Comprehensive Transit Study

2025 Update

Columbia City Council Study Session

October 21, 2025

olsson

Plan Purpose

- Are current services meeting local and regional needs?
- What is the community's vision for transit?
- Review shifting needs
- Evaluate new markets
- Community engagement
- Actionable plan
    - Staffing needs
    - System integration
    - Implementation steps

Plan Process

- **Market Analysis:** demographic and transportation data, planning background, peer agency review.
- **Operations Analysis:** evaluate the existing conditions and performance of existing services.
- **Goal Setting & Strategies:** create a vision for transit, review service concepts, and identify key strategies.
- **Service Recommendations:** outline multiple phases of specific service improvements.
- **Implementation:** plan to guide action steps, funding decisions.

1 Market Analysis

Market Analysis – Planning Background

- Past Transit Plans
- Comprehensive Plan
- Regional Transportation Plans

Figure 1.2: Campus Mass Transit Study (2012)

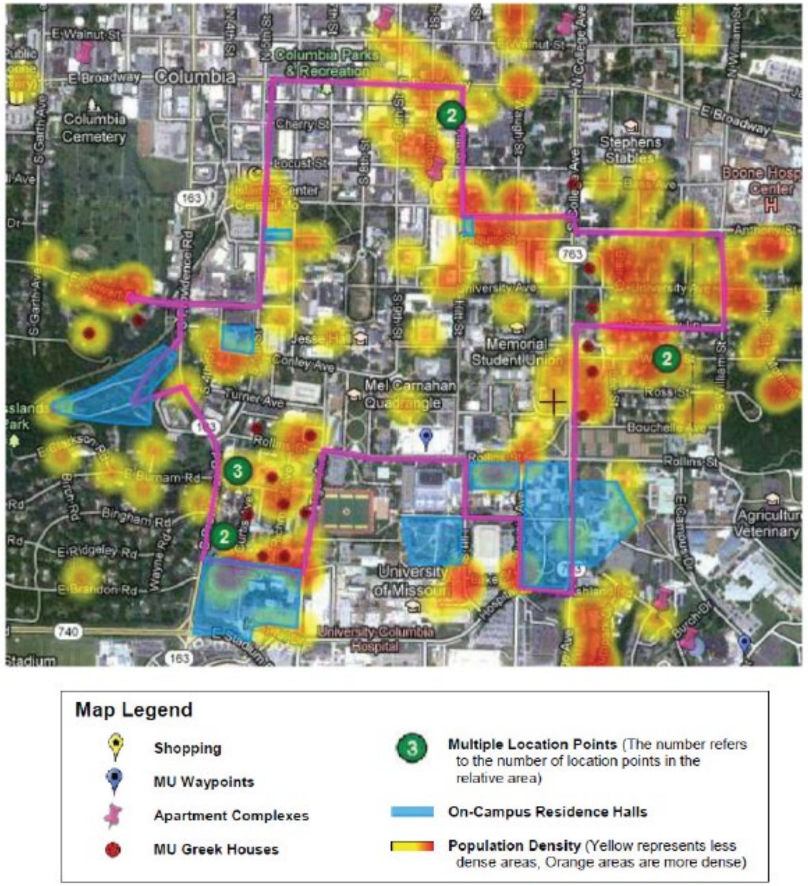
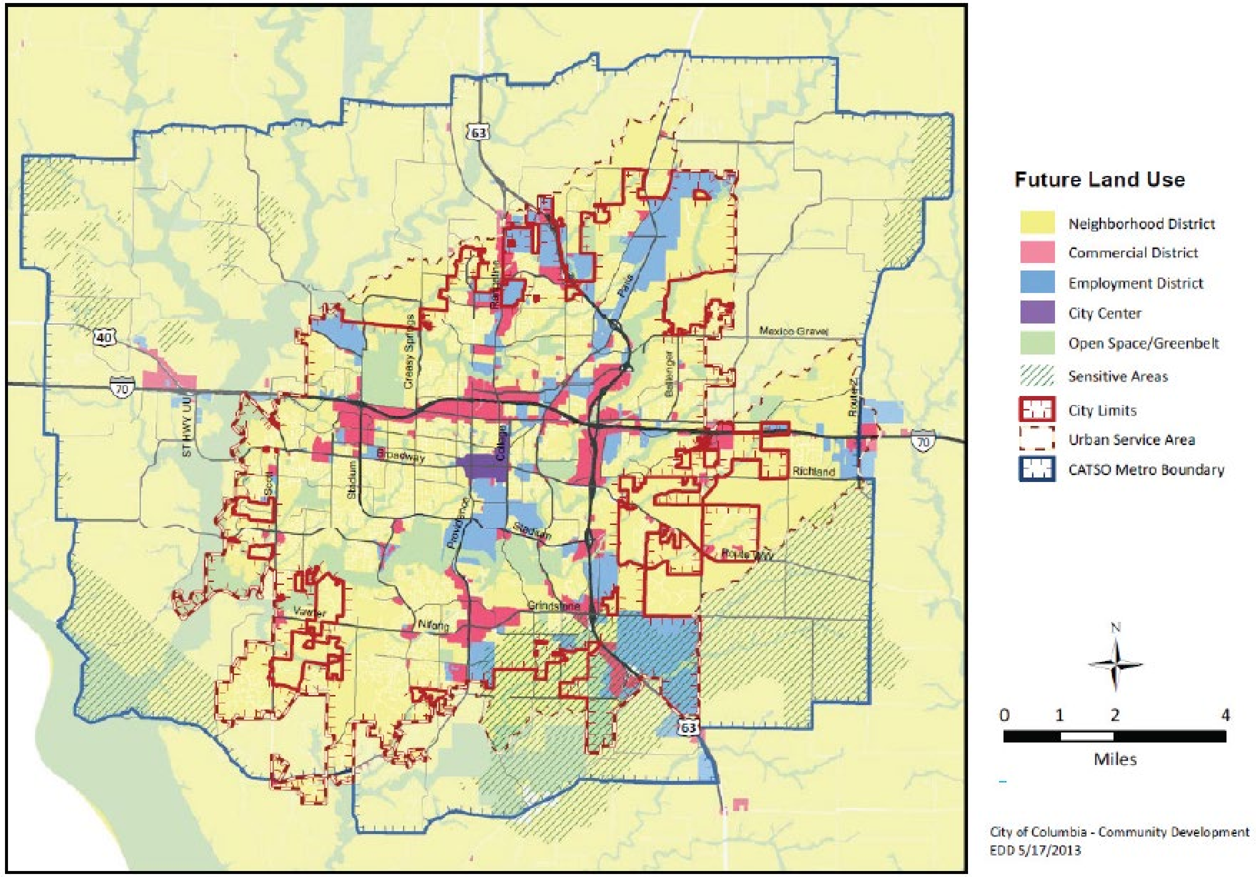


Figure 1.4: Future Land Use Map from Columbia Imagined (2013)



Market Analysis – Population & Employment Profile

Figure 1.6: Population Trends

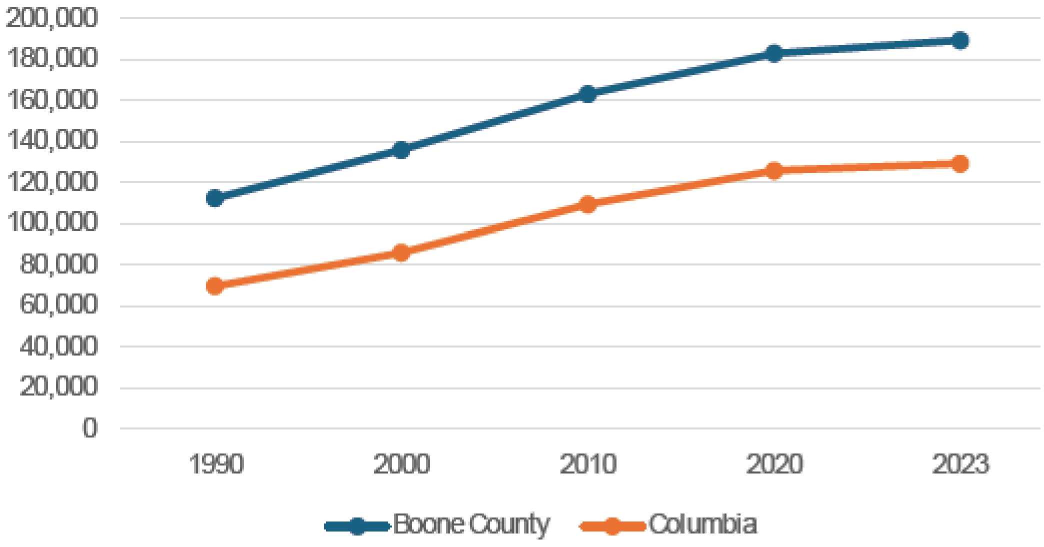
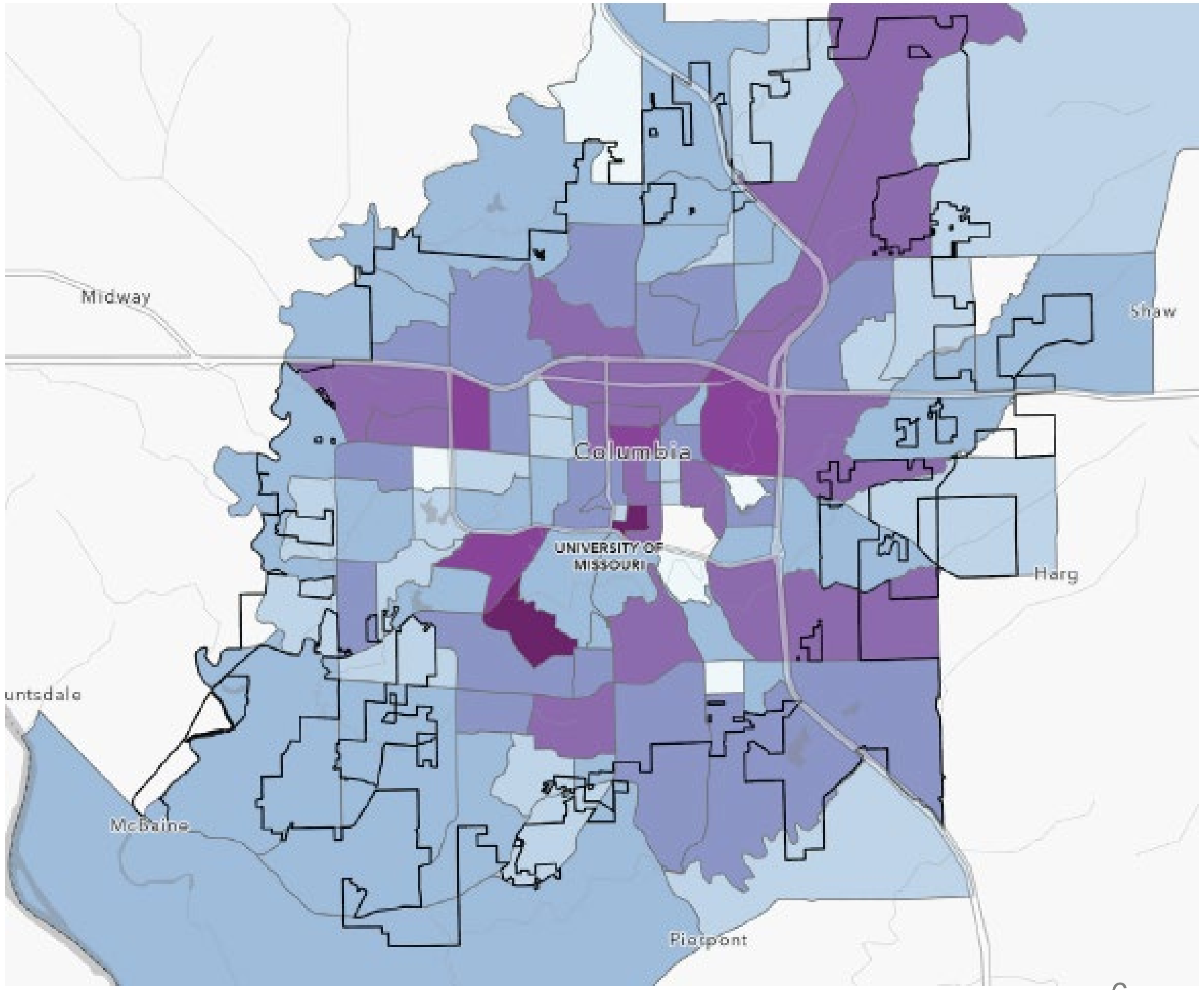


Figure 1.8: Employment Map



Market Analysis – Transit Propensity

Table 1.3: Poverty Status & Median Household Income

Jurisdiction	Population*	Below Poverty Level	Percent	Below 200% Poverty Level	Percent	Median Household Income
City of Columbia	**119,315**	**26,845**	**22.5%**	**41,732**	**35.0%**	**$58,067**
Boone County	178,029	31,181	17.5%	52,547	29.5%	$62,567
Missouri	6,005,542	791,030	13.2%	1,798,198	29.9%	$64,811
United States	325,521,470	40,951,625	12.6%	92,319,944	28.4%	$74,755

* Population for whom poverty status is determined.

