-to-home place connectivity between Liberal and Garden City.</p>	<p>Fills a gap identified through Regional Committee for:</p> <ul style="list-style-type: none"> Medical trips – not all services are provided in either community. Employment trips. Inter-airport trips or from area to one of the airports. <p>Provides NEW opportunity to get to/from Garden City trips for residents of:</p> <ul style="list-style-type: none"> Liberal Sublette Satanta (May be more feasible than Option 1 to provide Satanta service). <p>If integrate with fixed route service in either town, might be able to make multiple trips in a day.</p> <p>Ridership estimate – 100 -300 per month.</p>	<p>Incremental cost is greater than Option 1 as new driver/vehicle needed or take current local out of service. Will be difficult barrier to overcome as Liberal dollars are focused on adding/enhancing LOCAL fixed route.</p> <p>Promoting as opportunity for shopping trip would not likely be well received by retailers in either community (could lose as much as gain).</p> <p>Is there enough ridership potential to warrant service? If not, what to do with driver/vehicle on off days to keep utilized?</p>	<p>Governance format is critical. Who is responsible agency:</p> <ul style="list-style-type: none"> FIT? Liberal City Bus? New regional agency?

KDOT REGIONAL TRANSIT BUSINESS MODEL IMPLEMENTATION

Strategy Number	Concept Strategy – Need Addressed	Background – Current Conditions	Opportunities/Advantages	Constraints/Disadvantages	Comments
Intercity Service US 50/US 400 Corridor					
Strategy 3	Option 1 – Garden City to Cimarron – Create New Service. The distance (<35 miles) between Garden City-Cimarron and population of Cimarron, may warrant daily service.	Presently – No intercity service in corridor (other than Bee Line) and no local service in Cimarron. Cimarron has been discussing developing service and has identified local funding to support a public transit grant application. Garden City (along with Dodge City) is a regional medical service, regional shopping and employment center for residents of Cimarron. Need for regional connections were identified by SW Committee members.	Fills a gap identified through Regional Committee for: <ul style="list-style-type: none"> Medical trips – not all services are provided in either community. Employment trips. Shopping trips. Provides NEW opportunity to get to/from Garden City trips for residents of Cimarron. Cimarron has demonstrated interest in providing at least local transit service. Distance and orientation of Cimarron allows phased expansion to include route from Garden City to Dodge City. Can provide intercity service to/from Ingalls and Piercesville for little additional/ incremental cost. Ridership estimate – 10-30 per month.	Entirely new service will have substantial cost. Is Garden City the most appropriate/highest return destination for trips from Cimarron? Is Dodge City a better fit (medical, shopping, employment)? Dodge City is closer and provides a “similar” package of service destinations (shopping, employment) – other than specialty medical.	Need to determine whether can provide as an “expansion” of FIT service area. Would be able to share administrative costs with established agency. If can provide one or two days a week service at low incremental cost, might be sufficient for good portion of need (then add to benefit). Governance format is critical. Who is responsible agency: <ul style="list-style-type: none"> FIT? Cimarron? New regional agency? Eliminate – Demand between Dodge City and Garden City is expected to be greater than the Cimarron only service. Eliminate this concept in favor of Option 3.
Strategy 4	Option2 – Dodge City to Cimarron – Create New Service. The distance (<20 miles) between Dodge City-Cimarron and population of Cimarron, could likely warrant daily service	Presently – No intercity service in corridor (other than Bee Line) and no local service in Cimarron. Cimarron has been discussing developing service and has identified local funding to support a public transit grant application. Dodge City (along with Garden City) is a regional medical service, regional shopping and employment center for residents of Cimarron. Need for regional connections were identified by SW Committee members.	Fills a gap identified through Regional Committee for: <ul style="list-style-type: none"> Medical trips – not all services are provided in either community. Employment trips. Shopping trips. Provides NEW opportunity to get to/from Garden City trips for residents of Cimarron. Cimarron has demonstrated interest in providing at least local transit service. Distance and orientation of Cimarron allows phased expansion to include route from Garden City to Dodge City. As distance is shorter than Option 1 – Likely that ridership (people served) would be higher (need to confirm – but is logical). Goal is to serve people. Ridership estimate – 20-40 per month.	Entirely new service will have substantial cost. No additional communities to serve between Cimarron and Dodge City (unlike Option 1 that is to/from Garden City).	If for employment, would need to be multiple trips per day and start early and (possibly) run late. If medical and/or shopping, one trip per day might be acceptable. Whether new or expanded service from Dodge City – Would likely be dispatched from Garden City. Eliminate in favor of Option 3. There may be the desire in the future to re-evaluate the concept (as Cimarron grows) as distance between Cimarron and Dodge City is relatively short.

