



# Comprehensive Transit Study

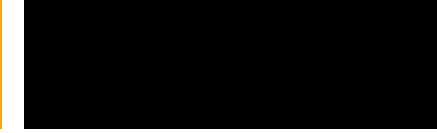


**GREEN**  
olsson®



**Columbia City Council**  
November 4, 2024





## 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

**Route combining begins Tuesday, Aug. 1**

**Pick up your combined route schedules on any City bus or at City Hall starting Monday, July 3.**

**What is route combining?**

- No bus stops are being eliminated
- Buses will stop at 90-minute intervals instead of 45 minutes

*Go COMO apologizes for the difficulties this will cause to our riders.*

**You can also find the new bus schedules online July 3 at [GoCOMOTransit.com](https://www.gocomotransit.com), on Go COMO social media, and in the announcements section of the DoubleMap app.**

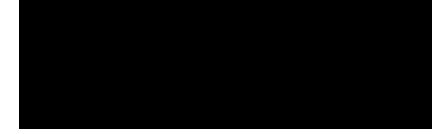
**GoCOMO** Columbia's Public Transit

**City of Columbia**

**Download the DoubleMap app**  
Track your bus in real time

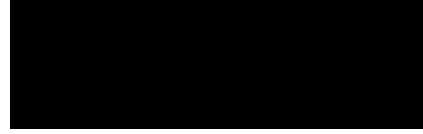
Download on the App Store

GET IT ON Google Play



## 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)

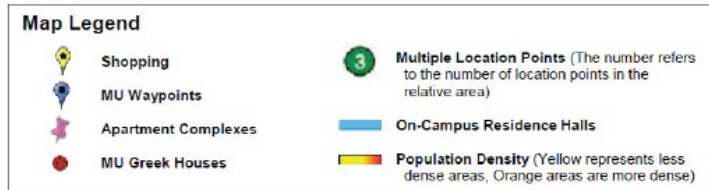
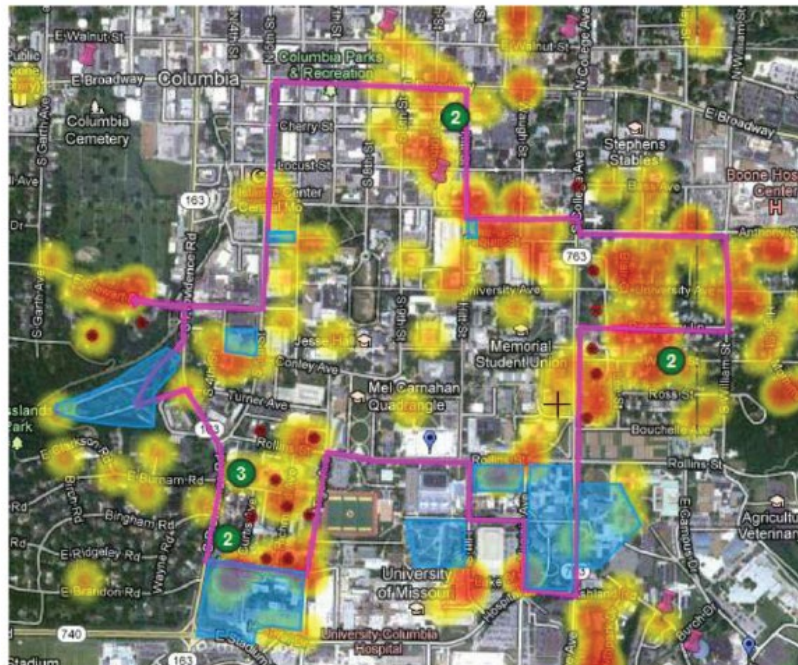
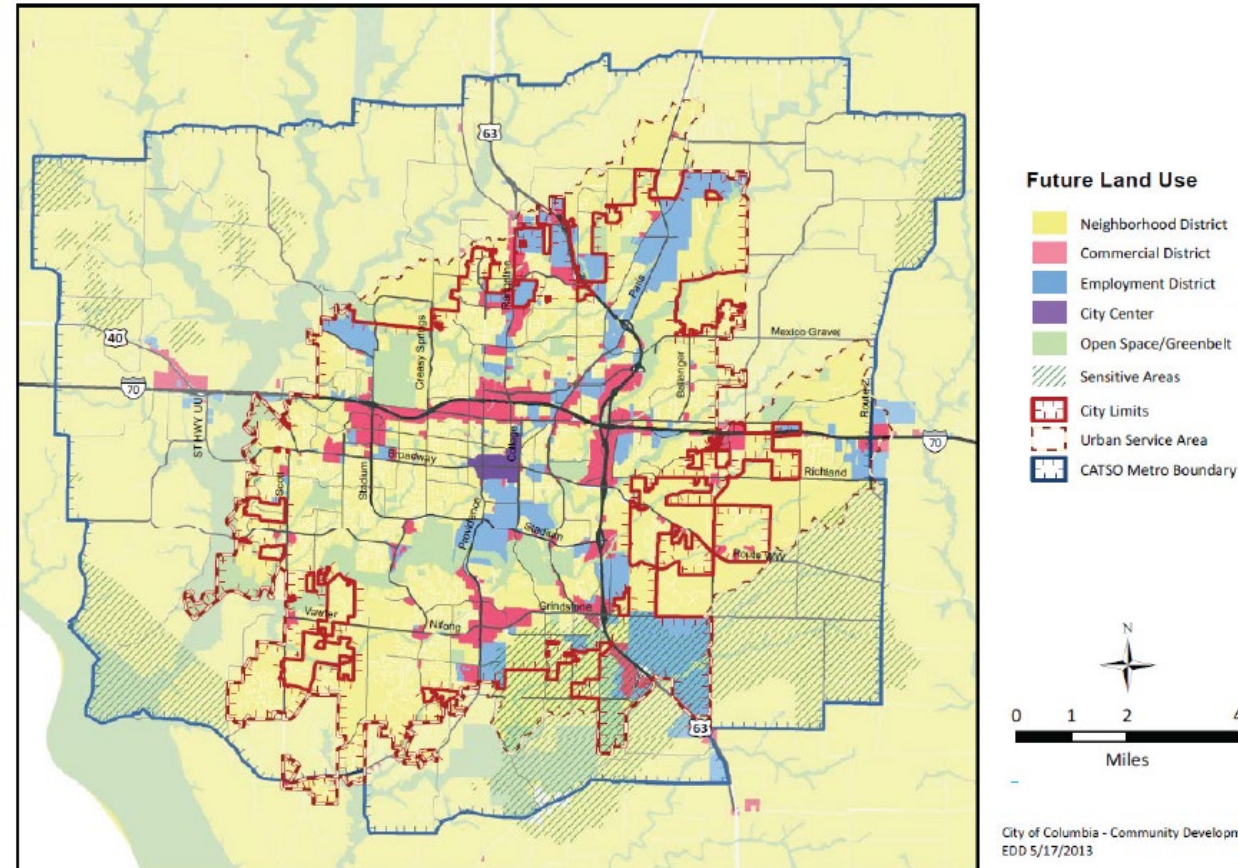
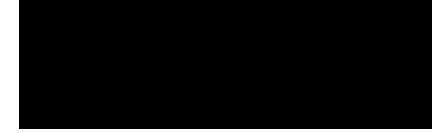


Figure 1.4: Future Land Use Map from Columbia Imagined (2013)