Table 1.4: Zero and One-Car Households

Jurisdiction	Total Households	No vehicles	One vehicle	No or One vehicle	Percent
City of Columbia	**63,414**	**1,204**	**15,552**	**16,756**	**26.4%**
Boone County	93,359	1,762	19,794	21,556	23.1%
Missouri	2,935,789	86,723	587,557	674,280	23.0%
United States	158,971,826	6,985,802	33,406,659	40,392,461	25.4%

Table 1.5: Population Age 65 and Older

Jurisdiction	Total Population	65 years & older	Percent	Median Age
City of Columbia	**128,545**	**13,628**	**10.6%**	**28.6**
Boone County	187,690	25,564	13.6%	32.4
Missouri	6,177,957	1,113,136	18.0%	39.1
United States	333,287,562	57,822,315	17.3%	39.0

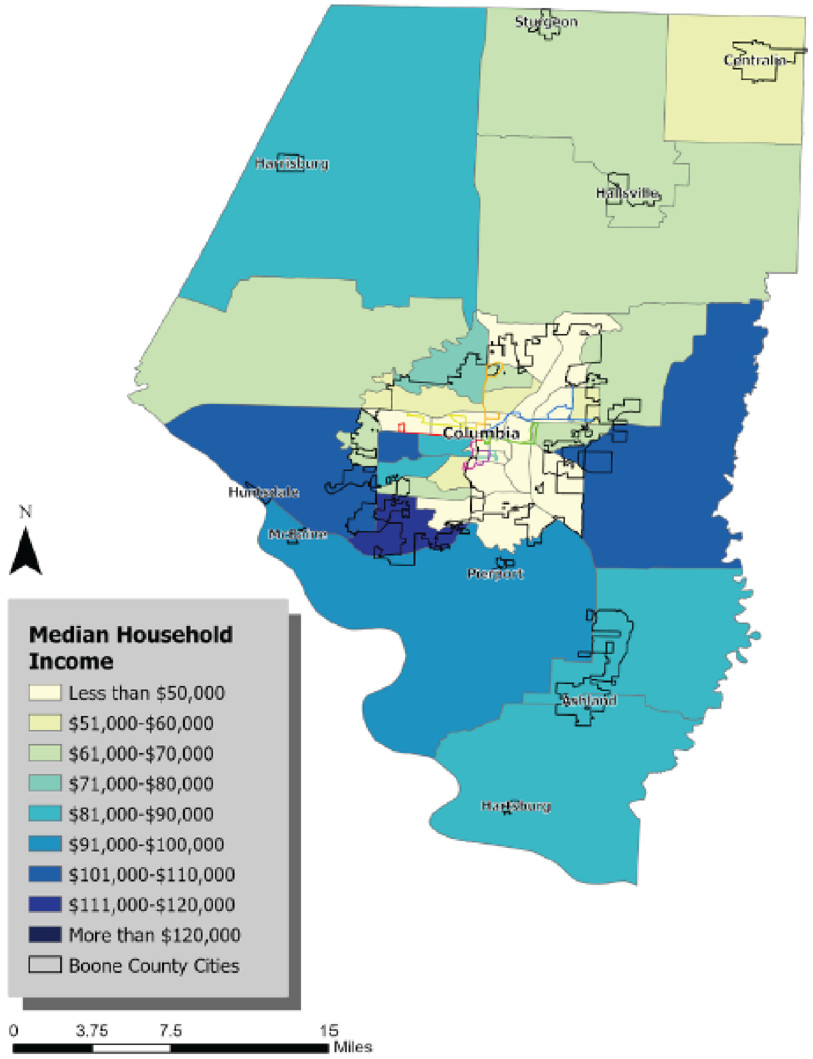
Table 1.6: Disabled Population

Jurisdiction	Population*	With a disability	Percent
City of Columbia	**126,887**	**14,632**	**11.5%**
Boone County	185,901	23,379	12.6%
Missouri	6,071,333	913,707	15.0%
United States	328,309,810	44,146,764	13.4%

* Total civilian non-institutionalized population

Source (all tables): U.S. Census Bureau, 2022 American Community Survey 1-Year Estimates.

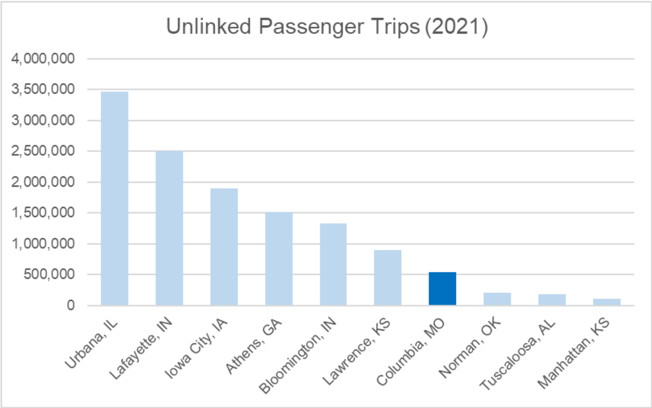
Figure 1.11: Median Household Income Map

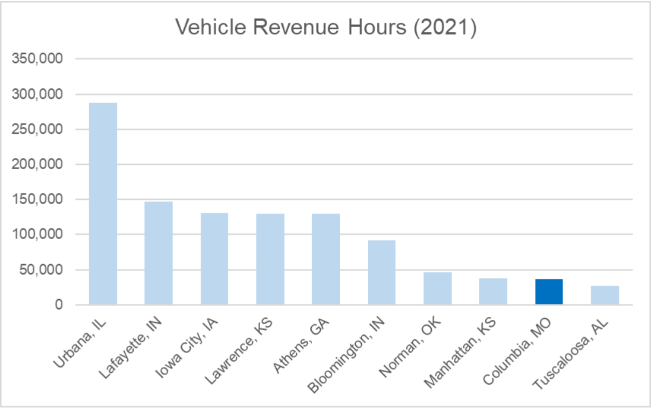


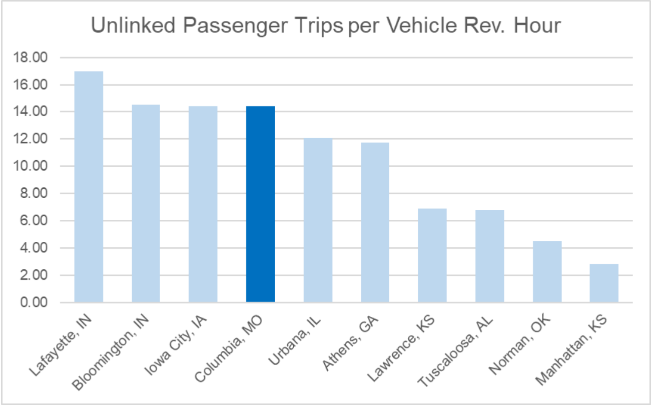
Source: U.S. Census Bureau, 2022 American Community Survey 1-Year Estimates.

Market Analysis – Peer Agency Review

Figure 1.16: Peer Agencies Map





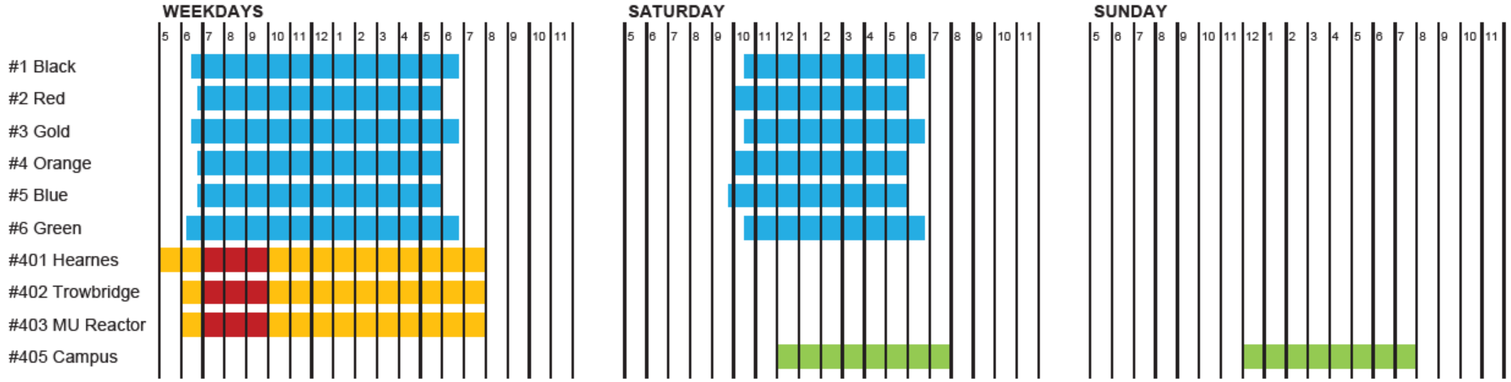


2 Operations Analysis

COA – Existing Services

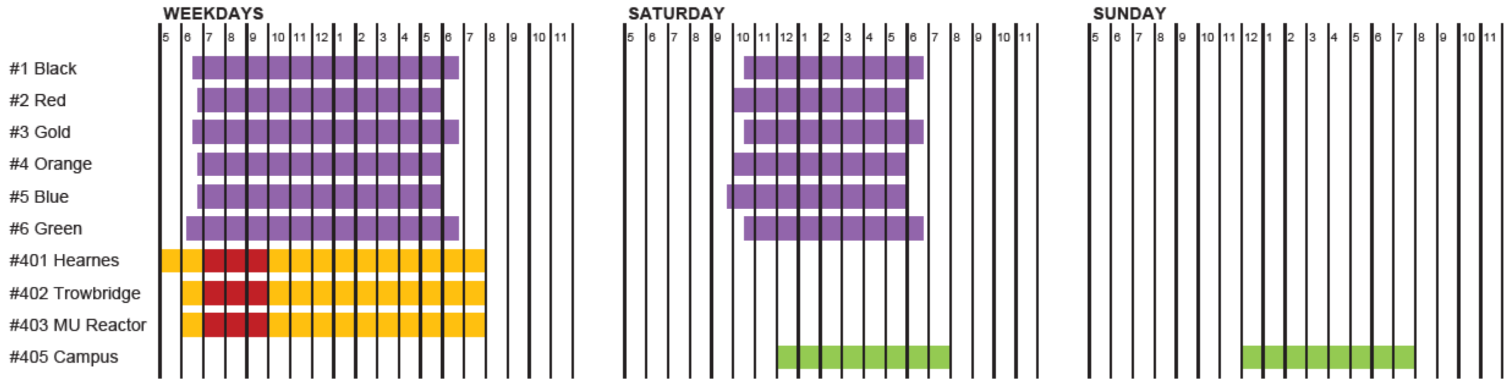
Baseline Service

Planned & Funded service levels with full staffing.



Existing Service (since August 2023)

Temporarily reduced from Baseline levels due to staffing shortage.