KDOT REGIONAL TRANSIT BUSINESS MODEL IMPLEMENTATION

Strategy Number	Concept Strategy – Need Addressed	Background – Current Conditions	Opportunities/Advantages	Constraints/Disadvantages	Comments
Strategy 5	Option 3 – Dodge City to Garden City with Intermediate Stop in Cimarron	<p>Presently – No intercity service in corridor (other than Bee Line) and no local service in Cimarron. Cimarron has been discussing developing service and has identified local funding to support a public transit grant application. Dodge City (along with Garden City) is a regional medical service, regional shopping and employment center for residents of Cimarron.</p> <p>Need for regional connections were identified by SW Committee members.</p>	<p>Connecting multiple communities/counties spreads the cost burden – Easier to accept incremental cost.</p> <p>Connects the two largest regional economies and locations of critical regional medical, large employers and retail centers.</p> <p>Provides regional/intercity service to Cimarron for little added cost if concept is supported by Dodge City to Garden City travel.</p> <p>FIT already dispatches for Dodge City, would not likely increase burden dramatically.</p>	<p>No service today and distance is such that would need to add driver/vehicle (likely) – Cost. Do not understand local funding support. Is it present?</p>	<p>Advance to more Detailed Assessment – Best addresses the identified need for service in the corridor.</p>
Intercity Service Grant County-Haskell County to/from Garden City					
Strategy 6	<p>Ulysses to Garden City Intercity Service – Coordinate intercity service connecting Ulysses with Garden City, with intermediate stops in <u>Satanta</u> and Sublette.</p> <p>The concept would be to provide one or two scheduled trips per month to Garden City. These would be advertised in Ulysses, <u>Satanta</u> and Sublette.</p> <p>The provider is confident that a small number of scheduled intercity trips could be accommodated.</p>	<p>Grant County/Ulysses Senior Center provides local and intercity service for persons in Ulysses. The service is principally to provide seniors, low-income persons and persons with a disability transportation, when there is capacity/opportunity, general public trips are provided.</p> <p>Trips are made to Garden City on-demand, which is approximately 1-3 times per month. Excursion trips to concerts are set up in advance. Medical trips make up the vast majority of the non-excursion trips. Very few trips are requested for shopping or social visits to Garden City.</p> <p>The current fleet (100% locally funded) is made up of:</p> <ul style="list-style-type: none"> • 30 passenger tour coach • 15 passenger van • Suburban <p>The coach is generally used for excursion trips to Garden City or other larger town. The van and Suburban for smaller groups or individuals.</p>	<p>As trips are being made today, can provide a small (but critical) level of transit service to intermediate towns of <u>Satanta</u> and Sublette. Sublette is convenient to serve via intercity from Hugoton/Stevens County, <u>Satanta</u> is more out of direction. While still out of direction for service from Ulysses, if only stop, not as significant.</p> <p>Do not HAVE to enter KDOT programs to still provide coordinated service, but would provide a source of supplementing the local funding and fares.</p> <p>Supplements Stevens County/Hugoton service along US 83 from US 56 to Garden City (could provide more service to Sublette).</p>	<p>Is Grant County agency compliant with KDOT grantee <u>requirements</u>.</p> <p>Enough reservations to make the trip worthwhile would need to be scheduled (likely need to set a minimum number of riders based on an estimated trip cost –labor and expenses).</p> <p>Need to establish a communication protocol.</p> <p>Support from Grant County administration is unknown.</p> <p>Would be a change for residents of Grant County as they would spend more time on the vehicle and out of town (more people riding generally results in more time in regional center).</p>	<p>Service in Ulysses is not a part of the KDOT grant program, so it is difficult to incorporate the service into the coordination efforts.</p> <p>Do not advance to the Detailed Assessment.</p>