# Market Analysis – Population & Employment Profile

Figure 1.6: Population Trends

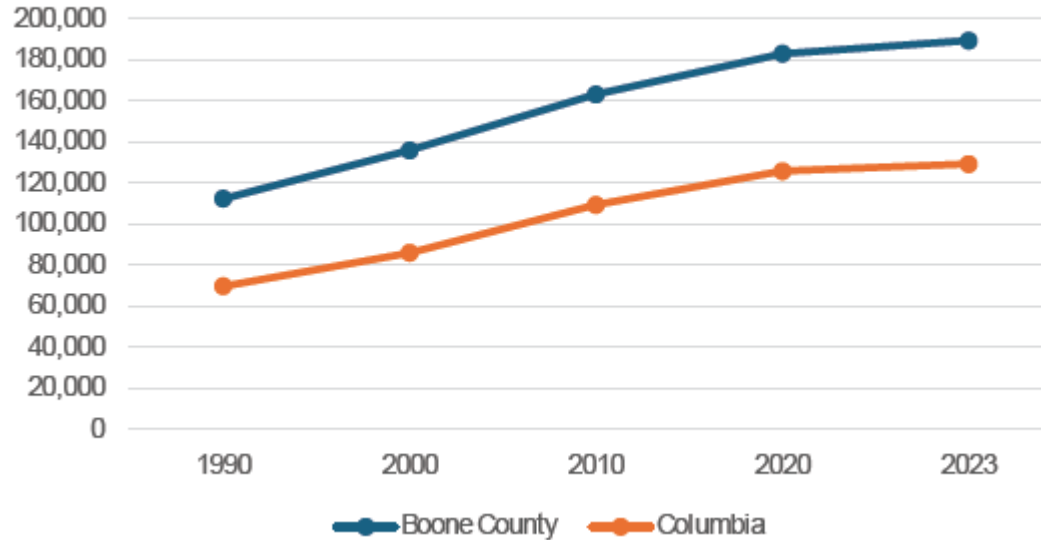
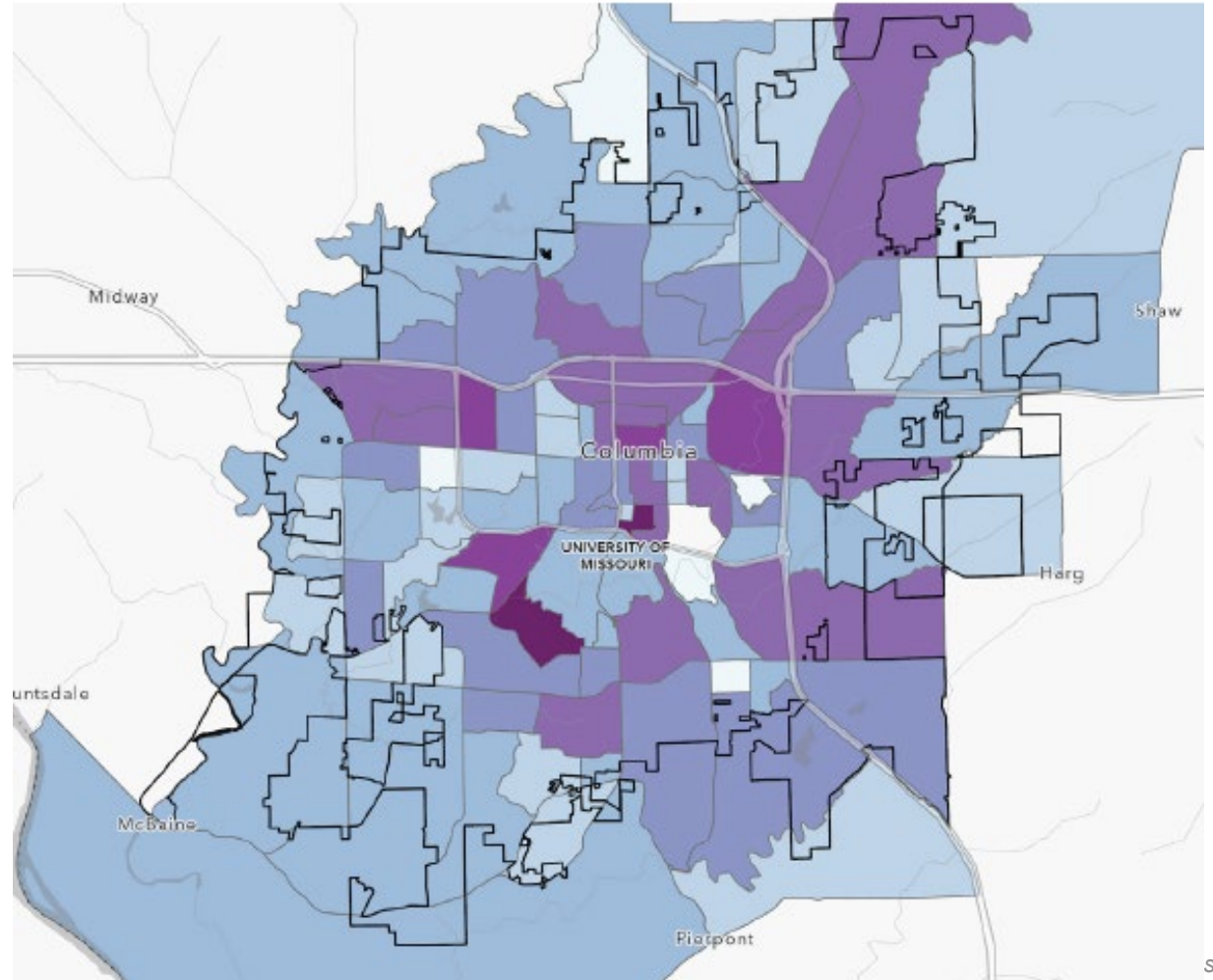


Figure 1.8: Employment Map





# Market Analysis – Transit Propensity

Figure 1.11: Median Household Income Map

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

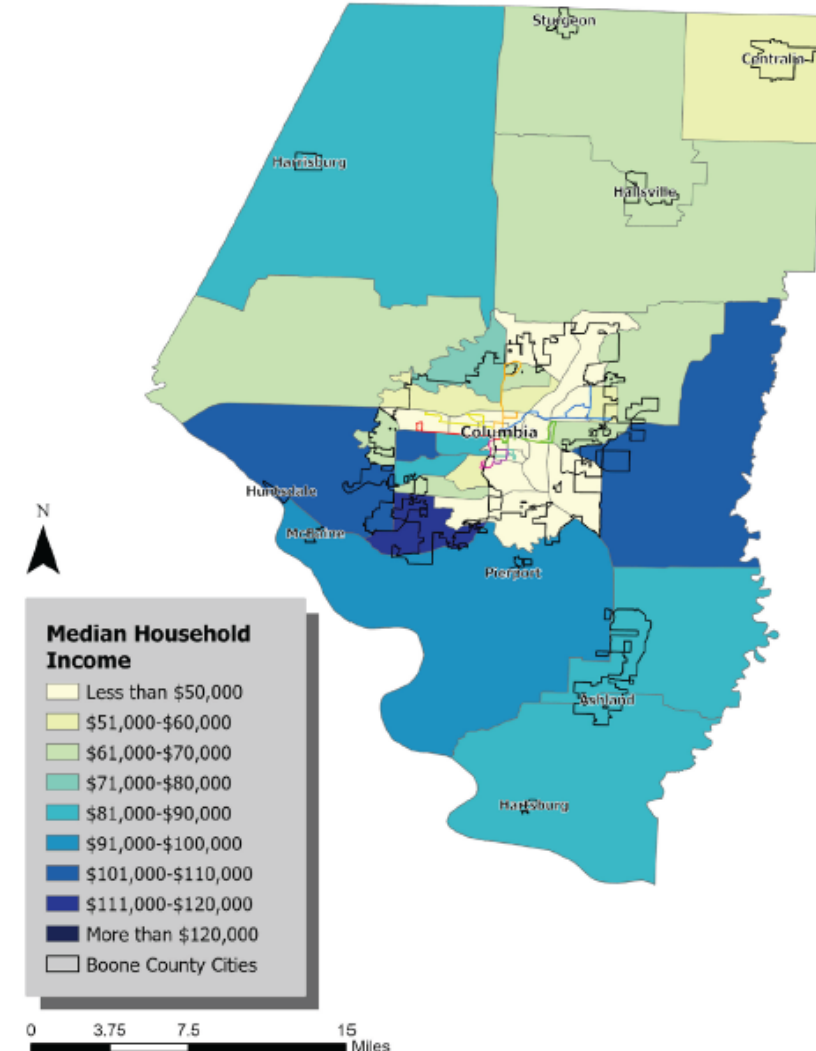
Jurisdiction	Total Population	65 years & older	Percent	Median Age
City of Columbia	128,545	13,628	10.6%	28.6
Boone County	187,690	25,564	13.6%	32.4
Missouri	6,177,957	1,113,136	18.0%	39.1
United States	333,287,562	57,822,315	17.3%	39.0

Table 1.6: Disabled Population

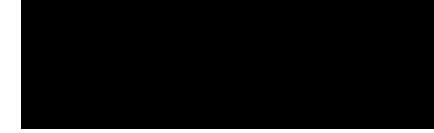
Jurisdiction	Population*	With a disability	Percent
City of Columbia	126,887	14,632	11.5%
Boone County	185,901	23,379	12.6%
Missouri	6,071,333	913,707	15.0%
United States	328,309,810	44,146,764	13.4%

\* Total civilian non-institutionalized population

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

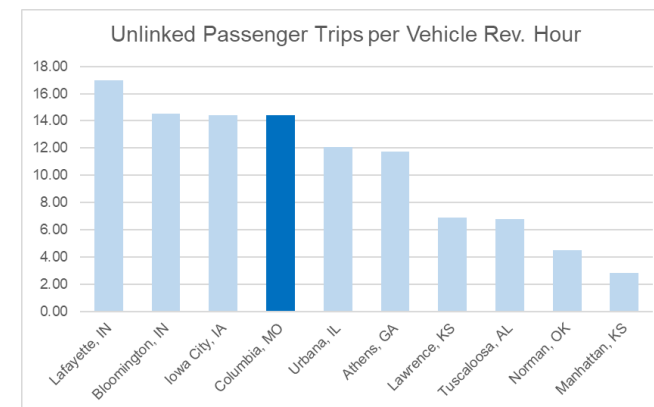
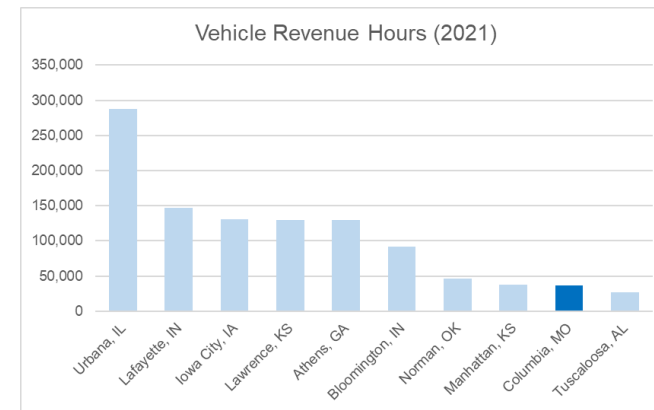
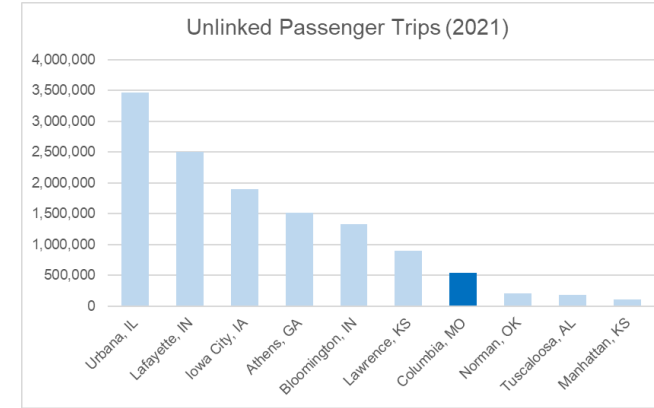


Source: U.S. Census Bureau, 2022 American Community Survey 1-Year Estimates.