Legend

Frequency (in minutes): 10 15 20 30 45 60 90

COA – Fleet & Facilities

Amenity	# of stops	% of stops
Streetlamp	152	66.7%
Sidewalk	186	81.6%
Wheelchair Access	156	68.4%
Freestanding Pole	163	71.5%
Shelter	37	16.2%
Trash Can	48	21.1%
Total Stops	**228**	

COA – Ridership

Figure 2.3: Annual Ridership by Service Type

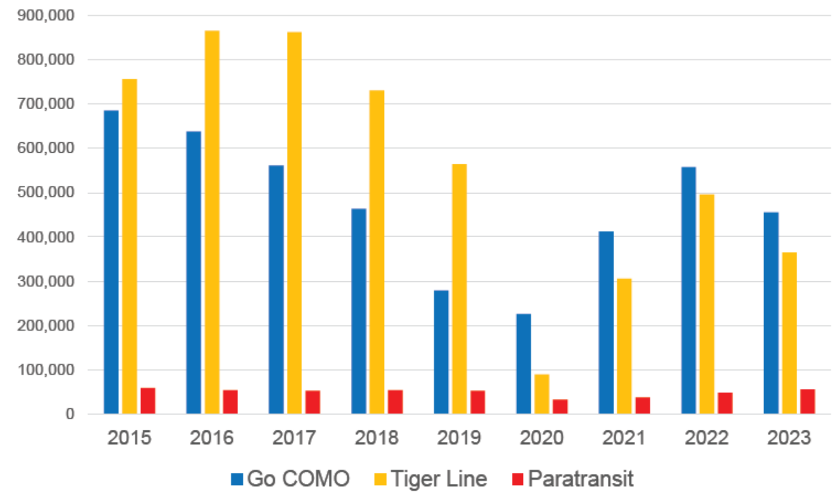
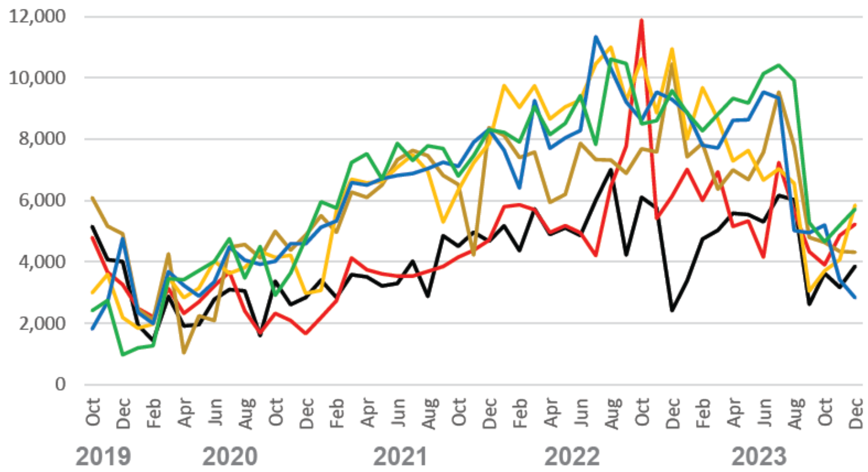
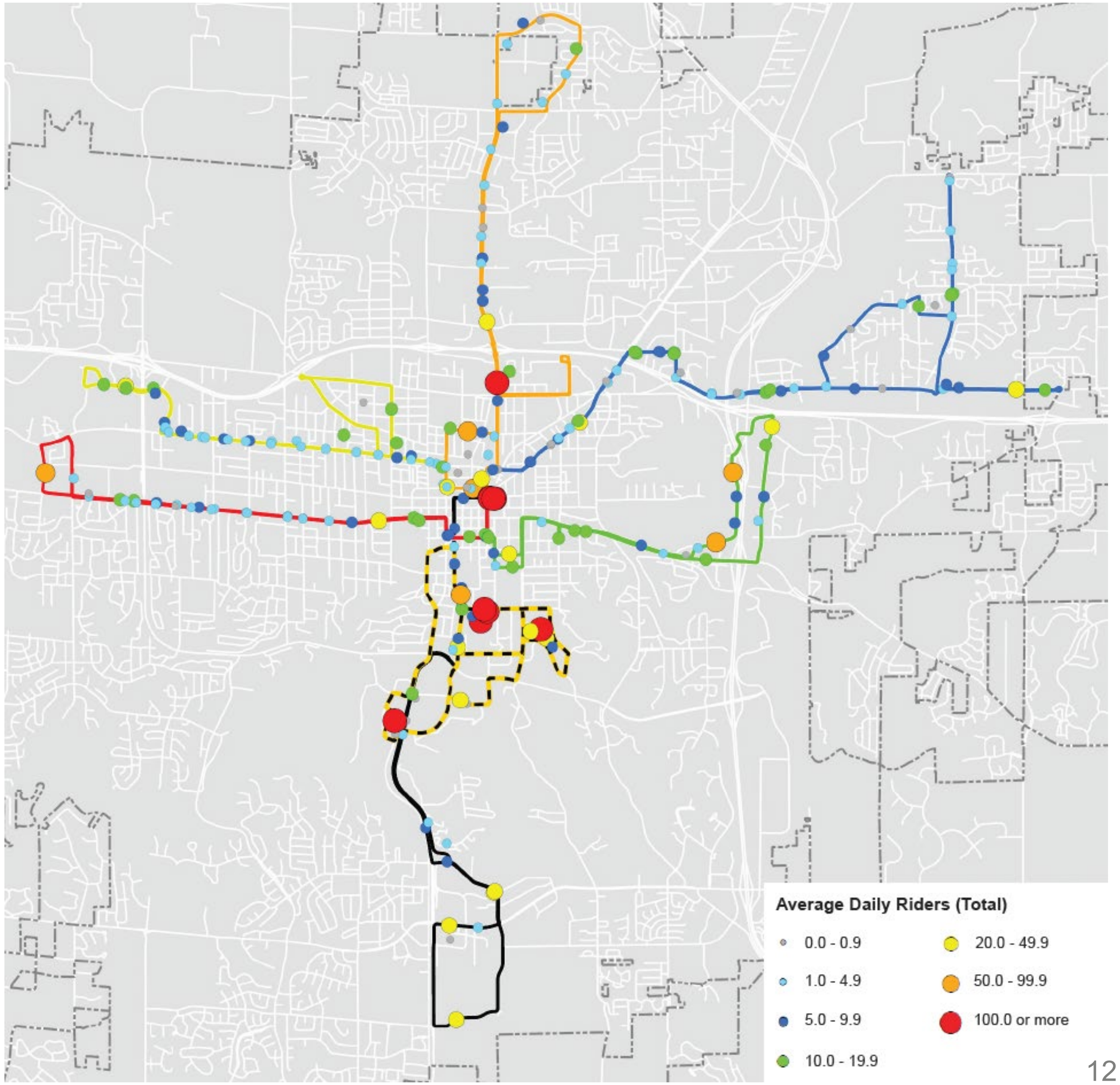


Figure 2.4: Monthly Ridership by Route (2019–2023)



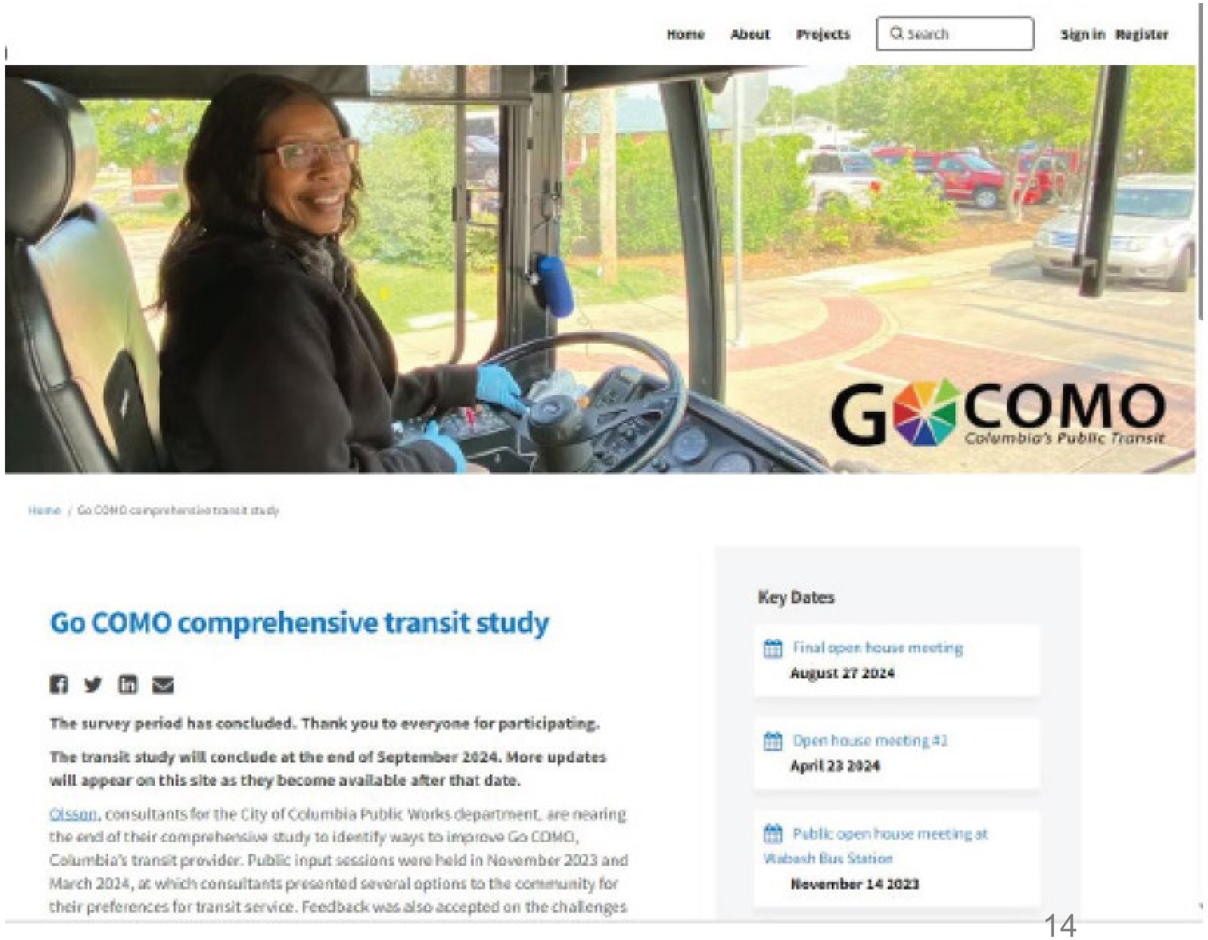


3 Goal-Setting & Strategies

Goal Setting & Strategies: Public Engagement Process

- City Council Interviews
- Stakeholder Interviews
- Public Transit Advisory Commission
- “Be Heard” Webpage
- On-Board Rider Survey
- Public Open House Meetings
  - November 2023: Discovery
  - April 2024: Evaluation
  - August 2024: Affirmation

Figure 3.1: Comprehensive Transit Study “Be Heard” Webpage



Goal Setting & Strategies: Planning Priorities

Planning Priorities: Public Input

1 A: Run buses more frequently on existing routes. **or** B: Add or extend routes to new destinations, but with less frequency.

☆ *Strong Preference* (A)

2 A: Serve as much of Columbia as possible. **or** B: Concentrate service in high ridership areas.

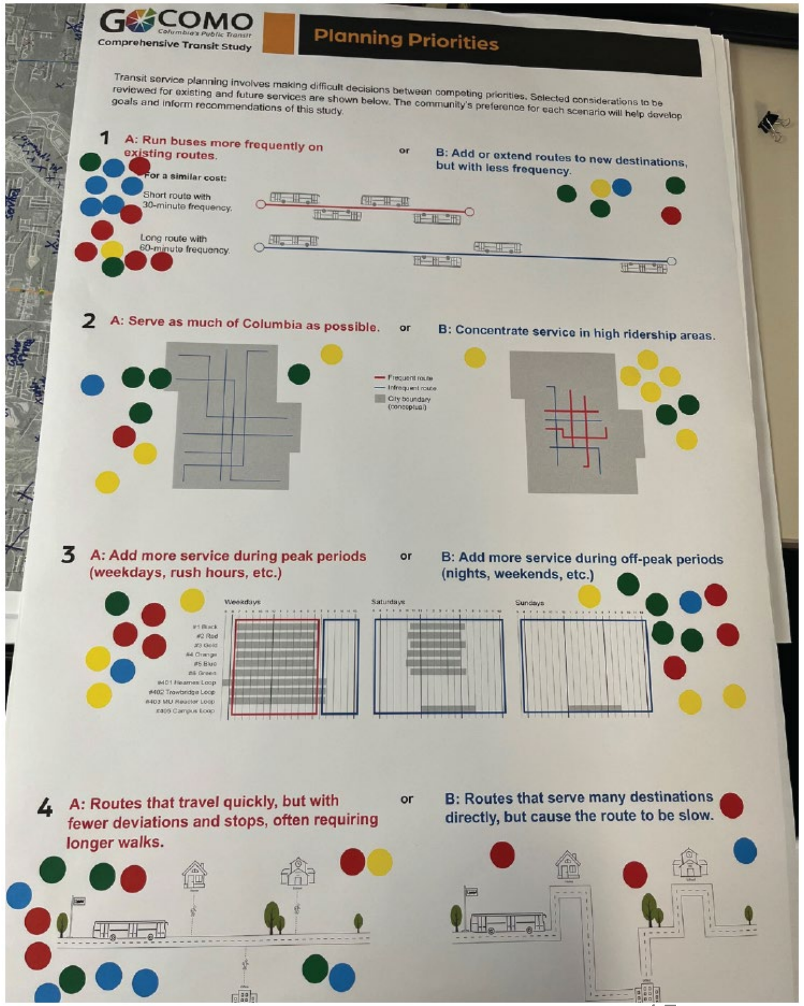
Roughly Equal Preference

3 A: Add more service during peak periods (weekdays, rush hours, etc.) **or** B: Add more service during off-peak periods (nights, weekends, etc.)