KDOT REGIONAL TRANSIT BUSINESS MODEL IMPLEMENTATION

Strategy Number	Concept Strategy – Need Addressed	Background – Current Conditions	Opportunities/Advantages	Constraints/Disadvantages	Comments
Intercity Service US 50/400 West Corridor to Garden City (Syracuse-Lakin-Deerfield-Holcomb)					
Strategy 7	Coordinate existing trips from Syracuse to Garden City with communities along the US 50/400 corridor (Lakin, Deerfield, Holcomb).	<p>Hamilton County presently makes one or two trips per week to Garden City. As average daily ridership is fairly low (2-3 per day), there is likely opportunities to carry more passengers on the trips.</p> <p>Most of the trips to Garden City are for medical visits.</p> <p>Hamilton County charges \$0.50 per mile for these trips.</p>	<p>Picking up passengers along the route would not substantially increase the cost, but would increase revenue paying customers (improving the cost effectiveness/ affordability of the trip).</p> <p>Medical visits are likely more critical need in intermediate communities. Thus, destinations in Garden City would be similar – limiting the impact to current passengers of longer trip time.</p> <p>As trip costs may not change dramatically, new fares collected may cover additional costs (thus, no need for more subsidy).</p>	<p>Making intermediate stops will add to travel time – Likely minor as intermediate towns are small and cannot accommodate more than 2 or 3 additional people per trip.</p> <p>While costs may not go up, there is still a subsidy that is collected only in Hamilton County. Need to investigate opportunity for sharing the subsidy cost with other communities (unless fare would cover).</p>	While Hamilton County Transit is skeptical of being able to support the concept, it should be advanced to the more Detailed Assessment.
Extend Centralized Dispatch from Finney County					
Strategy 8	Add Stevens County, Lane County, Hamilton County and Liberal City Bus to FIT's scheduling and dispatch area.	<p>FIT presently provides vehicle dispatching service for Finney County fixed route and paratransit service and for Dodge City demand-response service.</p> <p>Annually, FIT presents Dodge City with a proposal for the next year's cost. The fee is determined based on the percentage of total reservations handled in Dodge City relative to the total.</p>	<p>Cumulative cost of providing vehicle dispatch may be less.</p> <p>Allow current "dispatchers" to spend more time on their primary job (many/most share dispatching with other responsibilities).</p>	<p>To reduce the "chatter" in dispatch office, may need to add AVL. Much of talk is to find out where the vehicle is located. Will add cost to small agencies.</p> <p>Need communication protocol. Who does driver talk with (local agency or dispatching) about field conditions (not going to make pick up time, no-show, etc.). If no protocol, much confusion and conflicting input.</p> <p>Is there adequate capacity in the current "system" (building, radio system, labor pool, etc.) before a large investment is needed? Does taking on any/all of the systems pass a capacity threshold?</p>	Advance to more Detail Assessment.
Intercity Service Leoti-Scott City-Dighton to Garden City					
	<p>Promote coordination in travel between Leoti-Scott City-Dighton for trips to Garden City.</p> <p>Establish a scheduled one to three times per month trip to Garden City.</p> <p>Primary opportunity lies with service starting in Leoti or Dighton traveling through Scott City. Scott City would be the transfer point between other communities.</p>	<p>Trips have been documented through KUTC and newspaper stories about service between Leoti and Garden City and Scott City and Garden City. Trips between Lane County/Dighton and have not been documented (but distance and services in GC suggest they occur – unless all provided in Hays – farther away).</p> <p>There is some level of on-going coordination between Leoti and Scott City for persons requiring a vehicle with a lift. The Scott City vehicle has a lift while none in Leoti.</p>	<p>Reduce the cumulative cost between the providers of intercity service.</p> <p>Potential for more trips for customers at small or no incremental operating cost (cumulative).</p>	<p>Neither Leoti nor Scott City transit is part of the KDOT grant program. Thus, providing coordination between non-program service and program services is difficult.</p> <p>Does each provider actually go to Garden City? Creating a new trip for two of the three, even with coordination, will not likely be cost effective.</p> <p>Need to establish a communication protocol.</p> <p>Support from local administrators is unknown.</p>	<p>Advance Option 3 to Detailed Evaluation as Lane County is the only provider involved that is a part of the KDOT grant program. Persons from each community still have the opportunity to travel to Garden City, which is the goal.</p> <p>Dismiss Options 1 and 2 as their vehicles and drivers are not a part of the KDOT program, which makes documentation of rides and reimbursement of any subsidy portion of costs very difficult.</p>

Strategy Number	Concept Strategy – Need Addressed	Background – Current Conditions	Opportunities/Advantages	Constraints/Disadvantages	Comments
Strategy 9	Option 1: Dighton and Leoti customers are brought to Scott City and Scott County Transit carries them to/from Garden City.	No documented coordination between Lane and Scott Counties.		Deadhead travel for Leoti and Dighton – If both shuttle their customers to Scott City for transfer to a Scott City vehicle for travel to Garden City and then return to local town, they run as many miles as if they went to Garden City. Most logical is if Dighton and/or Leoti make the trip today and pick up Scott City residents on way through. Leoti/Dighton get revenue, Scott City customers get more options.	
Strategy 10	Option 2: Leoti travels through Scott City on way to/from Garden City and picks-up/drops-off Scott City and Dighton riders. Lane County Transit shuttle customers back and forth between Dighton and Scott City.				
Strategy 11	Option 3: Lane County Transit travels from Dighton through Scott City on way to/from Garden City, picking up residents from a centralized stop in Scott City. Residents from Leoti are shuttle to/from Scott City				
Provide Inter-city Service In Ness and Hodgeman Counties to/from Dodge City					
Strategy 12	Coordinate existing Lane County service to/from Dodge City with communities in Hodgeman and Ness Counties.	Lane County Transit provides trips between Dighton and Garden City. By coordinating with Ness City, Jetmore and Wright (in Ford County) both Ness and Hodgeman County would have a baseline level of service.	Two counties with no service gain some level of transit. Inter-city service has been identified as primary need. Very little additional cost as Lane County presently makes the trip and travel through Jetmore and Ness City is as direct as can make the trip.	Need to establish a communication protocol. A schedule is required – Currently make trip on demand.	Advance to Detailed Evaluation.
Extend Service Area through Formalized Rideshare Programs					
Strategy 13	Create formal Rideshare focusing on larger employers. Option 1 – Low Tech Individual Employer Focused Carpool Program. Concept would be to provide individual employers with printed and editable material for setting up a rideshare board.	Several large employers in the region provide common destinations for people traveling to work. Each day, workers travel along similar routes to the Cargill and National Beef plants in Dodge City, the ethanol plants in Garden City, Liberal, and Leoti, and the many area hospitals.	Reduces parking demand. Reduced driveway/entrance congestion during shift change. Goal would be little to no cost for employers. Reduces one pressure point for “we need public transit” discussion in low density areas (that could not support transit). Provides transportation to area residents.	Requires a willingness among those with automobiles to share the use their vehicles. Commuters must be originating from roughly the same place at the same time. As towns are smaller, going to pick up rider may add a lot to driver travel time – Significant negative. Backup plan required when the scheduled driver does not make the trip.	Advance the concept as a low cost tool for extending service to lower density areas and to workers that need to travel outside regular transit service hours (which for most systems in the region is 8:00 AM to 6:00 PM).
Strategy 14	Option 2 - High-Tech Rideshare Program: An organization (such a transit agency or governmental body) can set up an Internet-based rideshare board to assist people in organizing carpools to work or other destinations. The organization pays a company specializing in hosting rideshare boards to operate a website and markets the service to area residents.				