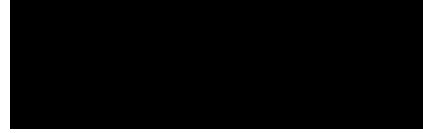


# Market Analysis – Peer Agency Review

Figure 1.16: Peer Agencies Map



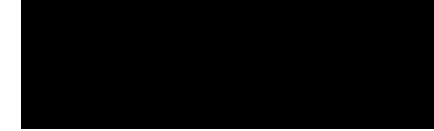




# 2

# Operations Analysis

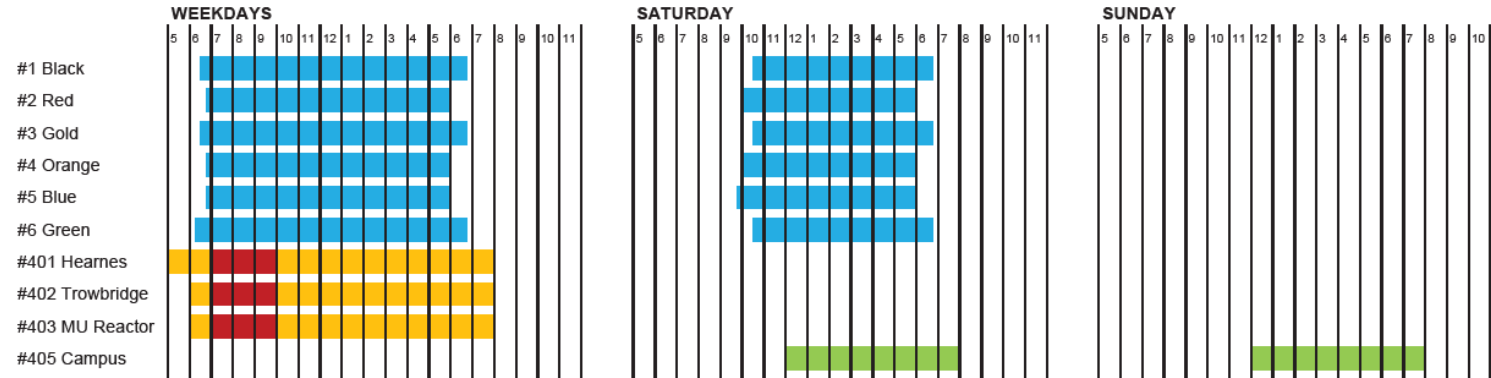




# COA – Existing Services

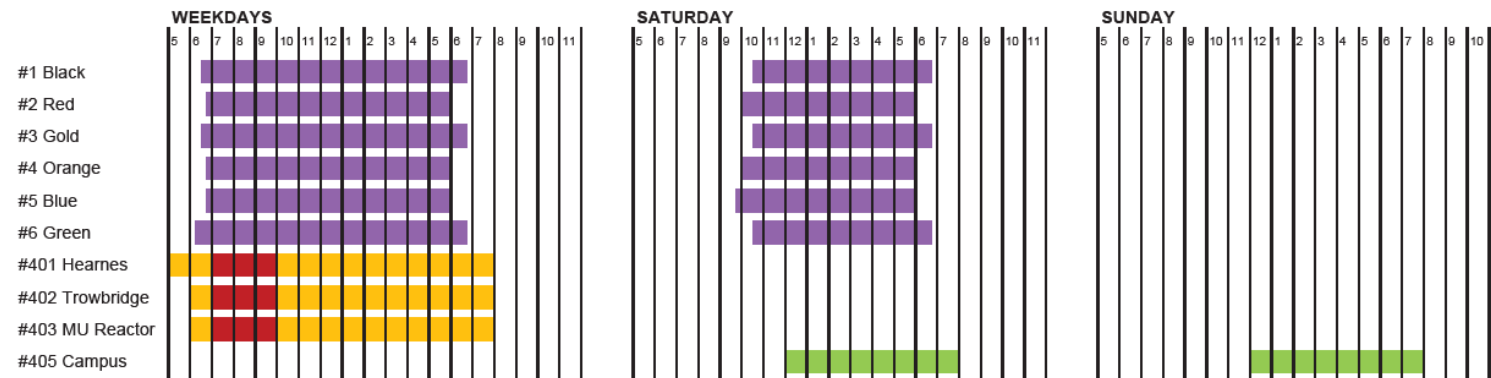
## Baseline Service

*Planned & Funded service levels with full staffing.*



## Existing Service (since August 2023)

*Temporarily reduced from Baseline levels due to staffing shortage.*



**Legend**

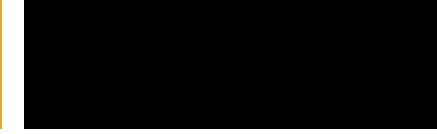
Frequency (in minutes): 10 15 20 30 45 60 90



# 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%
<b>Total Stops</b>	<b>228</b>	



# COA – Ridership

Figure 2.3: Annual Ridership by Service Type

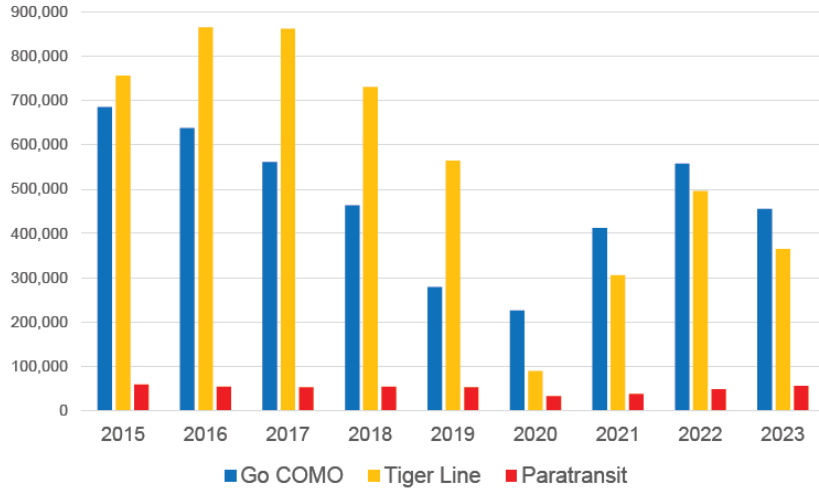
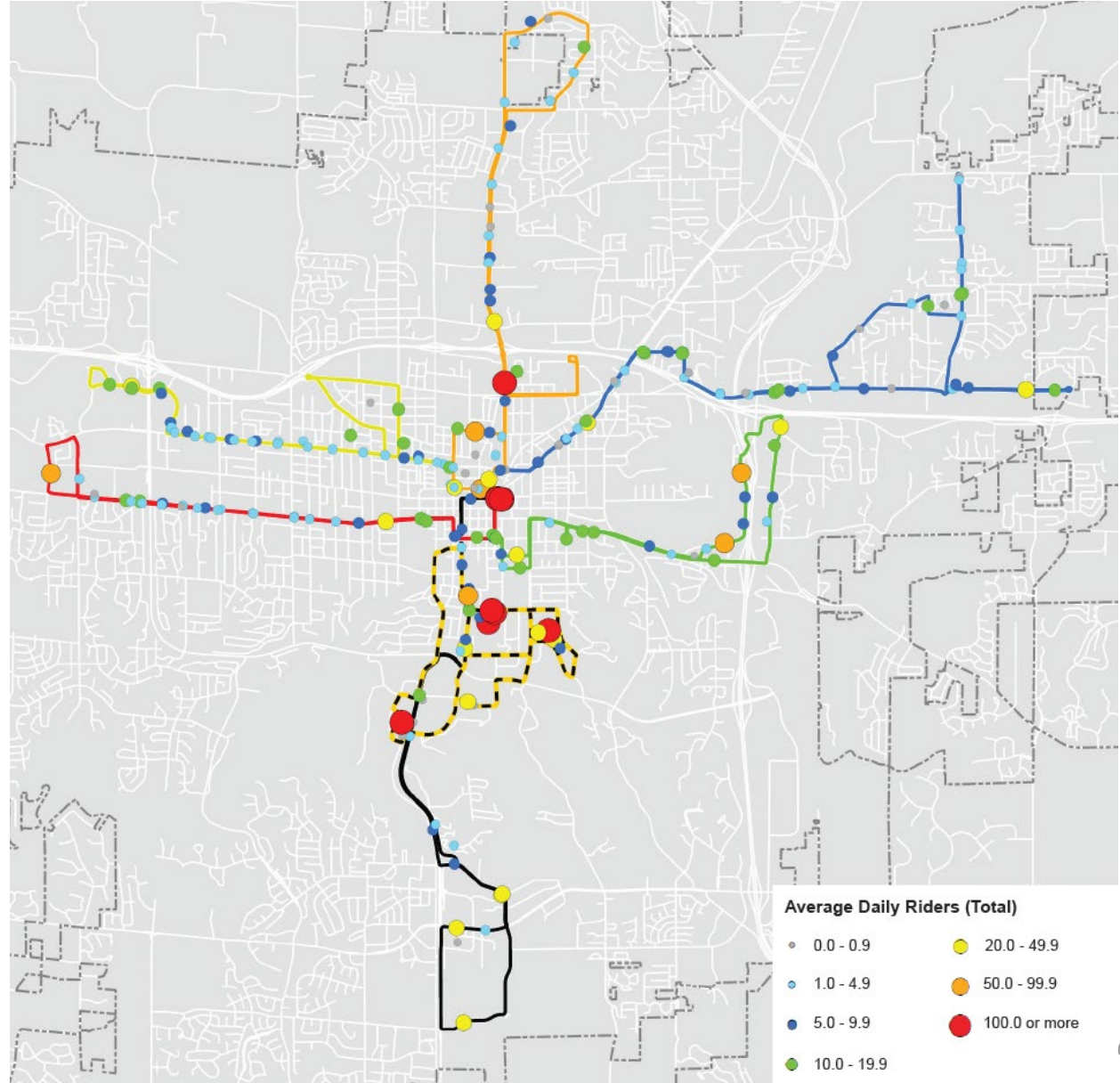
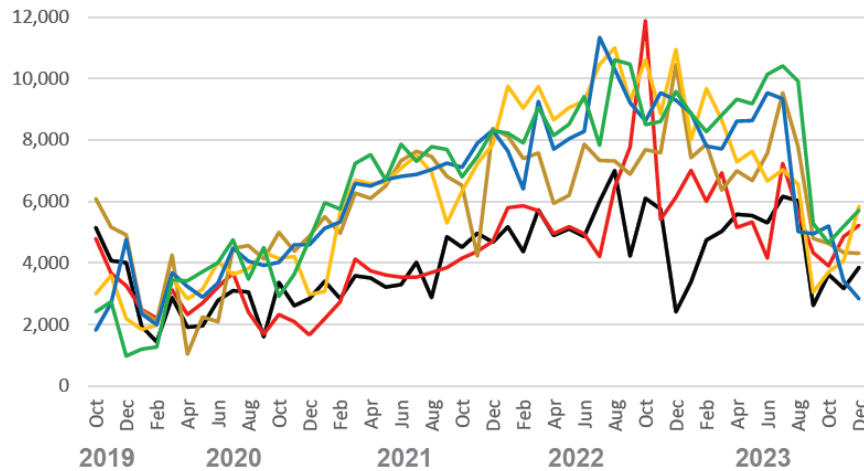