☆ *Strong Preference* (B)

4 A: Routes that travel quickly, but with fewer deviations and stops, often requiring longer walks. **or** B: Routes that serve many destinations directly, but cause the route to be slow.

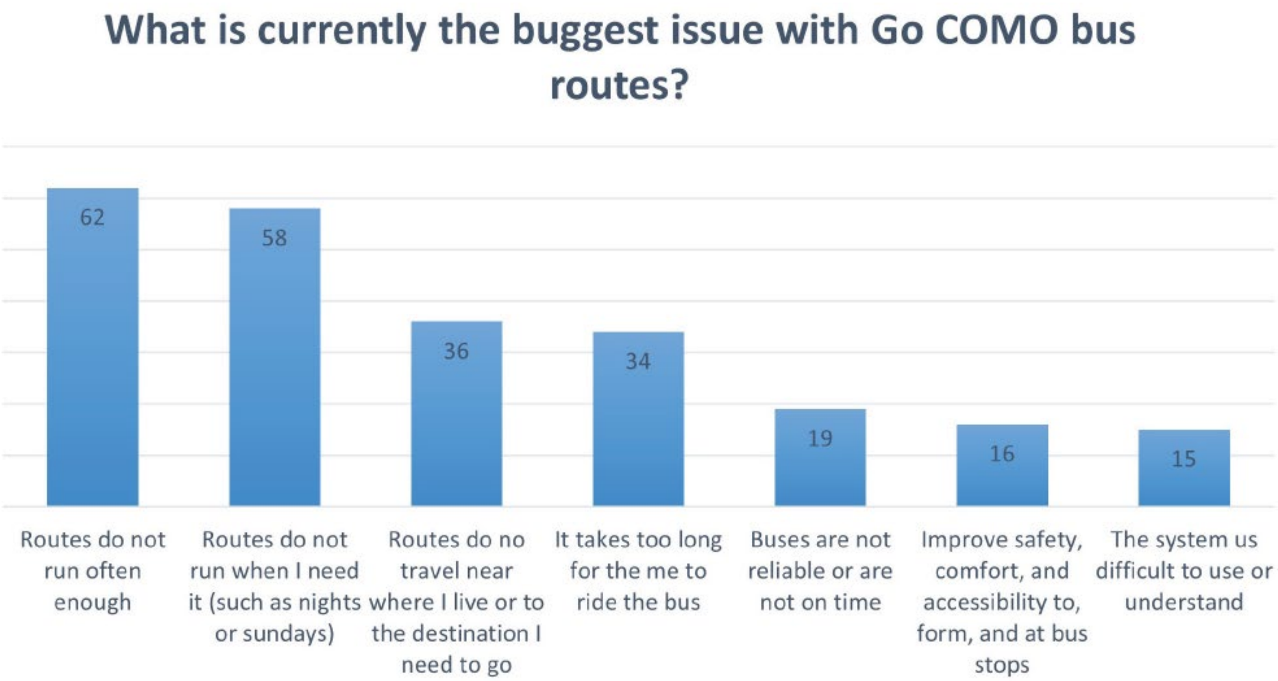
☆ *Strong Preference* (A)



Goal Setting & Strategies: What Did We Learn?

Key Takeaways

- General agreement that services are more limited than they should be, given the city’s size and transportation needs.
- Accordingly, recruitment and retention of staff is a high priority, to enable service restoration and growth.
- Current routes, while limited in quantity of service, structurally make sense given existing resources, and serve many key destinations that riders need to go.



Goal Setting & Strategies: Vision Statements

1. Focus on recruitment and retention of transit staff needed to operate, maintain, and manage transit services.
2. Meet the needs of riders who need transit services the most.
3. Prioritize near-term actions on improving existing services, through route frequency and service hours.
4. Align long-term transit visioning with community growth and development.
5. Take advantage of opportunities to add county-level and regional services.

Goal Setting & Strategies: Service Concepts

- Meant to communicate ideas and challenges
- Not recommendations
- “What would it look like if…”
- Initial reactions and observations

Process: Concepts → Alternatives → Recommendations

- Input helped refine concepts into more specific alternatives
- Alternatives go through evaluation process
- Evaluation led to recommendations for multiple phases of implementation

Near-Term Concepts: budget-neutral scenarios

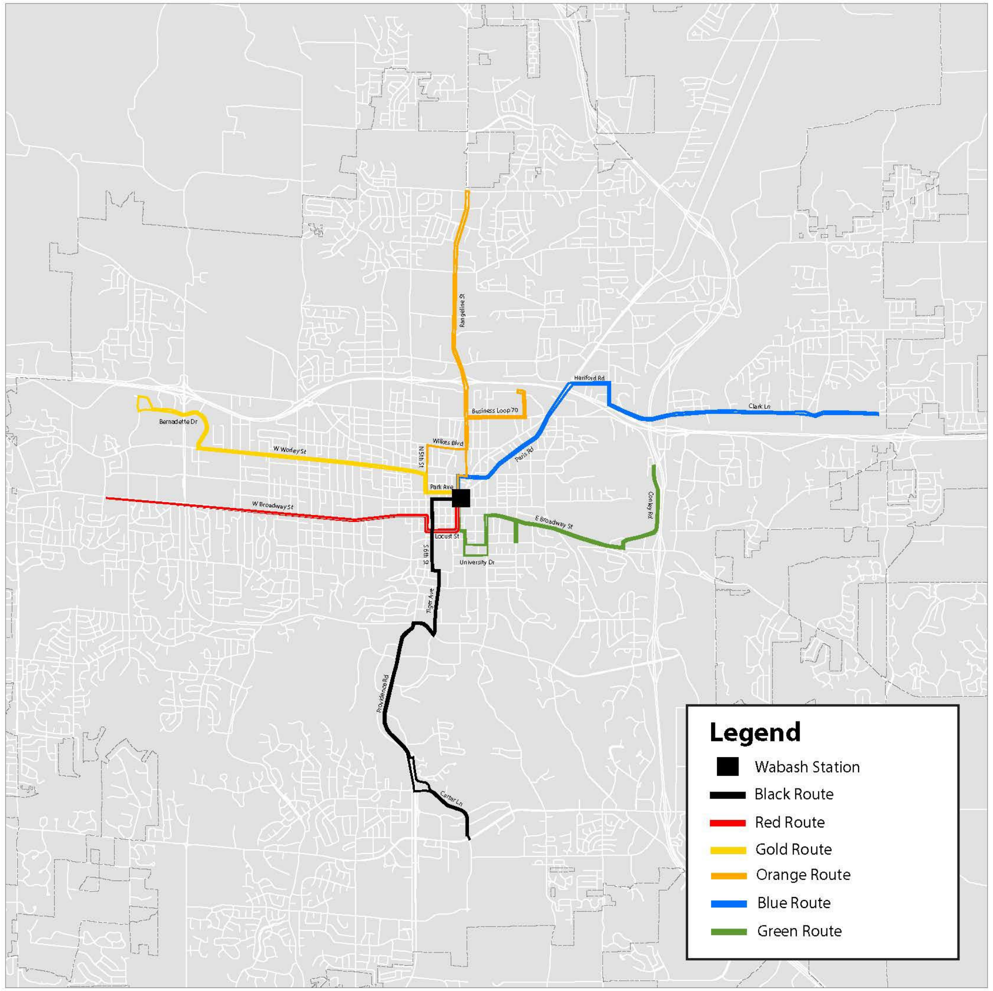
Long-Term Concepts: alignment with peer service levels (10-year horizon)