KDOT REGIONAL TRANSIT BUSINESS MODEL IMPLEMENTATION

Strategy Number	Concept Strategy – Need Addressed	Background – Current Conditions	Opportunities/Advantages	Constraints/Disadvantages	Comments
	Examples of online rideshare programs include RidePro from Trapeze Group and iCarpool. Some packages include access through smartphone apps.		<p>Reduces absenteeism and late arrivals. Employees motivate each other to get to work on time.</p> <p>Reduces one pressure point for “we need public transit” discussion in low density areas (that could not support transit).</p>	<p>Backup plan required when the scheduled driver does not make the trip due to illness, etc.</p> <p>“High-tech” rideshare boards require employee access to the Internet.</p>	
Strategy 15	<p>Vanpool – A governmental body, transit agency, or larger employer purchases or leases a van for use by a group of people. Passengers share a fee covering the cost of operating the vehicle. One person in the group drives, often in exchange for a free fare. Driver is responsible for storing and maintaining the vehicle, collecting fares, and keeping vehicle records. Driver may be allowed a limited number of miles for personal use of the vehicle.</p> <p>Requires finding/vetting a driver, determining the fare structure, developing a communication protocol among the passenger group, defining the responsibilities, and developing a backup driver policy.</p>		<p>Provides a means of transportation to employees, but does not require hiring a driver or organizing public transportation around shift schedules.</p> <p>Lessens the need for onsite parking.</p> <p>Reduces traffic congestion on and around employment sites during shift changes.</p> <p>Reduces absenteeism and late arrivals.</p>	<p>Requires an organization to purchase/lease a van for use by workers. Is there enough support to generate interest to invest dollars?</p> <p>Requires monitoring van usage and keeping up with vehicle maintenance.</p> <p>Marketing is needed to ensure that enough passengers take part in the program to make it financially worthwhile.</p>	Evaluate if a local vanpool program can be part of the Kansas state employee vanpool program operated out of the Kansas Department of Administration.
Enhanced Coordination/Communication with Medical Providers					
Strategy 16	Option 1: Coordinate with dialysis centers, other medical centers, to group transit-dependent trips.	Informal coordination in passenger scheduling is done on an as needed basis, but there is not a regular program in the region.			Would require dialysis center and medical providers to proactively identify and schedule transit-dependent patients to particular times or days. Places an onus on medical providers.
Strategy 17	Option 2: Develop processes and relationships where client would schedule medical appointments through transportation provider.		Immediately know of conflicts or opportunities of other medical trips that have been scheduled.	<p>Efficiency gains may be limited if medical trips aren’t coordinated among multiple transportation providers (as each provider carries a relatively few number of trips).</p> <p>There is hesitancy by providers to “mix” medical trips with shopping or other purpose trips (can medical service travelers handle the time away from home requirements of multiple riders?).</p>	Would require clients to fill out HIPAA form allowing medical providers to share client appointment information with transit provider. Client would inform transportation provider of their availability, and transportation provider would schedule medical appointment on client’s behalf. This would make it easier for transportation providers to clump trips.
Strategy 18	Option 3: Increase coordination among transit providers for medical trips.		Need addresses a very personal/compelling condition that may be the leader for breaking down some hesitations.	Would require other operational coordination to occur, such as fare agreements, ridership allocation, etc. and advancing these concepts has been difficult.	<p>May benefit from centralized dispatch capabilities.</p> <p>Could be an outcome of a regional route.</p>

Stage 2/Detailed Alternatives Screening

With direction from the stakeholders committee regarding which of the concepts/ideas warranted additional discussion, KDOT staff and the consultant team completed additional analysis to:

- Develop ridership estimates for new inter-city service concepts and for modified current inter-city service alternatives that included making stops in intermediate communities.
- Estimate capital and annual operating costs for new and enhanced service concepts.
- Prepare estimates of reasonable fares, fare revenue, subsidies required to support the service concept, and ideas of reasonable distribution of the subsidies across KDOT grants and local jurisdictions.