Figure 2.4: Monthly Ridership by Route (2019–2023)

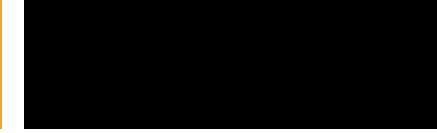




# 3

## Goal-Setting & Strategies



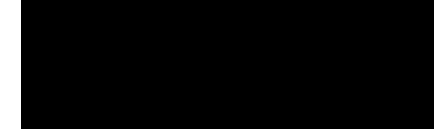


# Goal Setting & Strategies: Public Engagement Process

- 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**

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

**Roughly Equal Preference**

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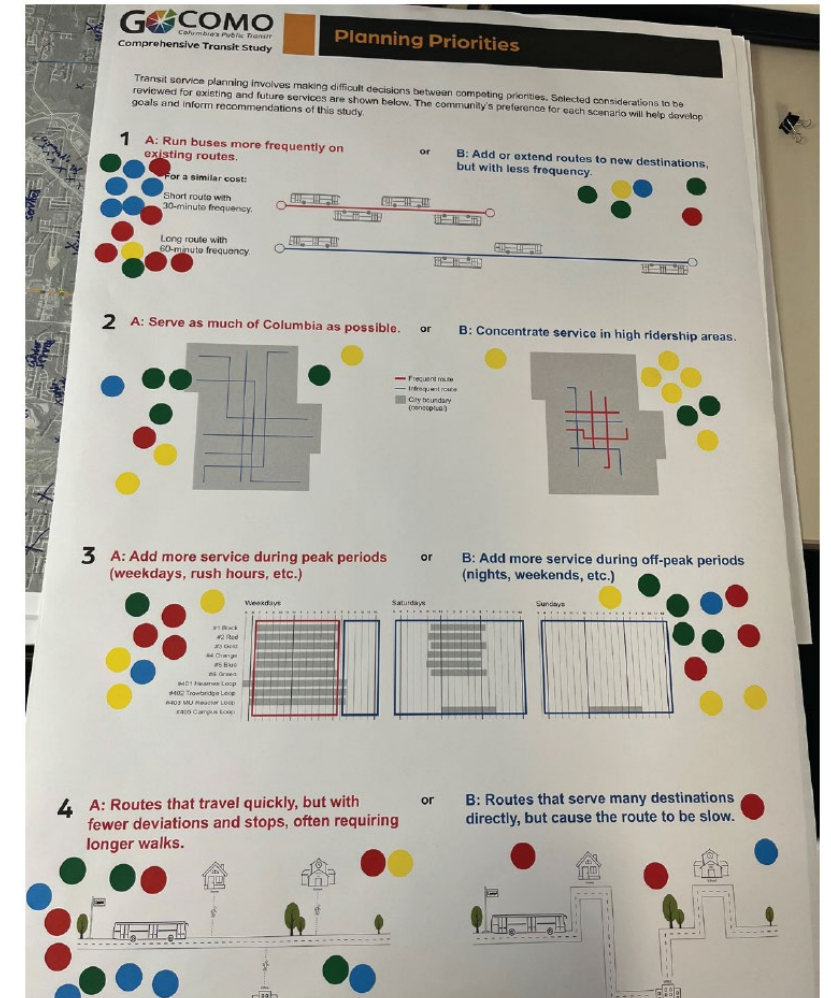
- 3** **A: Add more service during peak periods (weekdays, rush hours, etc.)** or **B: Add more service during off-peak periods (nights, weekends, etc.)**

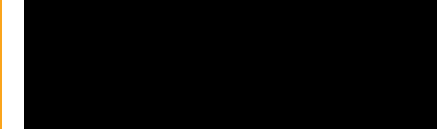
★ **Strong Preference**

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- 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**



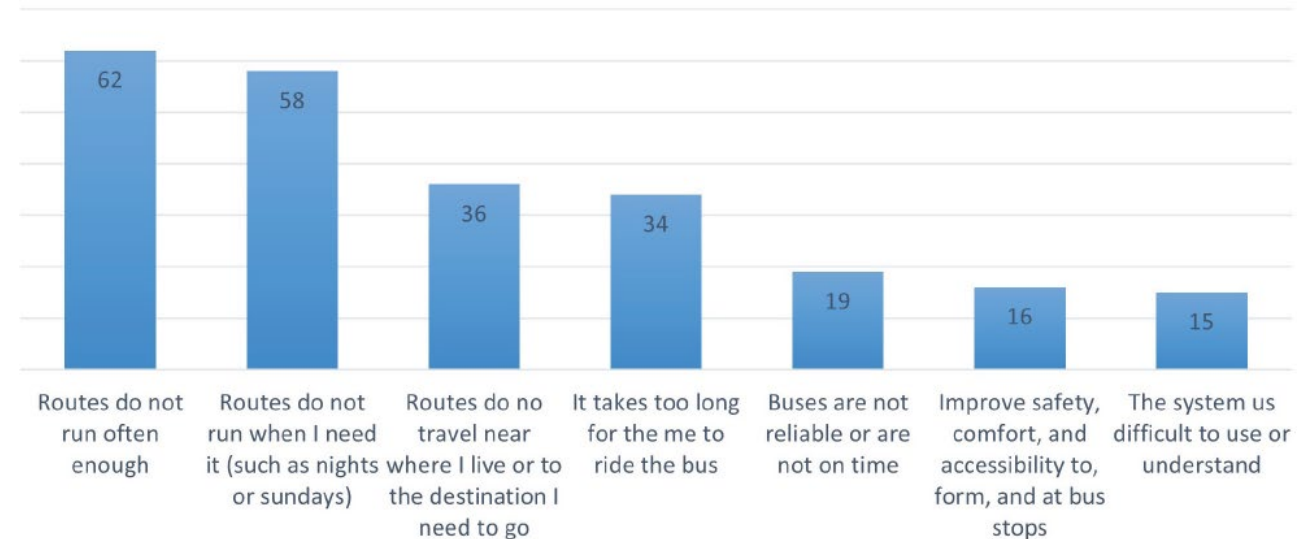


# Goal Setting & Strategies: What Did We Learn?

## 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.

What is currently the biggest issue with Go COMO bus routes?