GoCOMO Columbia's Public Transit

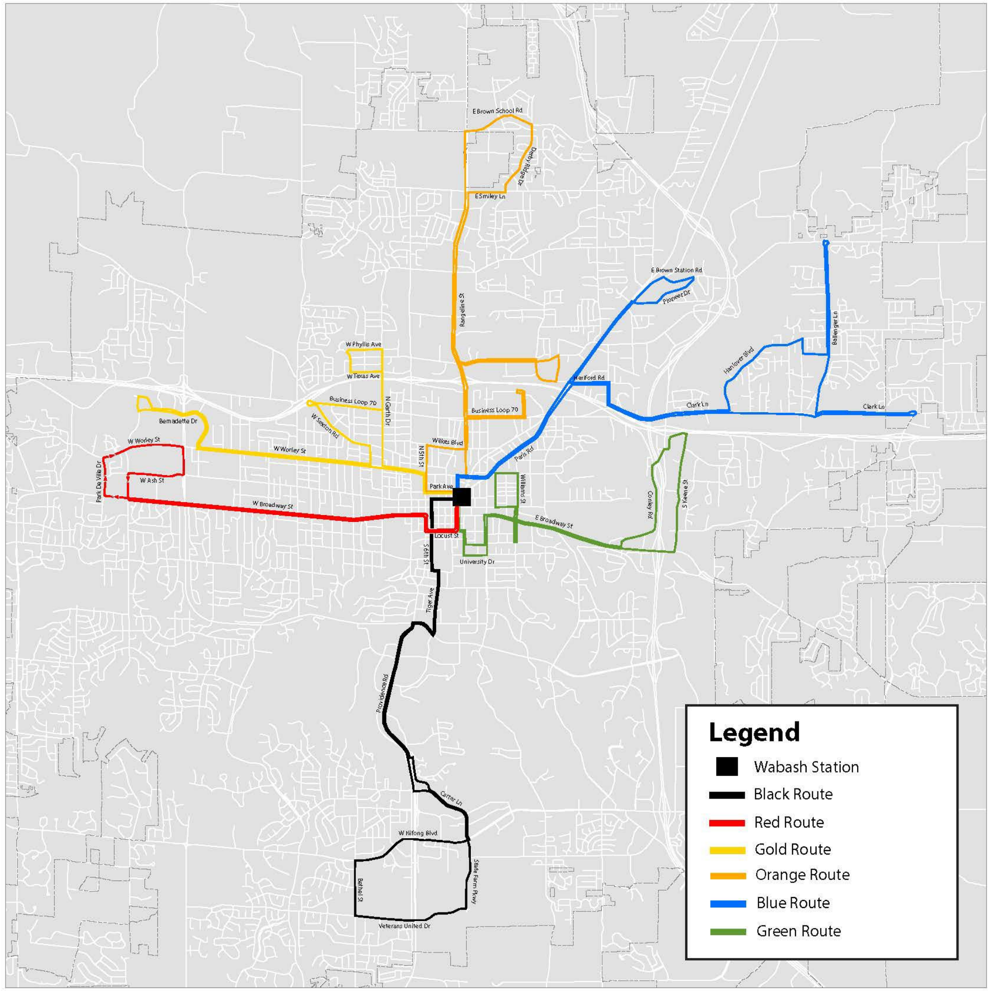
Comprehensive Transit Study

Goal Setting & Strategies: Service Concepts Example

Near-Term Concept #1: More Frequent Service



Near-Term Concept #2: More Coverage



4 Service Recommendations

Recommendations: Overview

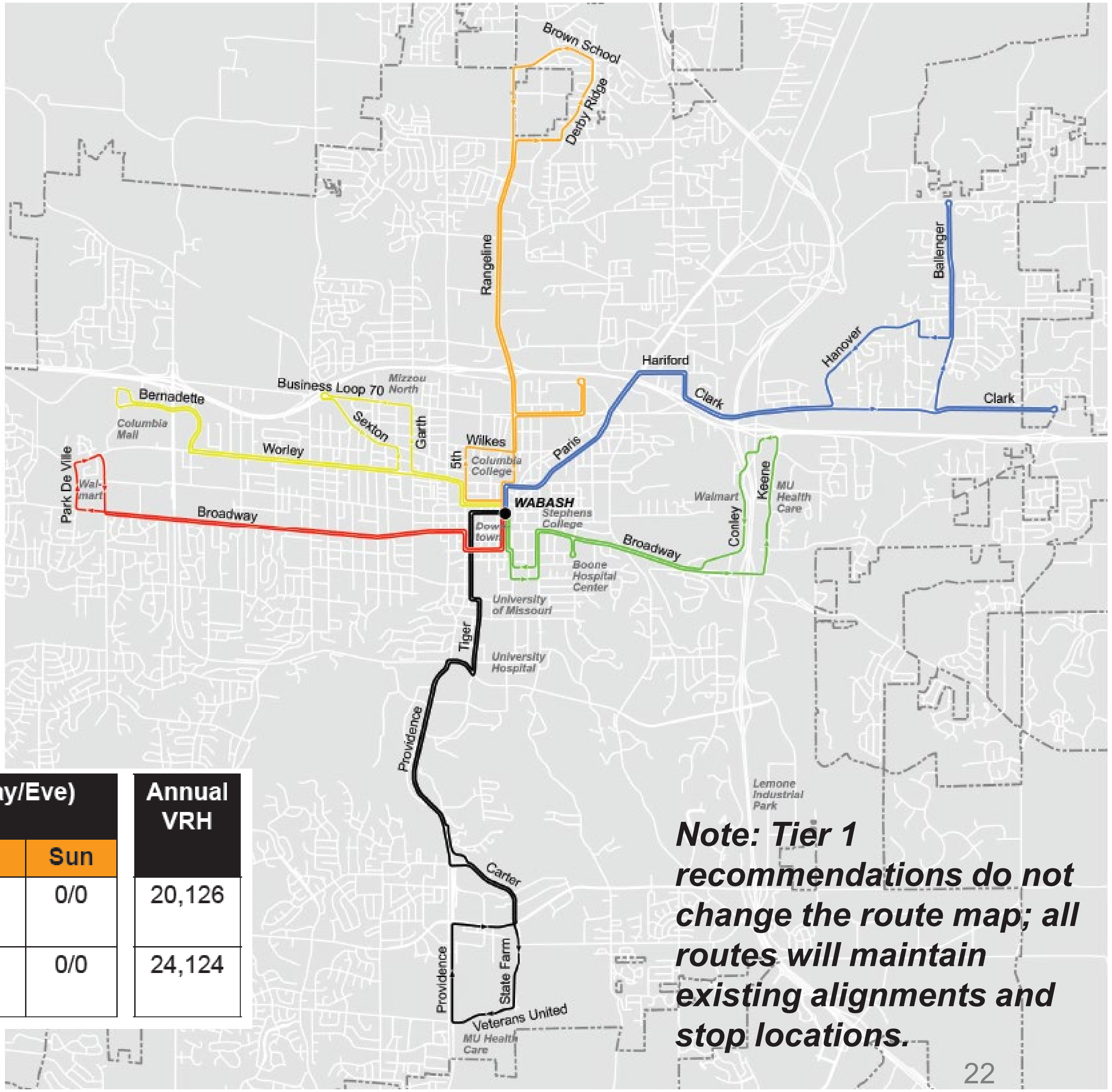
Implementation will take time, due primarily to funding limitations, which impact Go COMO's ability to:

- **Operate and maintain services and infrastructure** on an ongoing basis, with annual appropriations that can be relied on for continued service.
- **Purchase capital resources** such as buses, new or expanded facilities, and a variety of supplies needed for maintenance of fleet and facilities.
- **Hire and retain high-performing employees** that provide and administer safe, reliable, and customer-friendly transportation services.

GoCOMO Columbia's Public Transit — Comprehensive Transit Study

Recommendations: Tier 1

- **Routes & Alignments:** No changes.
- **Weekday:** Begin service at 6:00 a.m. (full first trip starting at Wabash).
- **Weekday:** Add evening service using “combined” 90-minute routes, until 10:25 p.m.
- **Saturday:** Expand hours to 6 a.m. to 10:25 p.m., same routes and frequency (90 minutes).
- **Paratransit Impact:** Major increase to paratransit service hours.

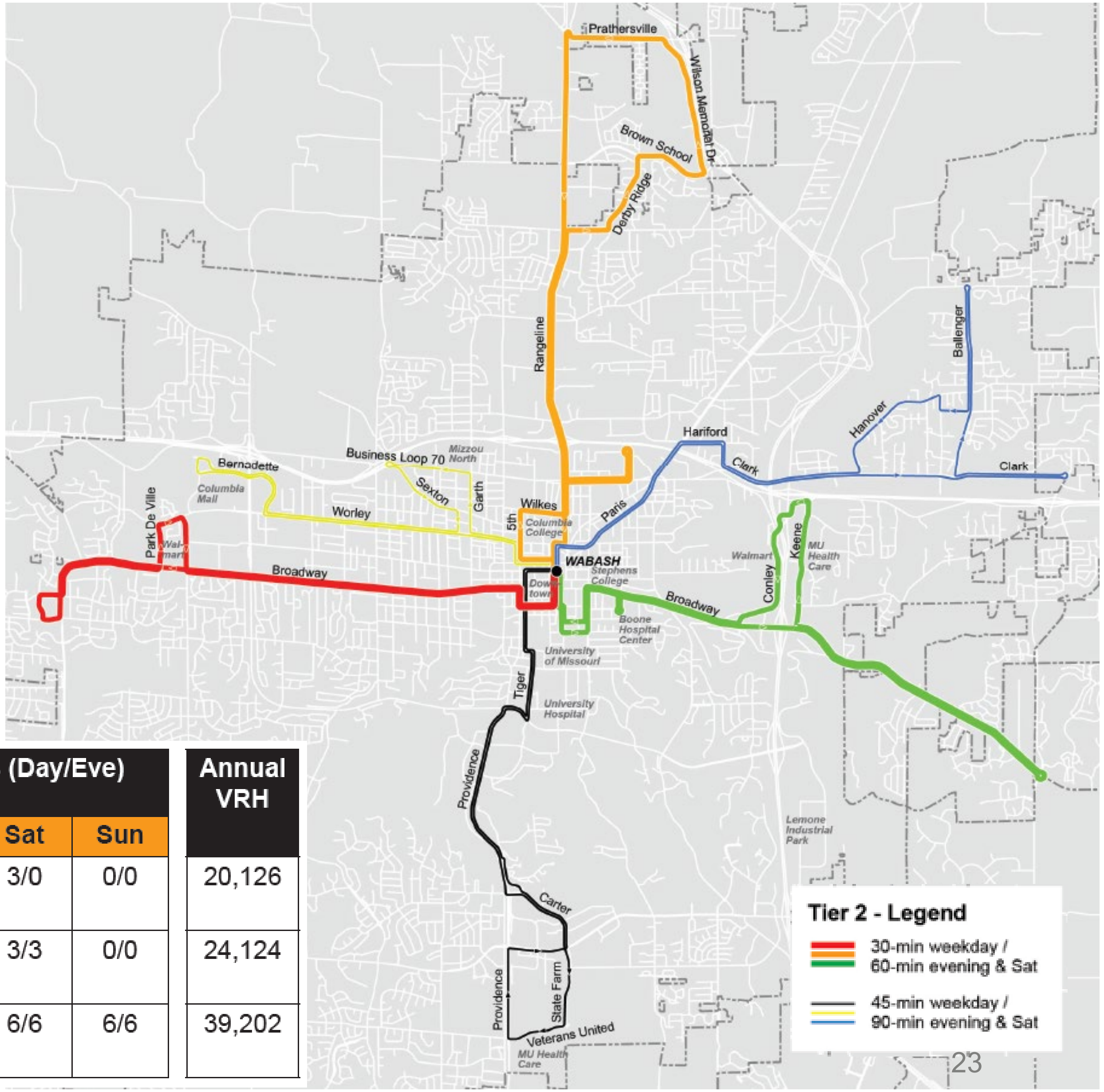


	Service Hours			Frequency (Day/Eve)			Buses (Day/Eve)			Annual VRH
Phase	Wkd	Sat	Sun	Wkd	Sat	Sun	Wkd	Sat	Sun	
Baseline*	6:20am to 6:40pm	9:51am to 6:40pm	--	45/--	90/--	--/--	6/0	3/0	0/0	20,126
Tier 1	6:00am to 10:25pm	6:00am to 10:25pm	--	45/90	90/90	--/--	6/3	3/3	0/0	24,124

Note: Tier 1 recommendations do not change the route map; all routes will maintain existing alignments and stop locations.

Recommendations: Tier 2

- **Routes & Alignments:** 2 Red, 4 Orange, and 6 Green extended to new areas.
- **Weekday:** Convert routes 2 Red, 4 Orange, and 6 Green to 30-minute frequency daytime and 60-minute frequency in evenings.
- **Saturday:** Convert routes 2 Red, 4 Orange, and 6 Green to 60-minute frequency on Saturdays.
- **Paratransit Impact:** Moderate increase to federally-required paratransit service area.
- **Negative Impacts:** Not every route will be at Wabash at the same time on every trip.



	Service Hours			Frequency (Day/Eve)			Buses (Day/Eve)			Annual VRH
Phase	Wkd	Sat	Sun	Wkd	Sat	Sun	Wkd	Sat	Sun	
Baseline*	6:20am to 6:40pm	9:51am to 6:40pm	--	45/--	90/--	--/--	6/0	3/0	0/0	20,126
Tier 1	6:00am to 10:25pm	6:00am to 10:25pm	--	45/90	90/90	--/--	6/3	3/3	0/0	24,124
Tier 2	5:30am to 10:25pm	6:30am to 10:25pm	--	30/60 45/90	60/60 90/90	--/--	9/6	6/6	6/6	39,202

Recommendations: Tier 2 - Alternate

- Introduces a new route, "**Purple Route**" to operate on high-employment corridor of Paris Rd./Route B Corridor
- In order to implement this route, service hours/levels reduced of some routes in Tier 2 Scenario
- **Weekday**: Convert routes 2 Red and 4 Orange, to 30-minute frequency in daytime and 60-minute evening
- **Saturday**: Convert routes 2 Red and 4 Orange, to 60-minute frequency on Saturdays
- **Paratransit Impact**: Increase in service area and minor increase to paratransit service hours
- **Negative Impacts**: Creates different headways on different routes. Arrival times at Wabash will be different, some transfers have a 15-minute wait

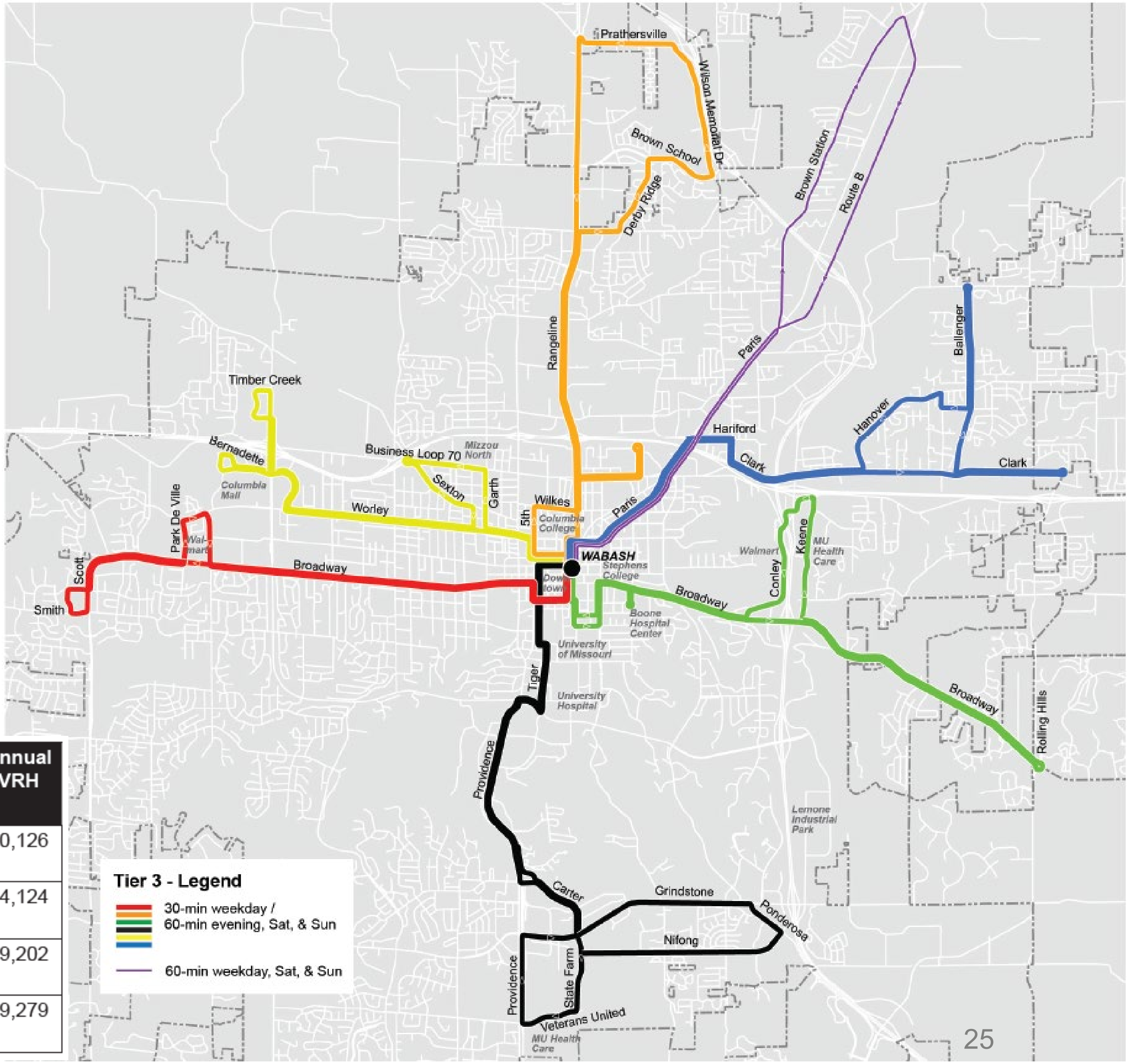
	Service Hours			Frequency (Day/Eve)			Buses (Day/Eve)			Annual VRH
Phase	Wkd	Sat	Sun	Wkd	Sat	Sun	Wkd	Sat	Sun	
Baseline*	6:20am to 6:40pm	9:51am to 6:40pm	--	45/--	90/--	--/--	6/0	3/0	0/0	19,780
Tier 1	6:00am to 10:25pm	6:00am to 10:25pm	--	45/90	90/90	--/--	6/3	3/3	0/0	23,687
Tier 2	5:30am to 10:25pm	6:30am to 10:25pm	--	30/60 45/90	60/60 90/90	--/--	9/6	6/6	0/0	38,474
Tier 2 Alternate	5:30am to 9:25pm	6:30am to 8:25pm	--	30/60 45/90	60/60 90/90	--/--	9/6	7/7	6/6	38,819