Intercity Service Focusing on the Regional Center Communities

Four of the initial concepts were advanced beyond the first-level screening:

- **Strategy 1 (Modified)** - Stevens County to Garden City: Stevens County, operating out of Hugoton, picks up passengers in Satanta and Sublette along US 56 on its way to Garden City. The modification is that a connection to Liberal would not be provided.
- **Strategy 7** - Hamilton County to Garden City: Hamilton County, operating out of Syracuse, picks up passengers in Lakin, Deerfield, and Holcomb along US 50 on its way to Garden City.
- **Strategy 11** - Lane County to Garden City: Lane County, operating out of Dighton, picks up passengers in Scott City on its way to Garden City. Actively coordinating with Leoti for transportation was not included due to the longer deadhead trip mileage required for Leoti.
- **Strategy 12** - Lane County to Dodge City: Lane County, operating out of Dighton, could pick up passengers in Ness City, Jetmore, and Wright on its way to Dodge City.

The unmet demand for trips from the intermediate communities, which would establish the pool of trips that may likely be attracted to inter-city-transit, was calculated based on the number of riders on the current services relative to the total population in the current service area. For most current services, trips to/from one of the regional centers of Garden City or Dodge City are made monthly with most providing one to three trips per month. While Liberal also falls into the category of a regional center, only Steven County Transit provides even semi-regular trips to Liberal, and there are no intermediate communities along the path between Hugoton and Liberal. Thus, Liberal was not listed as a destination community of the range of intermediate stop service. Table II-101 documents monthly ridership estimates derived through application of the rides per capita methodology.