## 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

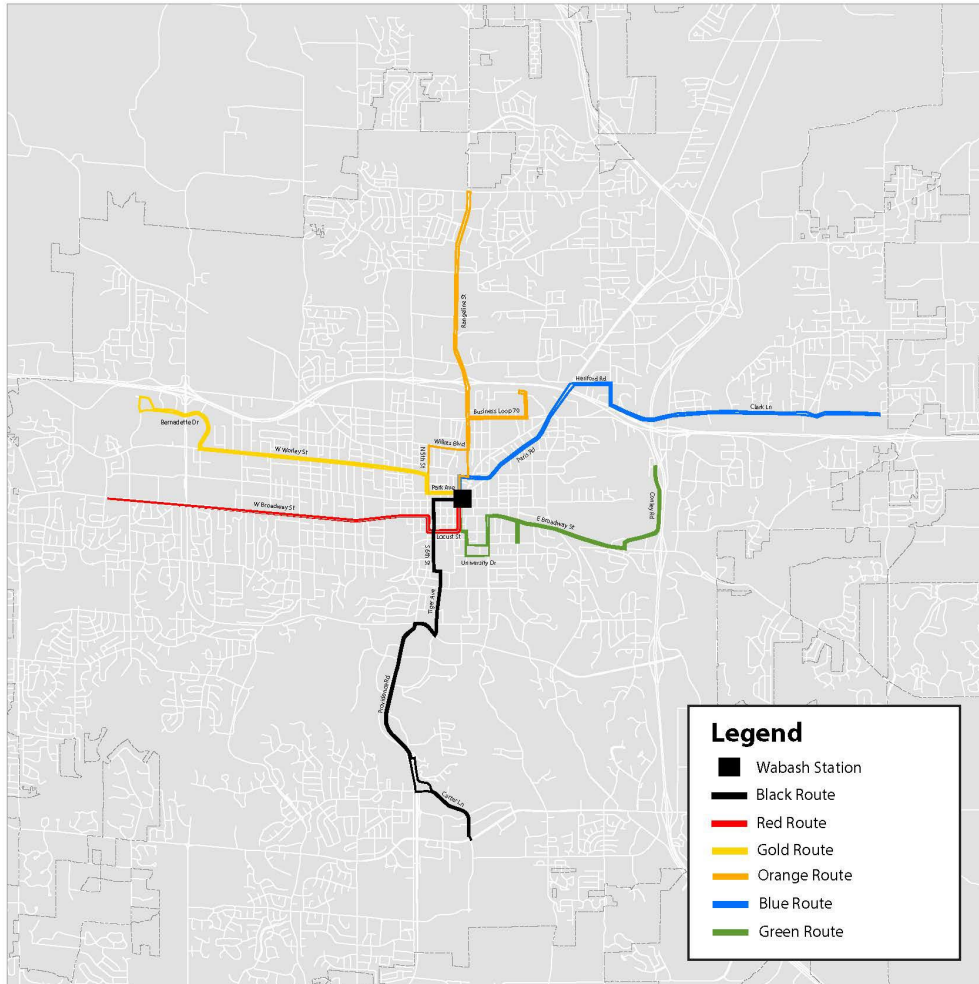
**Near-Term Concepts:** budget-neutral scenarios

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

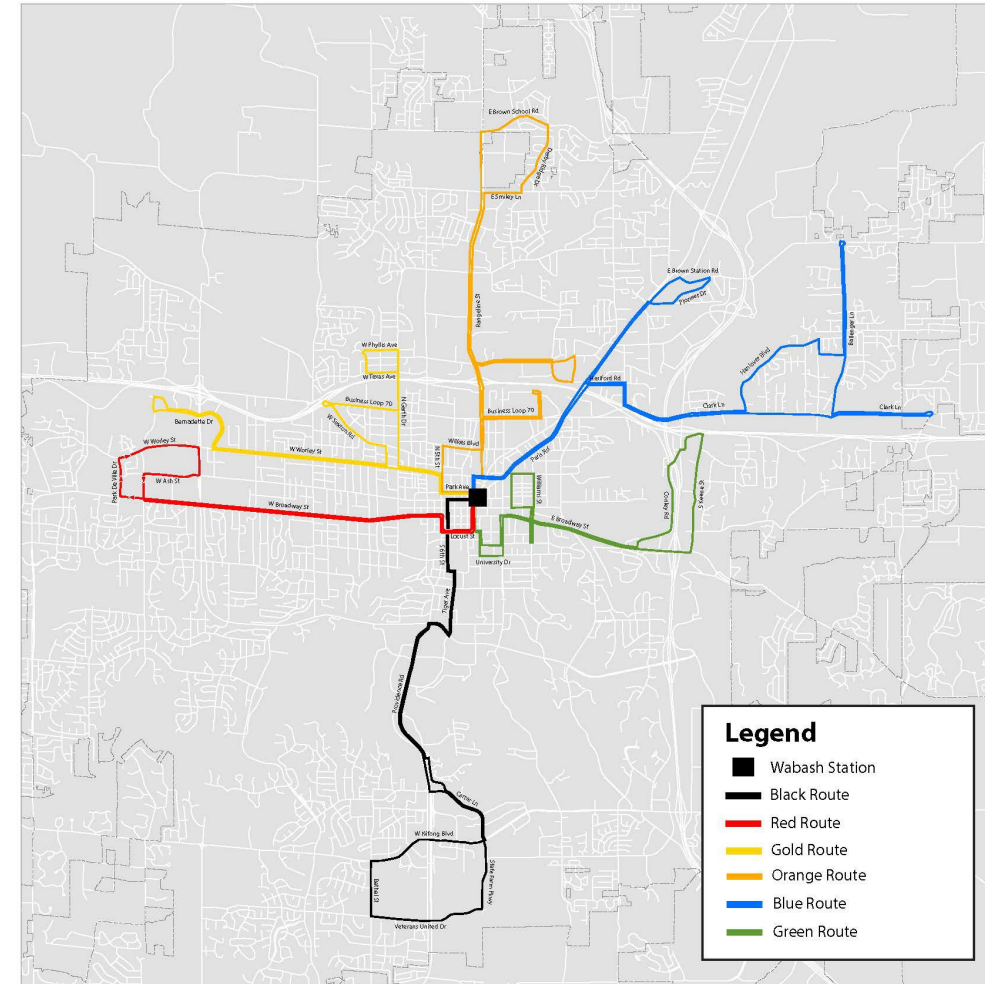


# Goal Setting & Strategies: Service Concepts Example

Near-Term Concept #1: More Frequent Service



Near-Term Concept #2: More Coverage

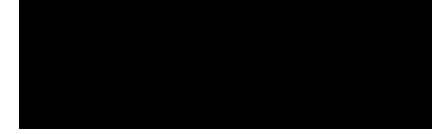




# 4

# Service Recommendations

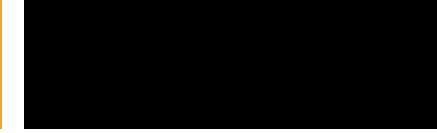




## Recommendations: Overview

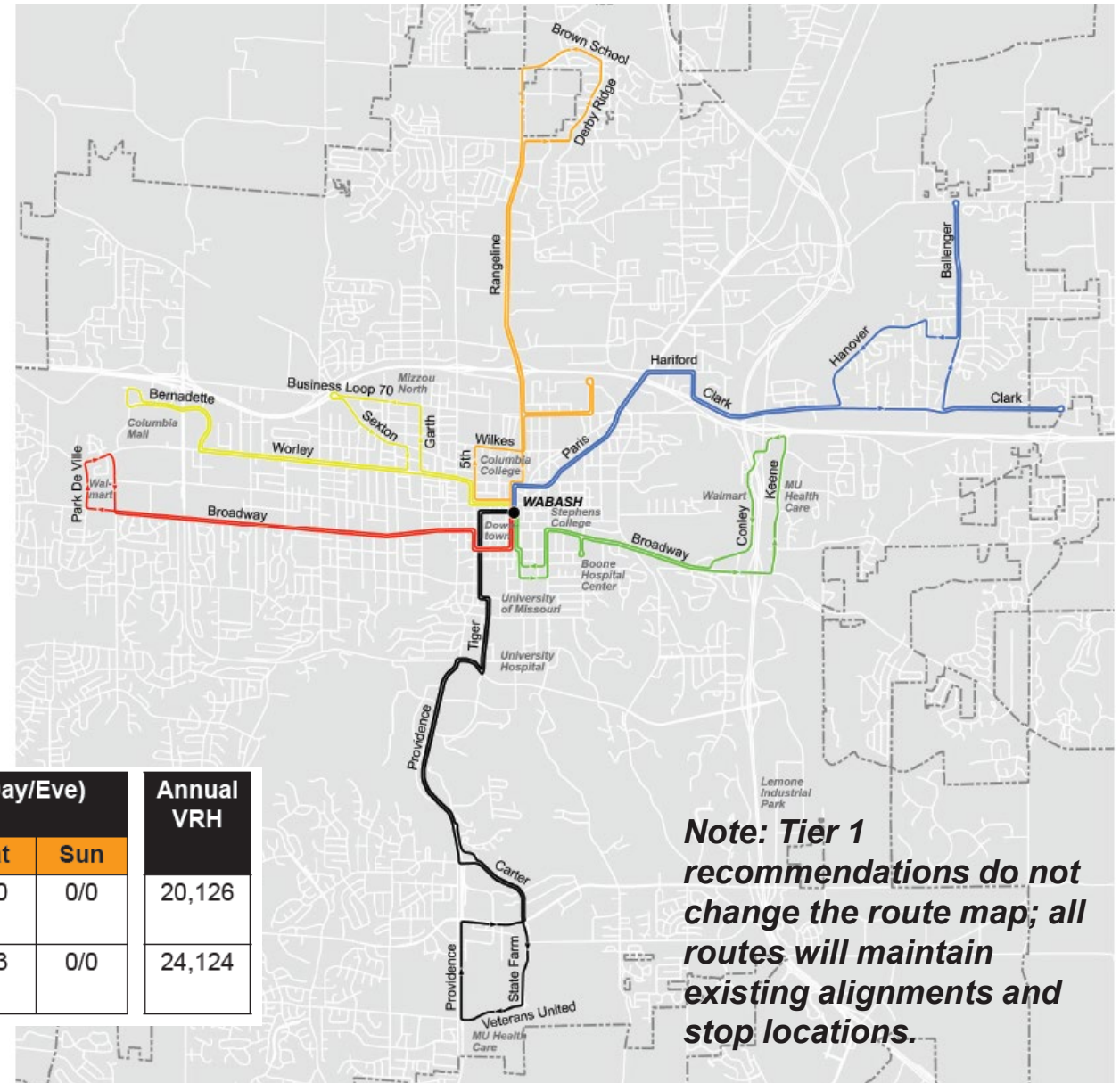
Implementation will take time, due primarily to funding limitations, which impact Go COMO's ability to:

- **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.