Comprehensive Transit Study

Recommendations: Tier 3

- **Routes & Alignments:** Add Paris Rd/Route B route. Extend 1 Black, 3 Gold, and 5 Blue.
- **Weekday:** Increase frequency to 30 minutes daytime and 60 minutes evening. Minor extension of service hours.
- **Saturday:** Increase frequency to 60 minutes on all routes. Minor extension of service hours.
- **Sunday:** Add new service from 7:30 a.m. to 6:25 p.m., with all routes at 60-minute headways.
- **Paratransit Impact:** Major expansion of federally-required service area. Add Sunday.

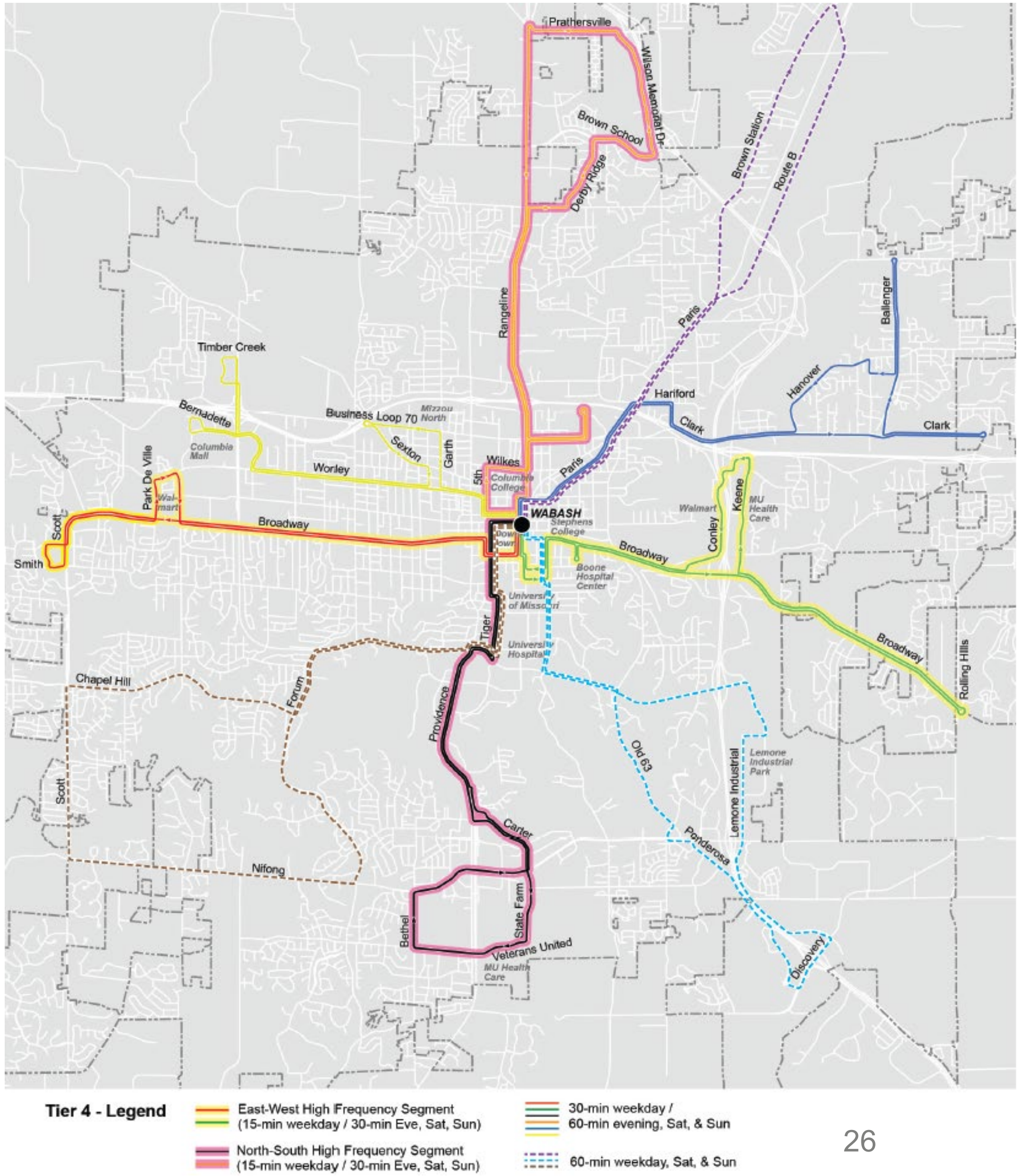
	Service Hours			Frequency (Day/Eve)			Buses (Day/Eve)			Annual VRH
Phase	Wkd	Sat	Sun	Wkd	Sat	Sun	Wkd	Sat	Sun	
Baseline*	6:20am to 6:40pm	9:51am to 6:40pm	--	45/--	90/--	--/--	6/0	3/0	0/0	20,126
Tier 1	6:00am to 10:25pm	6:00am to 10:25pm	--	45/90	90/90	--/--	6/3	3/3	0/0	24,124
Tier 2	5:30am to 10:25pm	6:30am to 10:25pm	7:30am to 6:25pm	30/60 45/90	60/60 90/90	--/--	9/6	6/6	6/6	39,202
Tier 3	5:30am to 11:25pm	6:30am to 11:25pm	7:30am to 6:25pm	30/60	60/60	60/--	13/6	7/7	7/7	59,279



Recommendations: Tier 4

- **Routes & Alignments:** Add new routes in SW Columbia and SE Columbia. Minor alignment adjustments.
- **Weekday:** Increase frequency on highest-ridership routes to 15 minutes daytime and 30 minutes evening. Minor extension of service hours.
- **Saturday:** Increase frequency on some routes to 30 min.
- **Sunday:** Minor extension of service hours.
- **Paratransit Impact:** Major expansion of federally-required service area. Minor increase to service hours.

	Service Hours			Frequency (Day/Eve)			Buses (Day/Eve)			Annual VRH
Phase	Wkd	Sat	Sun	Wkd	Sat	Sun	Wkd	Sat	Sun	
Baseline*	6:20am to 6:40pm	9:51am to 6:40pm	--	45/--	90/--	--/--	6/0	3/0	0/0	20,126
Tier 1	6:00am to 10:25pm	6:00am to 10:25pm	--	45/90	90/90	--/--	6/3	3/3	0/0	24,124
Tier 2	5:30am to 10:25pm	6:30am to 10:25pm	7:30am to 6:25pm	30/60 45/90	60/60 90/90	--/--	9/6	6/6	6/6	39,202
Tier 3	5:30am to 11:25pm	6:30am to 11:25pm	7:30am to 6:25pm	30/60	60/60	60/--	13/6	7/7	7/7	59,279
Tier 4	5:00am to 11:55pm	6:00am to 11:55pm	7:00am to 9:55pm	15/30 30/60	30/30 60/60	60/60	23/13	13/9		107,208



Recommendations: Tier 4 (Micro Transit alternative)

- Definition: On-demand curb-to-curb service with real-time booking.
- Micro Transit as a growth component, not as replacement. Due to:
  - Coverage not the highest goal
  - Performance of existing service (e.g. riders per hour)
- In Tier 4, new SW and SE routes could be implemented as micro transit zones.
- Similar cost to fixed route, due to fixed labor costs.
- Option: Turn-key solution with private vendor.
- Pros: Flexibility, Coverage.
- Cons: Much less capacity than fixed route.

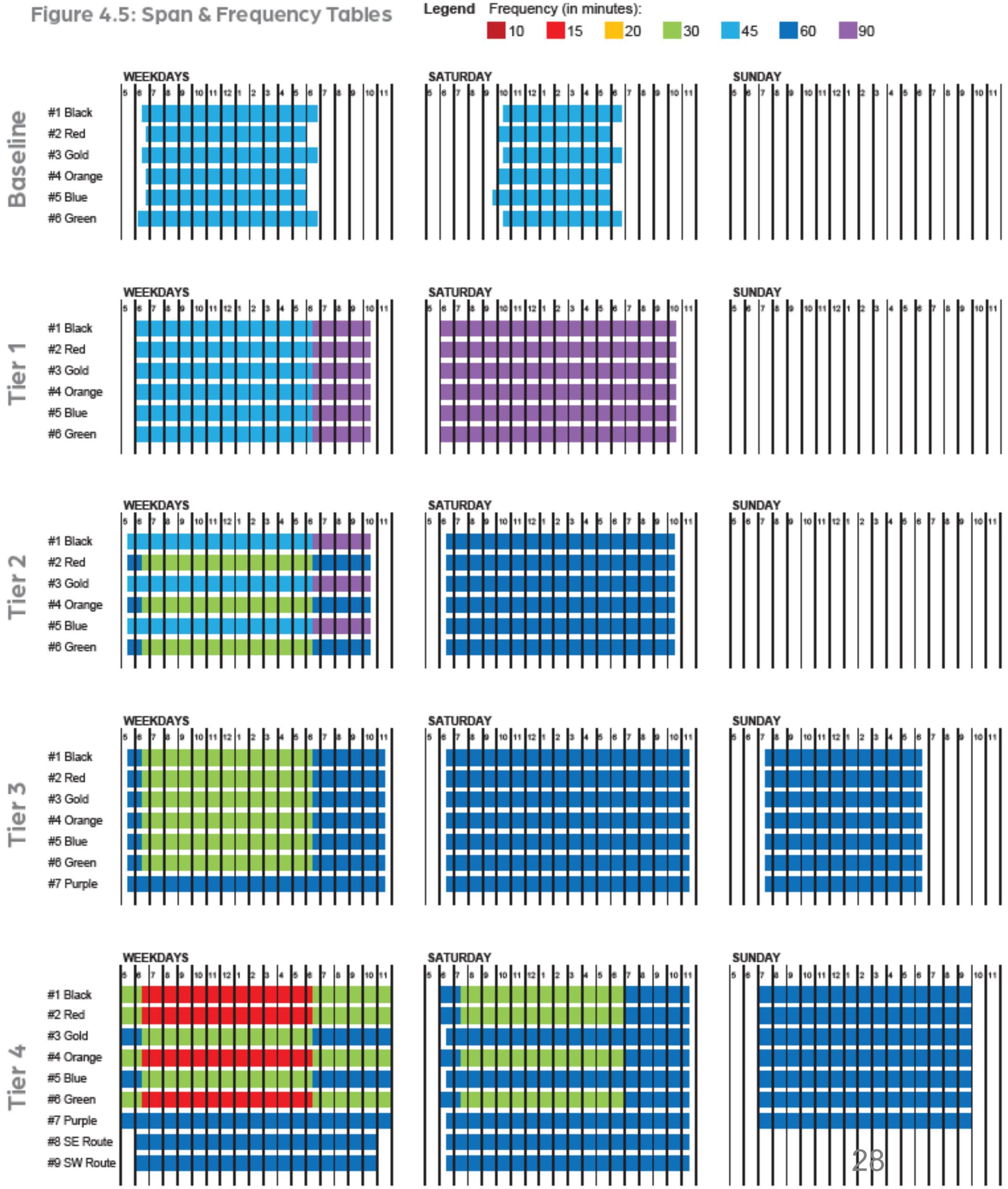
GoCOMO Columbia's Public Transit

Comprehensive Transit Study

Recommendations: Summary

	Service Hours			Frequency (Day/Eve)			Buses (Day/Eve)			Annual VRH
Phase	Wkd	Sat	Sun	Wkd	Sat	Sun	Wkd	Sat	Sun	
Baseline*	6:20am to 6:40pm	9:51am to 6:40pm	--	45/--	90/--	--/--	6/0	3/0	0/0	20,126
Tier 1	6:00am to 10:25pm	6:00am to 10:25pm	--	45/90	90/90	--/--	6/3	3/3	0/0	24,124
Tier 2	5:30am to 10:25pm	6:30am to 10:25pm	7:30am to 6:25pm	30/60 45/90	60/60 90/90	--/--	9/6	6/6	6/6	39,202
Tier 3	5:30am to 11:25pm	6:30am to 11:25pm	7:30am to 6:25pm	30/60	60/60	60/--	13/6	7/7	7/7	59,279
Tier 4	5:00am to 11:55pm	6:00am to 11:55pm	7:00am to 9:55pm	15/30 30/60	30/30 60/60	60/60	23/13	13/9		107,208

Figure 4.5: Span & Frequency Tables



GoCOMO Columbia's Public Transit Comprehensive Transit Study

Recommendations: Regional Service Option

- Columbia to Jefferson City; stops at airport and in Ashland
- Not included in recommendation tiers.
- Annual operating cost estimate: **$616,356** for six daily round trips on weekdays.
- Section 5311(f) funding assistance.