Figure II-38 Stage 2 Intercity Intermediate Stop Service Routes

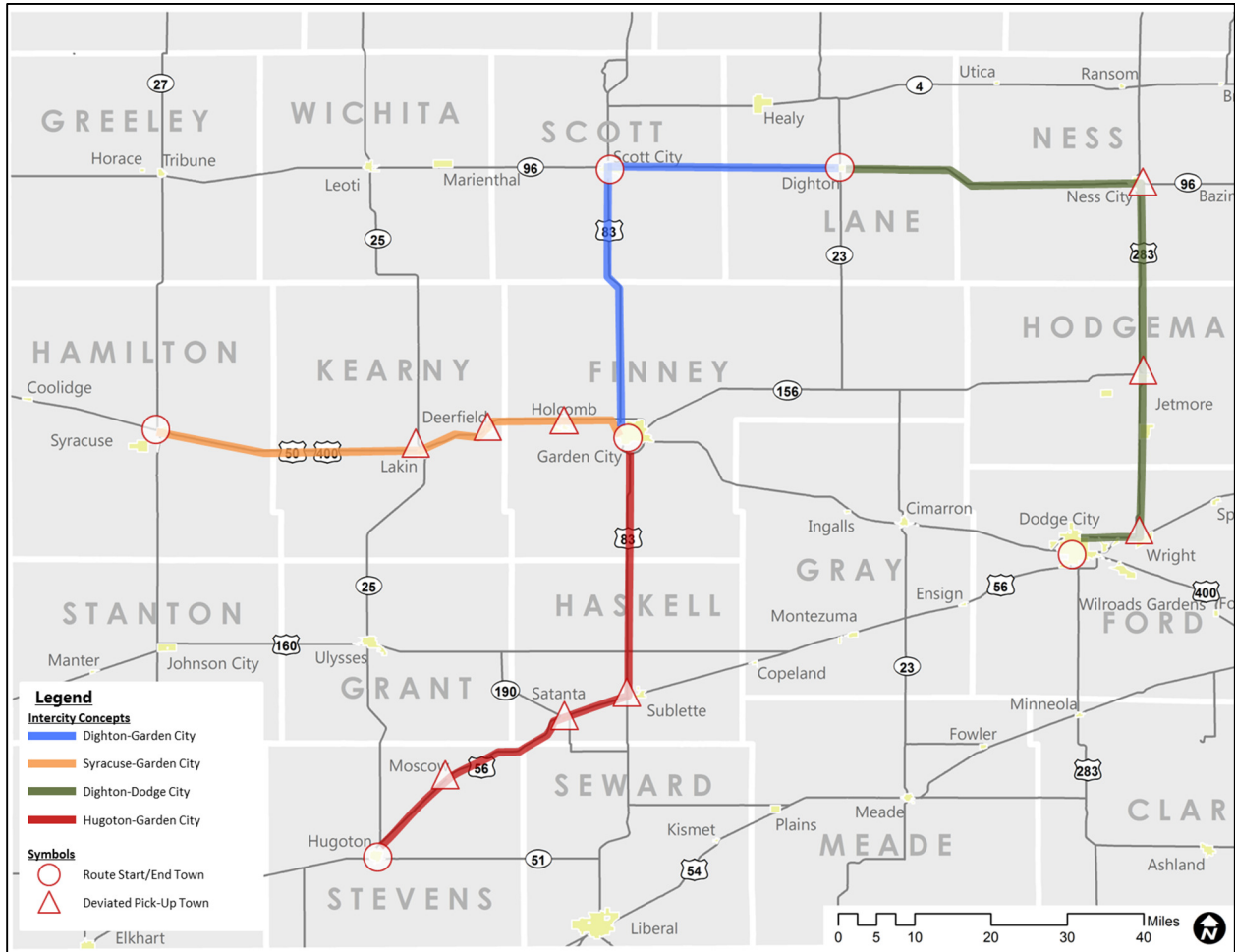


Table II-101 Estimates for Intermediate Stops Strategies

Strategy	Estimated Annual Ridership	Fare	Total Annual Fare Revenue
Stevens County – Garden City with intermediate stops in Moscow, Satanta, and Sublette	Stevens County: 24 Moscow: 9 Satanta: 33 Sublette: 43	Stevens County: \$15 Moscow: \$15 Satanta: \$15 Sublette: \$15	Stevens County: \$360 Moscow: \$135 Satanta: \$495 Sublette: \$645 Total: \$1,635
Hamilton County – Garden City with intermediate stops in Lakin, Deerfield, and Holcomb	Hamilton County: 85 Lakin: 52 Deerfield: 16 Holcomb: 49	Hamilton County: \$50 Lakin: \$25 Deerfield: \$20 Holcomb: \$10	Hamilton County: \$4,250 Lakin: \$1,300 Deerfield: \$320 Holcomb: \$490 Total: \$6,360
Lane County – Garden City with an intermediate stop in Scott City	Lane County: 63 Scott City: 105	Lane County: \$2 Scott City: \$10	Lane County: \$126 Scott City: \$1,050 Total: \$1,176
Lane County – Dodge City with intermediate stops in Ness City, Jetmore, and Wright	Lane County: 15 Ness City: 36 Jetmore: 22	Lane County: \$2 Ness City: \$20 Jetmore: \$20	Lane County: \$30 Ness City: \$720 Jetmore: \$440 Total: \$1,190

Table II-102 and Table II-103 present additional information for each of the service concept regarding a potential schedule of service, rider fares, and required local subsidies. The assumed number of monthly trips was derived using information on how often each of the providers presently travels to the regional center community. Thus, as the annual number of trips is not assumed to increase (only making the intermediate stops would be different from today), and there would not be a substantial amount of out-of-direction travel required, there would not be a significant change in local subsidies required and fare would cover the marginal incremental costs.

Table II-102 Fares and Local Subsidies for Intermediate Stop Strategies

Strategy	Intermediate Stops	Fare	Incremental Local Subsidy
Stevens County – Garden City	Moscow, Satanta, Sublette	\$15 round trip	\$0 – New fare revenue is expected to cover costs.
Hamilton County – Garden City	Lakin, Deerfield, Holcomb	Lakin: \$25 Deerfield: \$20 Holcomb: \$10	\$0 – New fare revenue is expected to cover costs.
Lane County – Garden City	Scott City	Dighton: \$2 Scott City: \$10	\$0 – New fare revenue is expected to cover costs.
Lane County – Dodge City	Dighton, Ness City, Jetmore	Dighton: \$2 Ness City: \$20 Jetmore: \$20	\$0 – New fare revenue is expected to cover costs.

Table II-103 Schedules of Service for Intermediate Stop Strategies

Strategy	Service Frequency	Vehicle Size (currently providing service)
Stevens County – Garden City	2 trips per month	One 8-passenger vehicle
Hamilton County – Garden City	1 trip per week	One 5-passenger vehicle
Lane County – Garden City	2 trips per month	One 13-passenger vehicle
Lane County – Dodge City	1 trip per month	One 13-passenger vehicle

New Regional Service Connecting Liberal-Garden City-Dodge City

Both the linear and circuit routing service options for providing connectivity between the three regional center communities in the Southwest CTD were advanced to the Stage 2 detailed assessment of ridership, fares, and costs.