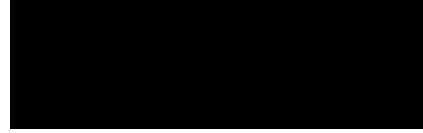
# Recommendations: Tier 1

- **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.



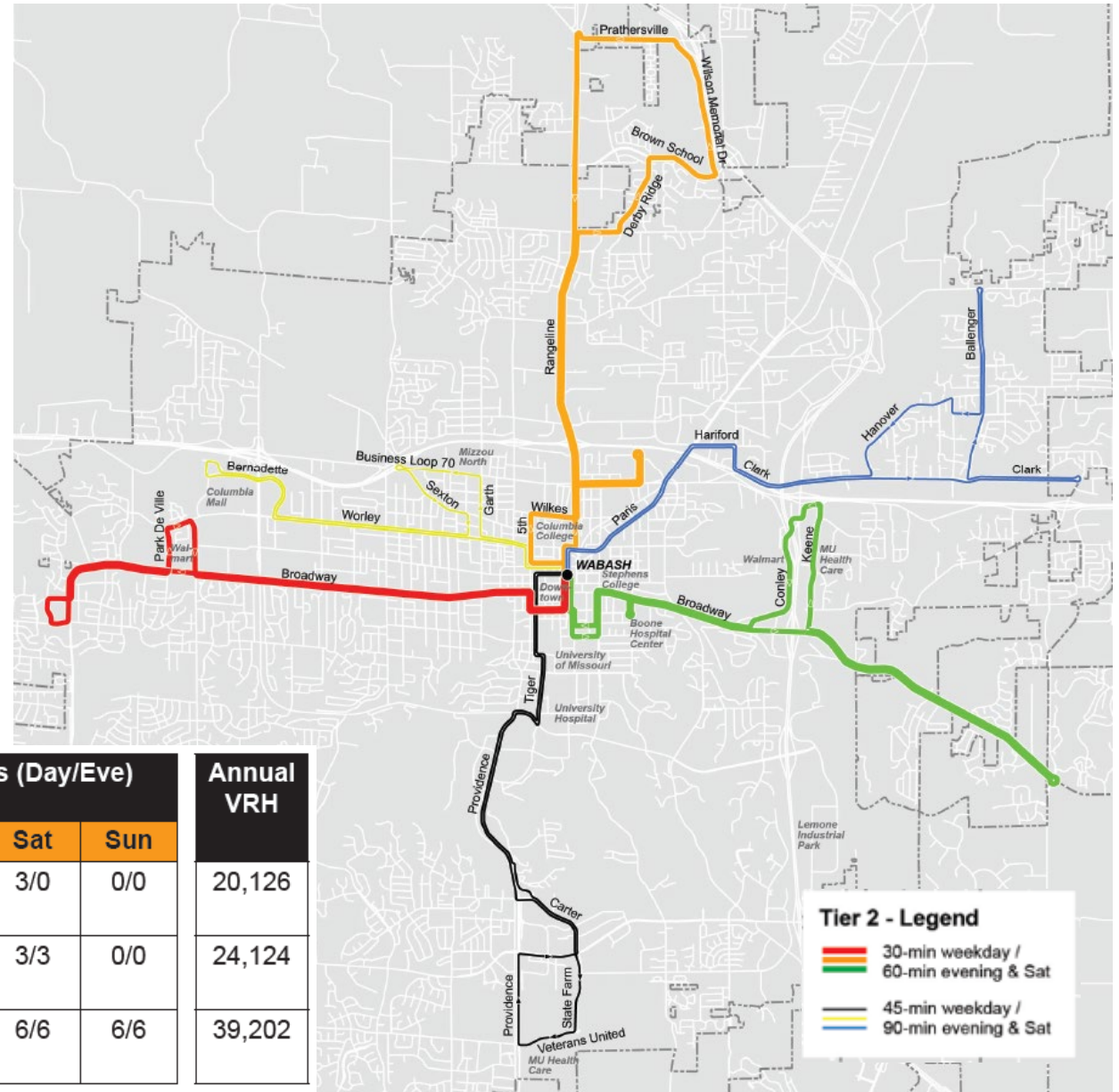
**Note: Tier 1 recommendations do not change the route map; all routes will maintain existing alignments and stop locations.**

Phase	Service Hours			Frequency (Day/Eve)			Buses (Day/Eve)			Annual VRH
	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



# Recommendations: Tier 2

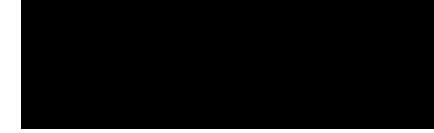
- **Routes & Alignments:** 2 Red, 4 Orange, and 6 Green extended to new areas.
- **Weekday:** Convert routes 2 Red, 4 Orange, and 6 Green to 30-minute frequency daytime and 60-minute frequency in evenings.
- **Saturday:** Convert routes 2 Red, 4 Orange, and 6 Green to 60-minute frequency on Saturdays.
- **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.



Phase	Service Hours			Frequency (Day/Eve)			Buses (Day/Eve)			Annual VRH
	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

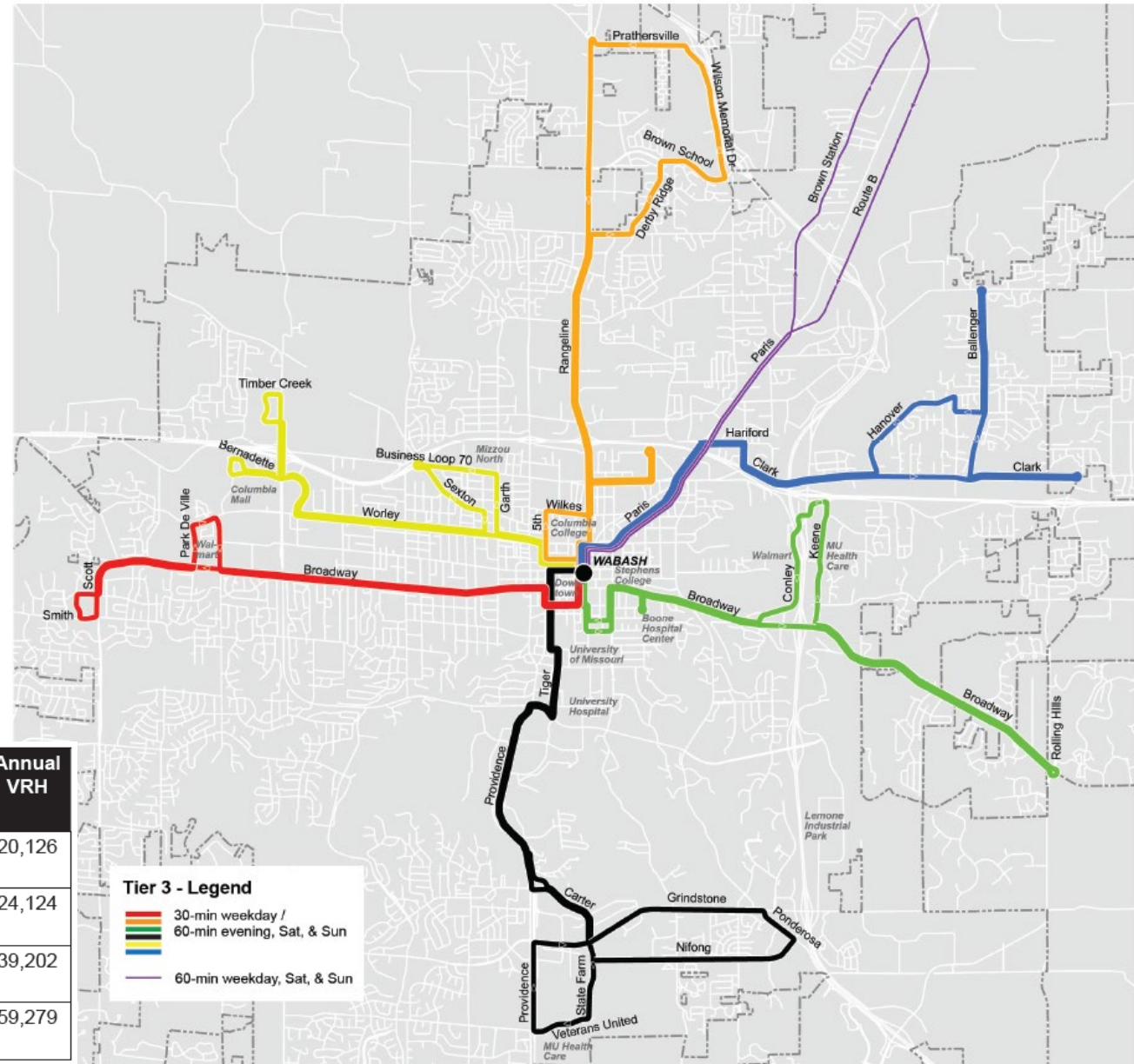
**Tier 2 - Legend**

- Red line: 30-min weekday / 60-min evening & Sat
- Orange line: 60-min evening & Sat
- Green line: 45-min weekday / 90-min evening & Sat
- Blue line: 90-min evening & Sat



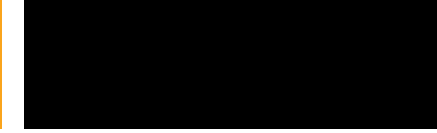
# Recommendations: Tier 3

- **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.