Table 4.6: Potential Route Schedule

Southbound – morning and mid-day			
Wabash Station	5:30 A.M.	6:00 A.M.	1:30 P.M.
Columbia Airport	6:00 A.M.	6:30 A.M.	2:00 P.M.
Ashland, MO	6:15 A.M.	6:45 A.M.	2:15 P.M.
Jefferson City Airport	6:40 A.M.	7:10 A.M.	2:40 P.M.
Harry S. Truman Bldg.	6:50 A.M.	7:20 A.M.	2:50 P.M.
Miller St. Station	7:00 A.M.	7:30 A.M.	3:00 P.M.
Greyhound – Jeff. City	7:10 A.M.	7:40 A.M.	3:10 P.M.*
Southbound – evening			
Wabash Station	4:00 P.M.	4:30 P.M.	5:00 P.M.
Columbia Airport	4:30 P.M.	5:00 P.M.	5:30 P.M.
Ashland, MO	4:45 P.M.	5:15 P.M.	5:45 P.M.
Jefferson City Airport	5:10 P.M.	5:40 P.M.	6:10 P.M.
Harry S. Truman Bldg.	5:20 P.M.	5:50 P.M.	6:20 P.M.
Miller St. Station	5:30 P.M.	6:00 P.M.	6:30 P.M.
Greyhound – Jeff. City	5:40 P.M.	6:10 P.M.	6:40 P.M.

Northbound – morning & mid-day			
Greyhound – Jeff. City			
Miller St. Station	5:30 A.M.	6:00 A.M.	1:00 P.M.
Harry S. Truman Bldg.	5:40 A.M.	6:10 A.M.	1:30 P.M.
Jefferson City Airport	5:50 A.M.	6:20 A.M.	1:45 P.M.
Ashland, MO	6:15 A.M.	6:45 A.M.	2:10 P.M.
Columbia Airport	6:30 A.M.	7:00 A.M.	2:20 P.M.
Wabash Station	7:00 A.M.	7:30 A.M.	2:30 P.M. *
Northbound – evening			
Greyhound – Jeff. City	4:10 P.M.	-----	-----
Miller St. Station	4:20 P.M.	4:30 P.M.	5:00 P.M.
Harry S. Truman Bldg.	4:30 P.M.	4:40 P.M.	5:10 P.M.
Jefferson City Airport	4:40 P.M.	4:50 P.M.	5:20 P.M.
Ashland, MO	5:05 P.M.	5:15 P.M.	5:45 P.M.
Columbia Airport	5:20 P.M.	5:30 P.M.	6:00 P.M.
Wabash Station	5:50 P.M.	6:00 P.M.	6:30 P.M.

* Intercity bus aligns with Greyhound stop at Wabash station at 2:40 PM

Table 4.6: Potential Route Map

5 Implementation

Implementation: Cost Estimates (Operating)

Table 5.1: Vehicle Revenue Hours & Operating Cost Estimates by Tier

(Does not include Tiger Line)

	Veh. Rev. Hrs.		Annual Operating Cost		
Phase	**Year**	**% Chg.**	**Fixed Route**	**Paratransit**	**Total**
Baseline*	20,126	--	$2,548,075	$1,938,950	**$4,487,025**
Tier 1	24,124	19.9%	$3,054,154	$2,791,119	**$5,845,273**
Tier 2	39,202	94.8%	$4,963,143	$3,488,341	**$8,451,483**
Tier 3	59,279	145.7%	$7,504,880	$4,197,869	**$11,702,749**
Tier 4	107,208	80.9%	$13,572,865	$5,671,741	**$19,244,606**

Notes:

- Costs are in 2024 dollars.

Implementation: Cost Estimates (Capital)

Table 5.2: Peak Vehicles & Capital Cost Estimates by Tier

(Does not include Tiger Line)

	Peak Vehicles			Estimated Capital Cost (for entire phase)				
Phase	**Fixed**	**Para**	**Total**	**Bus Replace**	**Addl. Buses**	**Bus Stops**	**Facilities**	**Total**
Baseline*	6	12	**18**					
Tier 1	6	13	**19**	$0	$100,000	$0	$0	**$100,000**
Tier 2	9	14	**23**	$4,200,000	$3,800,000	$297,000	$180,000	**$8,477,000**
Tier 3	13	17	**30**	$4,300,000	$4,650,000	$693,000	$420,000	**$10,063,000**
Tier 4	23	22	**45**	$8,500,000	$11,650,000	$1,692,000	$780,000	**$22,622,000**

Notes:
- Costs are in 2024 dollars.
- Grissum Building RAISE project is assumed to meet the vehicle maintenance and storage facility needs of each tier. Facilities costs estimate Administrative facility upgrades to accommodate additional staff.
- Bus Stops category in Tier 4 includes Wabash passenger facility upgrades to accommodate more routes and buses per day.

Implementation: Funding Options

Federal

- Urbanized Area Program Funds (5307)
- Seniors and Individuals with Disabilities Formula Program (5310)
- Formula Grants for Rural Areas (5311) (Outside of urbanized area)
- Grants for Buses and Bus Facilities Formula Program
- Competitive Grants:
  - Grants for Buses and Bus Facilities Program
  - Low or No Emission Vehicle Program (5339(c))
  - Areas of Persistent Poverty Program
  - Rebuilding American Infrastructure with Sustainability and Equity (RAISE)

State

- State Transportation Fund and General Revenue
- Recent increases in 2022 and 2023. 580 percent increase in the past two years.

Local

- Existing ½-cent transportation sales tax
- Increased, or new, dedicated tax to support transit services
- Transportation Development Districts (TDD)
- Private funding: and Transportation Management Associations (TMA)
- Enhanced MU partnerships

Implementation: Staffing Plan

- Additional staffing needed to maintain and grow services.
- Department restructuring to manage growth while maintaining efficiency.

Table 5.4: Future Staffing Plan

Positions	Baseline	Tier 1	Tier 2	Tier 3	Tier 4
PW Director	1	1	1	1	1
Management/Superintendent	4	4	4	4	7
Supervisors/Finance/Safety/Trainer	5	5	5	6	10
Staff/Dispatch/Drivers	52	55	80	95	165
Total Management	**62**	**65**	**90**	**106**	**183**

Figure 5.1: Existing Go COMO Organizational Chart

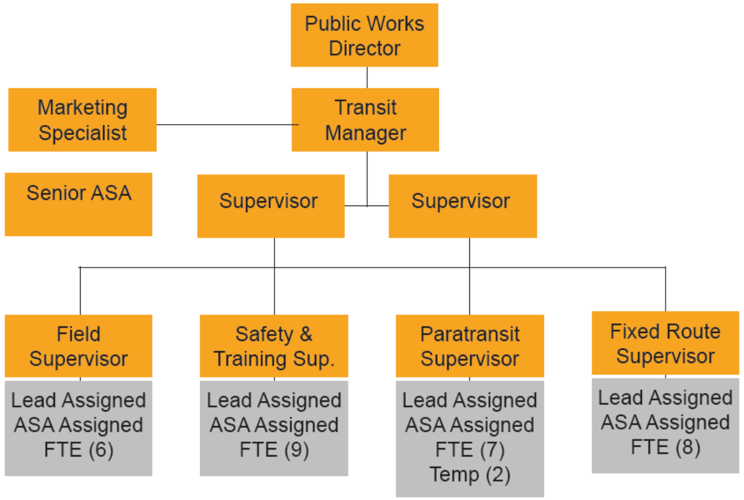
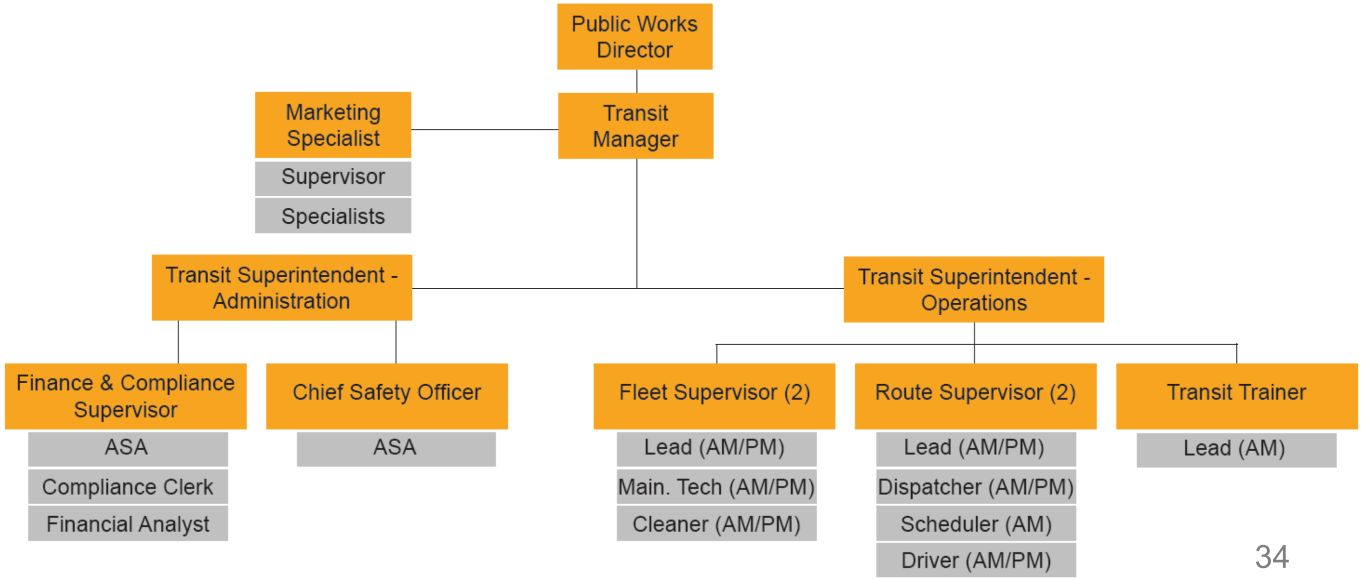


Figure 5.1: Future Organizational Chart



Implementation: System Integration & Development

- Critical need to align development policy with transit system improvements.
- Low-density horizontal growth makes transit less effective and more costly.
- Transit-oriented development: maximize access to frequent transit corridors.