Demand for transit service along these inter-city corridors will be developed using *TCRP Report 147: Toolkit for Estimating Demand for Rural Intercity Bus Services*. Demand, measured in terms of annual unlinked trips, is the expected share of all trips to be taken via rural inter-city transit. The ridership estimating model uses long distance trips per capita (greater than 50 miles) rate outlined in the TCRP report and a mode-share is applied for inter-city bus transportation. The trip rate and modal alternative factors reflect basic information about the region including age distribution, income, population density, whether unique activities such as universities or medical centers exist in the area. The trip rate is applied to the populations of

each stop location along an inter-city bus corridor. The distance of the route is factored by comparison to a national dataset of existing service. Table II-104 documents the estimated annual trips between regional centers.

Table II-104 New Intercity Service Demand Estimates

Corridor Name	Annual Ridership
Garden City – Ingalls – Cimarron – Dodge City	3,100 trips
Garden City – Sublette – Liberal	1,500 trips
Liberal – Kismet – Plains – Minneola – Dodge City	1,900 trips

The demand estimates outlined above present an estimate of ridership that is consistent with the number of trips that can reasonably be provided by inter-city public transit. Beginning with those figures, one can develop an operating plan for each corridor. Vehicle trips are determined under the assumption that the vehicles will have a capacity of 10 to 12 passengers depending on the operating plan, and vehicles will typically be at about two-thirds full. Table II-105 documents the basic elements of a corridor-by-corridor operating plan to support the estimated annual ridership.

Table II-105 New Intercity Service Conceptual Operating Plan

Corridor	Annual Ridership	Monthly Ridership	Vehicle Trips per Month	Annual Revenue Hours
Garden City – Ingalls – Cimarron – Dodge City	3,100	258	24 round trips	1,872
Garden City – Sublette – Liberal	1,500	125	14 round trips	1,041
Liberal – Kismet – Plains – Minneola – Dodge City	1,900	158	7 round trips	868
Total	6,500	541	45 round trips	3,781

The operating plan outlined in Table II-105 represents a fully developed, well-established transit system. It is expected that ridership will not be at these levels in the first years of deployment. Also, any inter-city bus service that is already operating along these corridors (BeeLine and Los Paisanos) and carrying passengers with origins and destinations within the proposed routes has their ridership included in the annual estimates. Overhead passengers (such as those traveling to Pueblo, Wichita, Kansas City, etc.) are not included in the ridership estimates.

The financial plan for operating inter-city service to connect the three regional centers assumes an operating cost per revenue hour of approximately \$85.00. Typically, inter-city rural transit services have hourly operating costs that range from approximately \$50.00 per hour to over

\$100.00 per hour. The estimate of \$85.00 represents the hourly rate for Dodge City’s public transit operations and is within an acceptable range of peer systems’ hourly service rates. The estimated operating cost of inter-city services is shown in Table II-106. Also shown is the first year’s operating revenue and split of the operating deficit (operating costs less fare revenue) of 70/30 between KDOT grant funds and local matching funds.

Table II-106 Financial Estimates for Alternate New Intercity Route Operations

Corridor	Annual Operating Cost		Annual Revenue	30% Operating Deficit	
	Linear Routes	Circuit Routes		Linear Routes	Circuit Routes
Garden City – Ingalls – Cimarron – Dodge City	\$158,500	-	\$25,400	\$39,900	-
Garden City – Sublette – Liberal	\$102,000	-	\$17,300	\$25,400	-
Liberal – Kismet – Plains – Minneola – Dodge City	\$88,800	-	\$17,500	\$21,400	-
Total	\$349,300	\$481,900	\$60,200	\$86,700	\$126,200

Coordinated/Regionalized Trip Scheduling and Dispatching

Staff from Finney County Transit agree they have the capacity to take on dispatching from most of the existing agencies, without making substantial changes/additions in staffing. Thus, their current cost structure could be used in estimating the cost for dispatching.

Table II-107 displays estimates of monthly trips and the annual local subsidy required to contract for dispatching for each participating jurisdiction.

Liberal estimated trips are based on per capita trips observed in Garden City and Dodge City, which are similar in population. Current demand-response trips are approximately 100 per month, which reflects a rate considerably lower than similar and other surrounding communities. The Garden City and Dodge City trip rate was used to establish a conservative cost estimate.

Subsidy estimates are based on a rate of \$6.50 per trip (rounded from \$6.47 as calculated by Finney County Transit). The local subsidy amount assumes KDOT grants would cover approximately 80 percent of the total dispatching costs and 100 percent of any capital costs related to centralizing dispatch.

Table II-107 Dispatched Trips and Subsidy Estimates for Centralized Dispatch

Participating Jurisdiction	Estimated Monthly Trips	Annual Local Subsidy
Cimarron	250	\$3,900
Hamilton County	100	\$1,560
Lane County	150	\$2,340
Liberal	1,500	\$23,400
Stevens County	100	\$1,560

Mobility Manager

The position of a regional mobility manager was not discussed in the Southwest CTD to the same extent it was in other CTDs because of the limited number of providers in the region (six public transportation agencies) and because the only agencies offering inter-city travel (a concept that would benefit from coordination) are single-vehicle agencies. Thus, the coordination efforts required to address current services are relatively limited and the population that would be the focus of outreach is relatively small. As the concept is being discussed at the state level, it should be retained for discussion in the Southwest CTD. Whether the concept is advanced on the same schedule as in other regions will be determined in the future.