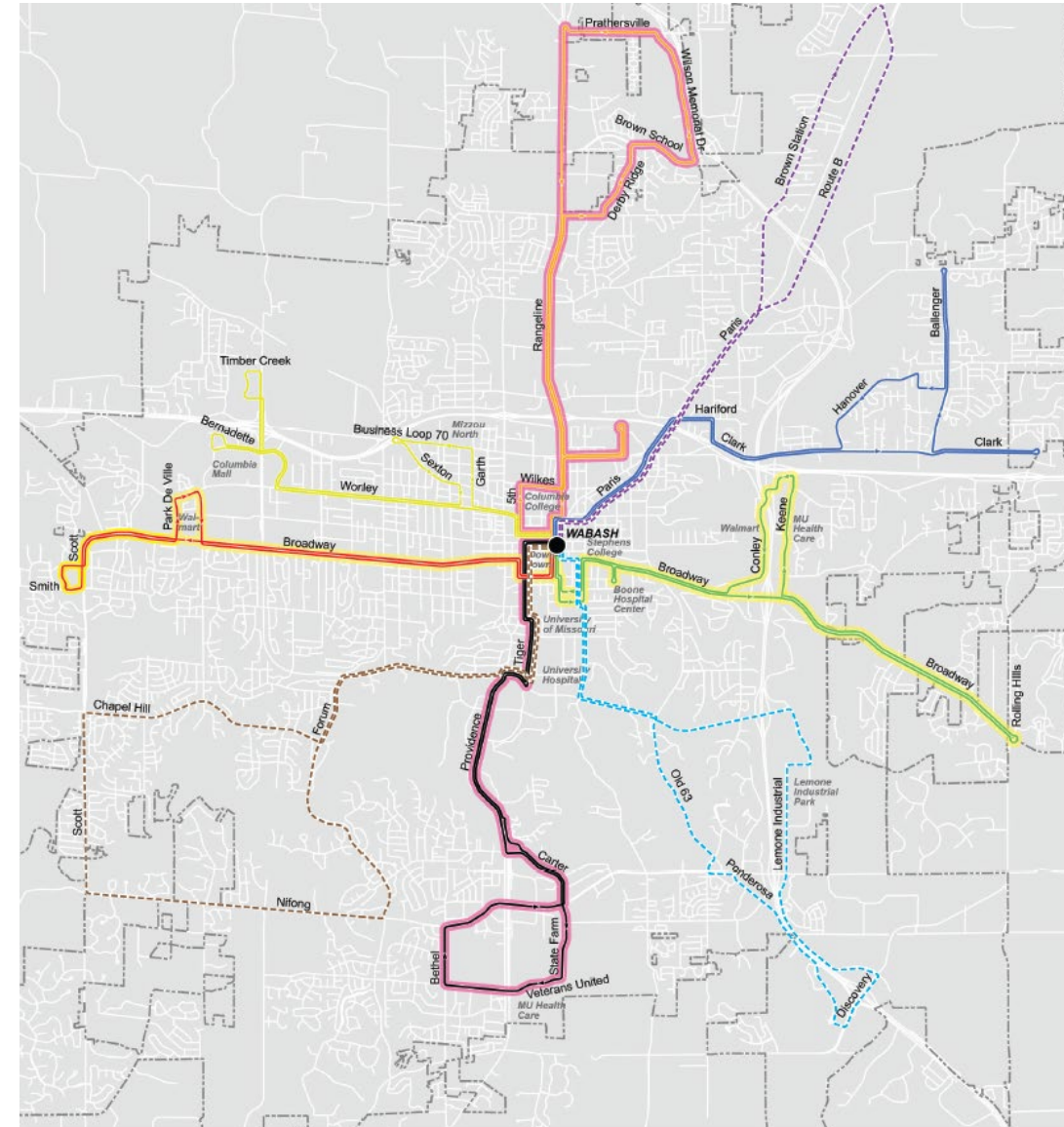
Phase	Service Hours			Frequency (Day/Eve)			Buses (Day/Eve)			Annual VRH
	Wkd	Sat	Sun	Wkd	Sat	Sun	Wkd	Sat	Sun	
Baseline*	6:20am to 6:40pm	9:51am to 6:40pm	--	45/--	90/--	--/--	6/0	3/0	0/0	20,126
Tier 1	6:00am to 10:25pm	6:00am to 10:25pm	--	45/90	90/90	--/--	6/3	3/3	0/0	24,124
Tier 2	5:30am to 10:25pm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



**Tier 4 - Legend**

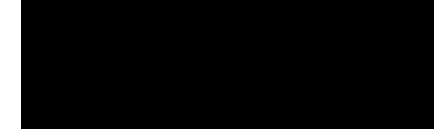
- East-West High Frequency Segment (15-min weekday / 30-min Eve, Sat, Sun)
- North-South High Frequency Segment (15-min weekday / 30-min Eve, Sat, Sun)
- 30-min weekday / 60-min evening, Sat, & Sun
- 60-min weekday, Sat, & Sun

Phase	Service Hours			Frequency (Day/Eve)			Buses (Day/Eve)			Annual VRH
	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	60/60	--/--	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	30/30	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.

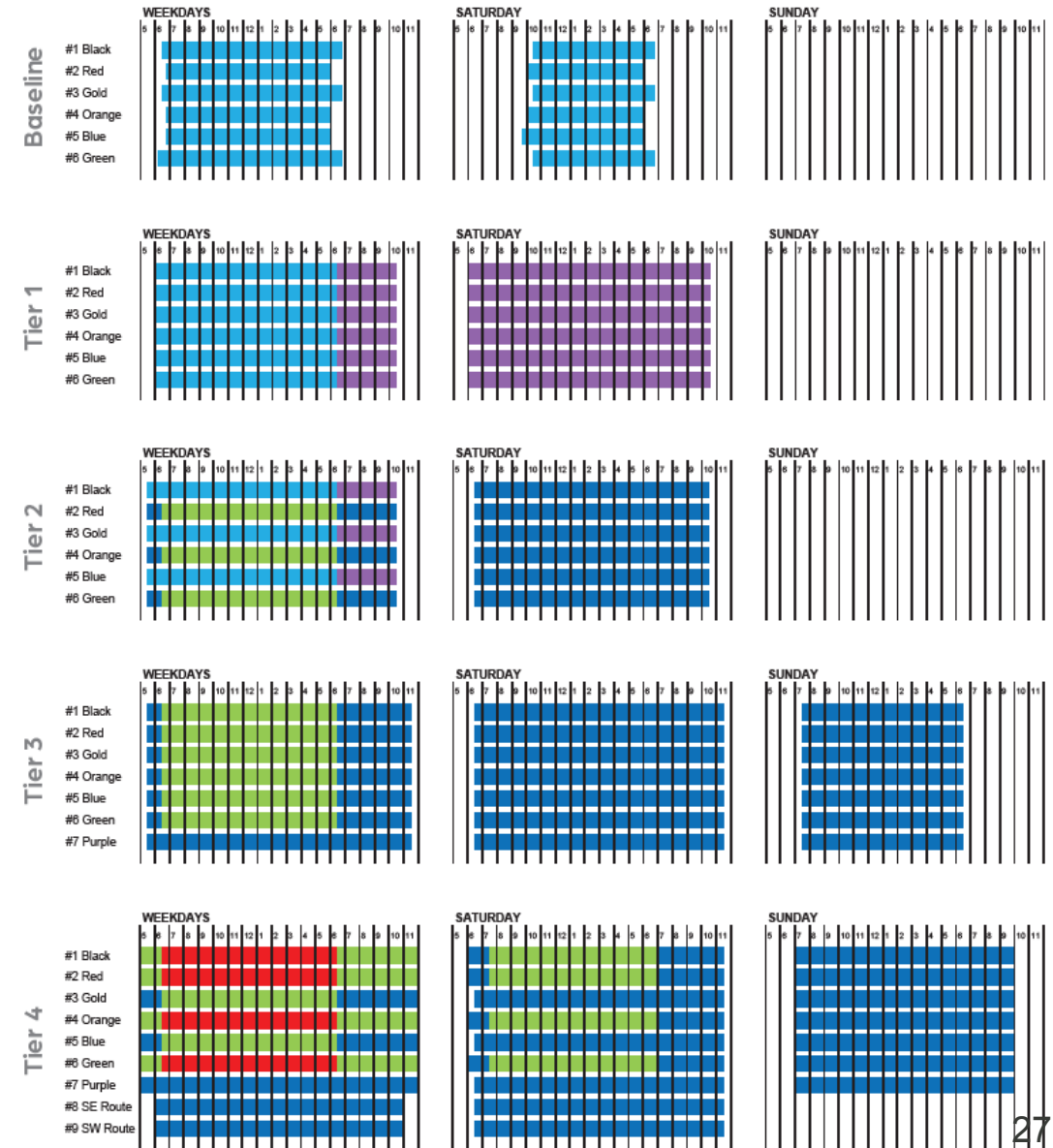


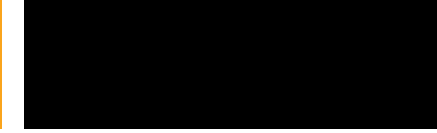
# Recommendations: Summary

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	Wkd	Sat	Sun	Wkd	Sat	Sun	Wkd	Sat	Sun	
<b>Baseline*</b>	6:20am to 6:40pm	9:51am to 6:40pm	--	45/--	90/--	--/--	6/0	3/0	0/0	20,126
<b>Tier 1</b>	6:00am to 10:25pm	6:00am to 10:25pm	--	45/90	90/90	--/--	6/3	3/3	0/0	24,124
<b>Tier 2</b>	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
<b>Tier 3</b>	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
<b>Tier 4</b>	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