Figure 5.2: Growth Priority Areas
From Columbia Imagined: the Plan for How We Live and Grow (2013)

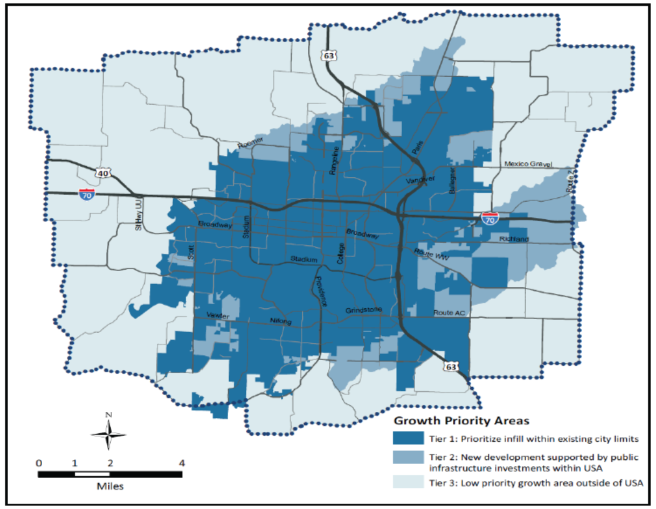


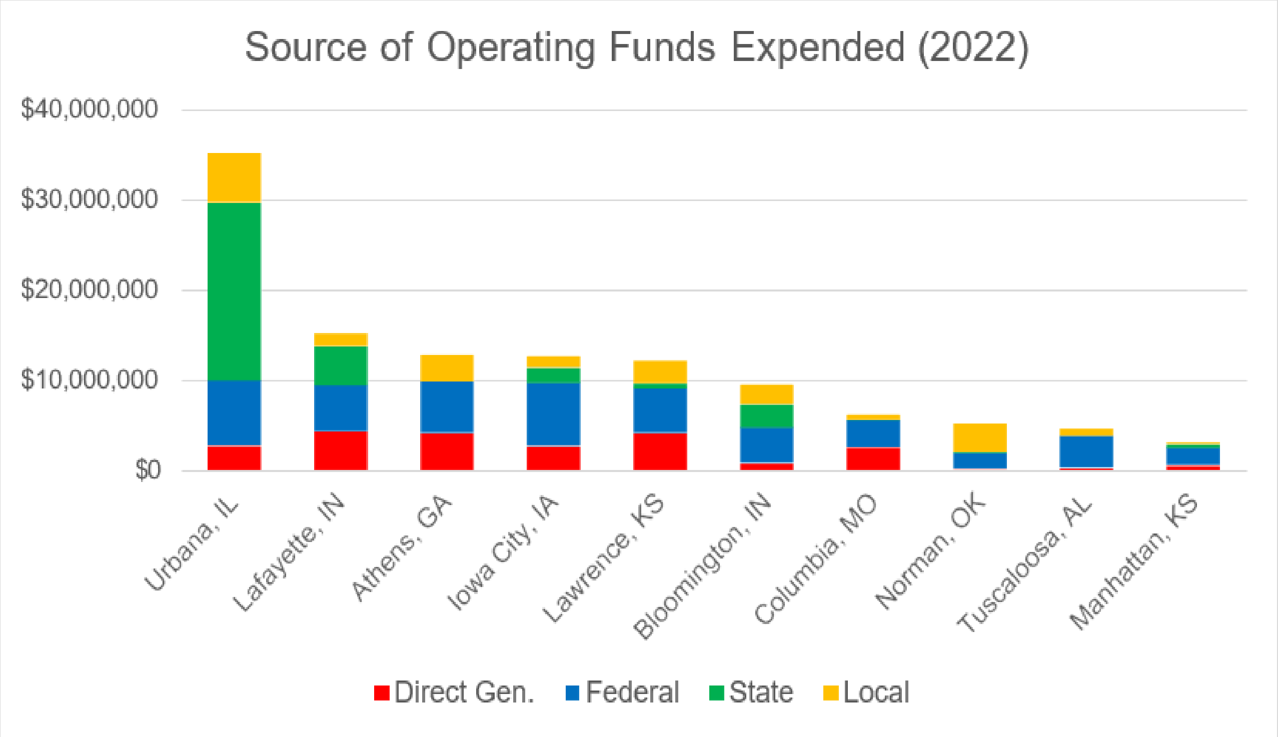
Table 5.5: Transit and Transit-Supportive Policies, Strategies, and Actions
Based on Columbia Imagined: the Plan for How We Live and Grow (2013)

Policy	Strategy	Actions
Support diverse and inclusive housing options	Promote construction of affordable housing	Require a mix of housing types and price ranges within new subdivisions to provide options for integration of affordable housing and non-traditional family units.
Support mixed-use	Identify service gaps and support zoning and development decisions to provide walkable local commercial service and employment nodes	Incentivize mixed and desired/needed uses in key locations (zones and nodes).
Prioritize infill development	Incentivize infill	Explore opportunities to make infill projects more attractive to developers, including regulatory and financial incentives.
	Remove incentives that favor suburban sprawl	Stop spending taxpayer dollars to fund infrastructure extensions that serve only new suburban residential development.
Accommodate non-motorized transportation	Encourage interconnectivity between neighborhoods, commercial districts, and employment centers using non-motorized networks	Enforce the ordinance that requires landowners to maintain public sidewalks adjacent to their properties.
Improve transit service	Support and promote the public transit system	Connect bus routes with trails and greenways Pursue new technologies and efficiencies to enhance the system Encourage compact development near transit corridors and commercial hubs to support transit feasibility
	Expand the existing transit system to meet ridership needs	Evaluate the existing transit system and opportunities for system improvements based upon ridership surveys Evaluate different route designs and models Explore diversification of funding sources
Promote a mobility management public transportation system	Promote public transportation system expansion with regional considerations	Focus on developing a transit system between Columbia, the Columbia Regional Airport, Jefferson City, and the Jefferson City Amtrak Station
	Identify funding to support regional transit development and create partnerships between regional stakeholders to produce an integrated transportation system	Coordinate with MU, Columbia College, Stephens College, social service agencies, major employment centers, and Boone County

Implementation: Implementation Matrix

	'25	2026				2027					Tier 2	Tier 3	Tier 4
Steps	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		3-5yrs	5-10yrs	10-20yrs
1. Finalize/adopt study													
2. Pursue local funding commitments													
3. Vehicle procurement													
4. Draft scheduling													
5. Community engagement													
6. Staff restructuring													
7. Title VI analysis													
8. Scheduling, runcut, rostering													
9. Driver picks & training													
10. Marketing and outreach													
11. Service testing (mock Go-Live)													
12. Update passenger information													
13. Effective Date / Go-Live													
14. Service monitoring & adjustment													

Additional Peer Review



- Urbana, IL – State funding accounts for 56% of agency budget, also provides highest level of service than all peers
- Lafayette & Bloomington, IN – State funding account for 27-29% of agency budget
- Columbia State funding accounts for 1% of agency budget

Additional Peer Review

Funding Model Comparisons of Missouri Transit Providers:

St. Louis, MO – Metro

- Operating budget funded primarily by sales taxes from the city of St. Louis, St. Louis County and St. Claire County District
- State and Federal funds support operating and capital budget
- Base Fare: $1.00

St. Joseph, MO – St. Joseph Transit

- Core funding comes from FTA grants, 5307 and 5311 funds (with local match).
- MO Elderly & Handicapped Transportation Assistance Program – funding for elderly and disabled
- Base Fare: $1.00

Cape Girardeau, MO – Cape Girardeau County Transit Authority

- About half of operating budget is from FTA grants. Local government, fares and donations make up remainder.
- Recent partnership with local college to provide additional funding
- Free fare system

Additional Peer Review – Microtransit

Peer agency examples:

- Norman, OK “On-Demand” – Operates evening only, 7 p.m. – 3 a.m. Fare is $2.00, free for OU Students. Book trips through the app or phone call. System matches riders headed in same direction into shared vehicles.

- Lawrence, KS “Transit On-Demand” – Trips can be scheduled up to 5 days in advance. Operates overnight and on Sundays

- Bloomington, IN “Blink Microtransit” – Operates in 3 zones of city. Provides late night service, $2 per trip. Operated by Uber & Lyft

- Champaign-Urbana,IL “West Connect and Northeast Connect” – operates in designated zones of city, not served by bus service. Operates Monday – Friday, 6:30 a.m. – 6:30 p.m. $1 per trip

Additional Peer Review – University Partnerships

Lawrence, KS/University of Kansas

- City of Lawrence and University jointly fund 2 campus routes
- Both entities are separately funded and governed. Route planning made by each entity but provide a unified public engagement process
- Since 2009, City and KU select a 3rd party to operate both city and campus routes through a joint process

Champaign-Urbana, IL/University of Illinois

- Partnership started in 1989, current 3 year agreement is over $20 million (total)
- Partnership funds 7 campus routes and an after hours Safe Ride program
- Goal of partnership is to provide evening options for students and avoid building parking garages
- Approximately 80% of total ridership is University rides

Additional Peer Review – University Partnerships

Manhattan, KS/ Kansas State University

- Partnership began in 2009 to provide free on-campus transportation
- A public transit board includes city, county, and KSU for planning and managing system
- 51% of fixed route ridership is KSU affiliated
- An interlocal agreement between area communities and KSU to coordinate transit and secure federal funding
- KSU contributes to local match for federal funding

Bloomington, IN/ Indiana University

- Bloomington Transit provides 6 bus routes that serve the campus. Three routes funded primarily by university for approx. $1.3 million/year.
- All students, faculty, and staff ride for free
- Both entities coordinate regularly to monitor performance of system
- IU also operates own transit system – 6 campus routes

Additional Peer Review – County Partnerships

Of the 10 peers examined, these 3 peers had highest level of county partnerships:

Iowa City Transit

- Partnership between transit agency and Johnson County SEATS program for operating paratransit program
- Vehicles for program provided by Iowa City Transit
- Funding comes from local communities and Iowa City Transit

Manhattan/Junction City, KS – Flint Hills Area Transportation Agency (ATA Bus)

- ATA Bus has interlocal agreement with local towns and counties to operate fixed route and on-demand services to communities. In 2023 ATA received approximately $145K from local counties
- A board consisting of representatives from local towns and counties vote use of FTA funds for ATA Bus

Raleigh/Durham/Chapel Hill

- In FY 2025 counties provided over $4 million to GoTriangle Transit agency
- GoTriangle board consists of representatives from each city and county it serves.

Additional Peer Review – Staff Recruitment & Retention

Causes of Driver Shortage:

- Aging Workforce – Transit industry has older bus driver workforce than overall U.S. workforce
- Competitive Job Market – agencies face more competition for same pool of potential workers
- Regulations – D & A testing, CDL requirements, criminal checks, and driving records extend the hiring process and exclude qualified applicants

Best Practices:

- Increasing Compensation – promoting benefits package and quantify those benefits, performance- based bonuses, student loan/tuition assistance, having a clear policy on pay increases. Referral bonuses
- Improving Worker Schedules – some agencies moved from seniority based schedule to drivers choose groups of runs
- Positive Work Environment – Important to attract younger applicants. Mentor programs
- Clear Path to Promotions/Raises – Helping employees understand future compensation and career path
- On-going Training – important for worker retention.
- More Effective Hiring Practices – modifying application process to reach younger and older applicants
- Recruiting Practices – employee referrals and social media are among most effective means of recruitment

Paris Rd./Route B Services & TMAs

Tier 2 – Alternate Scenario

- Introduces a new route to operate on high-employment corridor of Paris Rd./Route B Corridor
- In order to implement this route, service hours/levels reduced of some routes in Tier 2 Scenario

Additional Funding Option – Transportation Management Association

- A TMA is an organized group, sometimes formed by a group of businesses, governmental agency, or economic development group to pool resources within a specific area to support transit services.
- Examples include employers offering vanpool coordination, employer shuttles, rideshare, bike-share programs and commuter incentives

Transit-Oriented Development – Additional Information

Transit-Oriented Development (TOD) is a compact, mixed-use design approach that maximizes access to public transit and fosters high-quality, walkable environments in residential, commercial, and mixed-use areas.

Examples:

Cleveland, Ohio – BRT project, $5 billion investment along corridor, revitalized downtown area
Omaha, NE – BRT project, increased development along Dodge Street, $450 million impact

FTA Funding Opportunities

1. Planning grant for TOD initiatives. In FY 2024 FTA awarded $10.5 million across 11 states
2. Capital Grants such as Capital Investment Grants, RAISE

TOD Possibilities in Columbia:

- Explore TOD options in future when Tier 4 route improvements made. Example is an enhanced East-West or North-South high frequency route serving TOD area
- Downtown Columbia and Stadium Blvd/Broadway – potential TOD areas

Next Steps

- Importance of Sustainable Revenue
  - Necessary for successful plan implementation
  - Needed for ongoing operations & adequate staffing
- Go COMO Organizational Structure
  - Professional Transit Leadership
  - Transit Operations Experience
  - Federal Compliance (RAISE grant, procurement, etc.)
  - Positioned for Growth
- Upcoming: State of Transit council Report

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