IMPLEMENTATION PLAN

The focus of the September 2014 stakeholders meeting was a review and discussion of the coordinated service strategies that were advanced from the Stage 1 screening analysis to the Stage 2 detailed analysis. The information presented in the preceding sections about ridership, ideas of fares for travel, service operating costs, capital costs, and a cost allocation for operating and capital costs was used throughout the discussion. Stakeholders—who included representatives from agencies that presently provide service, county commissioners, and city administrators—were asked to provide input as to which of the alternatives had local support for advancement (to implementation) and which did not have adequate support to advance. Listed below are the responses by concept:

- Agencies presently providing inter-city service make stops in communities along their travel path to provide service:
 - Stevens County Transit: Continue to support the concept for trips to Garden City.
 - Hamilton County Transit: Concerns over vehicle crowding and/or purchasing a larger vehicle have led the agency to not support the concept.
 - Lane County Transit: Continue to support the concept for trips to both Garden City and Dodge City.

- New inter-city service connecting Garden City-Dodge City-Liberal: Representatives from Garden City and from Dodge City maintained support for the concept. Representatives from Liberal had to leave the meeting prior to a request for input. To date, however, Liberal representatives have voiced the need to focus resources on their new fixed-route service. Cimarron representatives also voiced support for the concept, as it would provide them with one element of service (trips to Garden City and to Dodge City) that is needed in their community.
- Coordinated/regionalized trip scheduling and dispatch, which would most logically be provided by Finney County Transit:
 - Lane County Transit is not supportive of the concept, as the cost is too high.
 - Hamilton County Transit is not in support the concept, as the cost is too high.
 - Stevens County Transit continues to support the concept.
- Mobility Manager Position: In order to be consistent with other regions regarding advancing a regional mobility manager, the concept should be retained for discussion.

Table II-108 provides a summary of the proposed strategies for advancement in the Southwest CTD and the suggested period of implementation.

Table II-108 Southwest CTD Strategy Implementation Plan

Strategy	Immediate Next Steps	Short Term (0 - 2 years)	Med. Term (2 - 5 years)	Long Term (5+ years)
<i>Make Intermediate Community Stops for Trips to Regional Centers</i>				
Strategy 1 (Modified) - Stevens County Transit	✓			
Strategies 11 and 12 - Lane County Transit	✓			
<i>Coordinated Scheduling/Dispatching</i>				
Strategy 8 - Limited to Stevens County Transit		✓		
<i>New Intercity Service</i>				
Strategy 5 - Garden City-Dodge City		✓		
Strategy 2 - Garden City-Liberal			✓	
<i>Establish Mobility Management Position</i>			✓	

CHALLENGES TO IMPLEMENTATION

As KDOT's strategic vision for transit in Kansas moves toward implementation, several potential challenges were identified in Volume I. The challenges listed below have significant relevance in the Southwest CTD/region including:

- The transit agencies that have the greatest opportunity to cost-effectively reach a new customer base have a relatively limited reserve capacity to carry more riders, as they are smaller agencies that provide 10 to 15 trips per day locally and travel to a regional center one to three times a month. Most of the agencies outside Garden City, Liberal, and Dodge City operate with vans, which carry five to six passengers; fewer when persons in wheelchairs are included on the trip. Adding a larger vehicle to provide capacity to accommodate more passengers from intermediate communities for regional trips results in substantially more capacity than is needed for the vast majority of local trips. These larger vehicles are less fuel efficient, typically are more costly to maintain, and have more costly replacement components such as tires. Thus, providing the service in a cost-effective manner (through agencies with budgets of less than \$20,000 per year) will be difficult.
- Maintaining interest/buy-in from elected officials to participate in CTD's regional coordination board.

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I-70 CORRIDOR URBAN COORDINATED TRANSIT DISTRICT

This CTD includes Douglas, Johnson, Shawnee, and Wyandotte counties as well as the metropolitan areas of Kansas City, Lawrence, and Topeka. As such, it was not included as part of this rural transit coordination effort, and no coordination strategies involving the transit providers in this CTD have been identified. However, it is important to acknowledge this area as one of the ten CTDs that collectively represent public transit service across the state. In addition, it should be recognized that coordination between providers in the surrounding rural CTDs and the urban providers within this CTD will need to occur. Figure II-38 displays the CTD's boundary, location of the urban providers, and the proposed inter-regional routes intending to travel within the I-70 Corridor Urban CTD.

Figure II-38 I-70 Corridor Urban CTD