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





# 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 Map

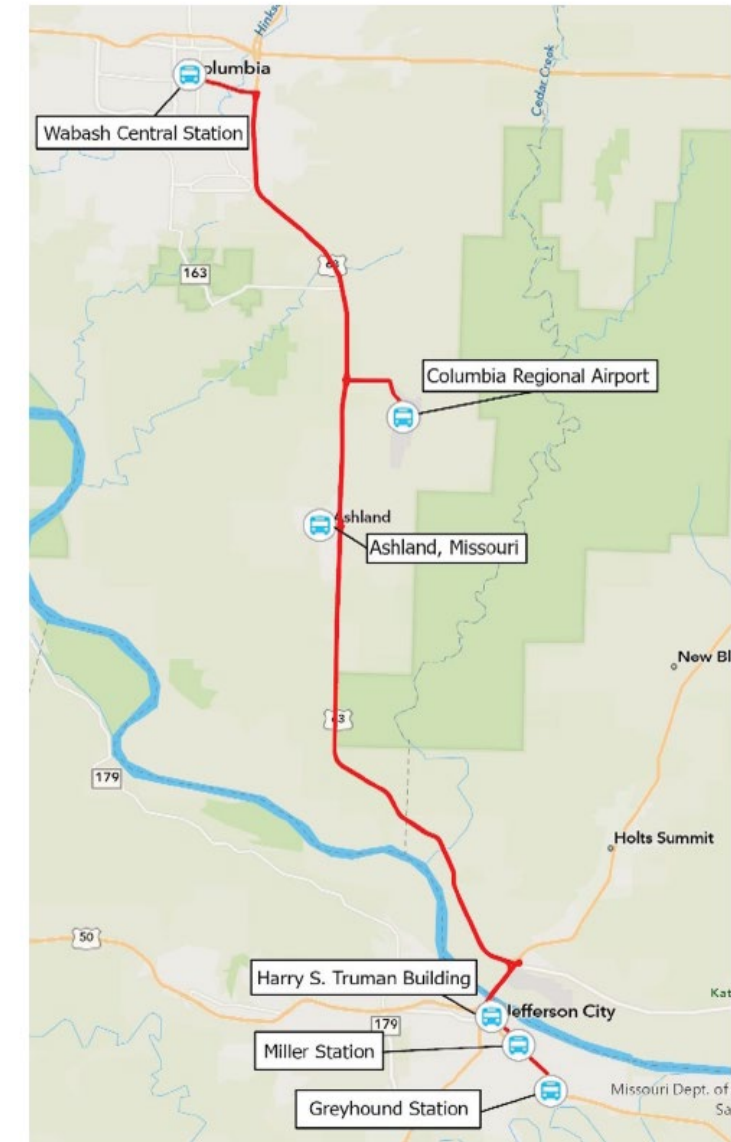
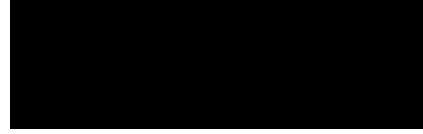


Table 4.6: Potential Route Schedule

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



# 5 Implementation





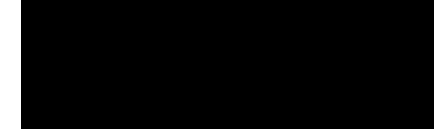
# Implementation: Cost Estimates (Operating)

**Table 5.1: Vehicle Revenue Hours & Operating Cost Estimates by Tier**  
(Does not include Tiger Line)

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

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)

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

- 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
<b>Total Management</b>	<b>62</b>	<b>65</b>	<b>90</b>	<b>106</b>	<b>183</b>

Figure 5.1: Existing Go COMO Organizational Chart

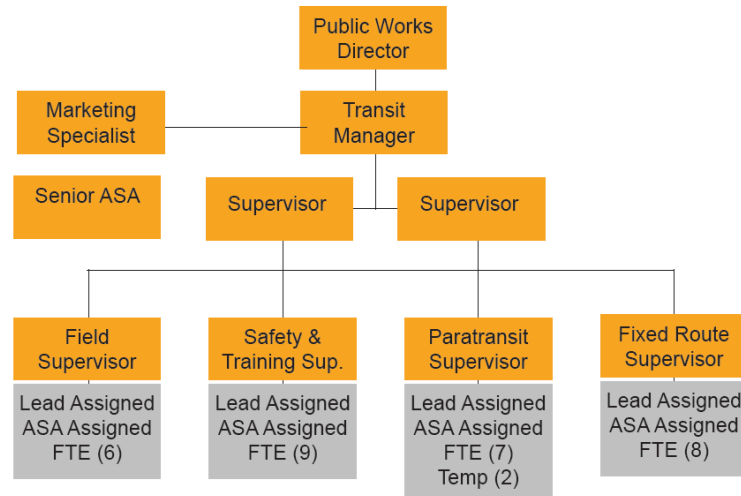
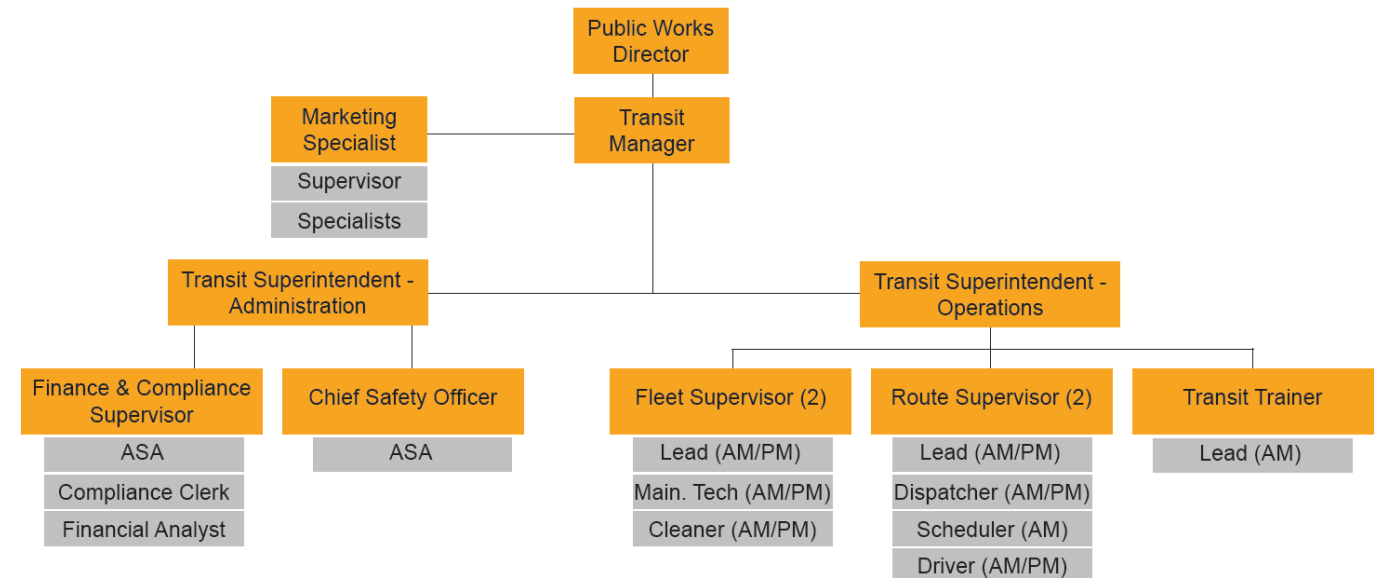


Figure 5.1: Future Organizational Chart





# 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)*

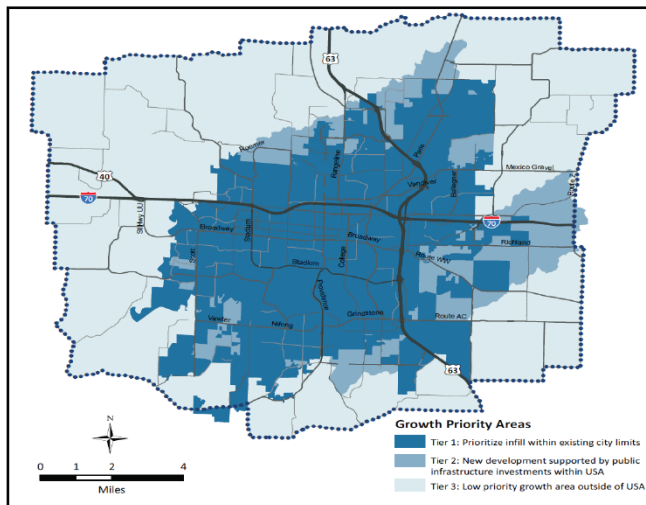
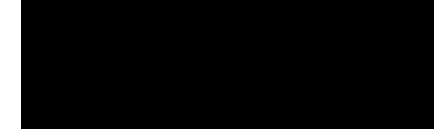


Table 5.5: Transit and Transit-Supportive Policies, Strategies, and Actions  
Based on *Columbia Imagined: the Plan for How We Live and Grow (2013)*

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).
	Incentivize infill	Explore opportunities to make infill projects more attractive to developers, including regulatory and financial incentives.
Prioritize infill development	Remove incentives that favor suburban sprawl	Stop spending taxpayer dollars to fund infrastructure extensions that serve only new suburban residential development.
	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.
Accommodate non-motorized transportation	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
Improve transit service	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 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
Promote a mobility management public transportation system	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

Table 5.6: Implementation Matrix

Steps	'24	2025				2026					Tier 2	Tier 3	Tier 4
	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													
<b>13. Effective Date / Go-Live</b>													
14. Service monitoring & adjustment													



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