Executive Summary

In 2001, the City of Manhattan completed a transit implementation plan. The implementation plan grew out of the City's long range transportation plan called the *Manhattan Area Transportation Strategy: Connecting to 2020 (MATS)* which explored the feasibility of starting a transit system. The implementation plan was intended to be a blueprint to start the operation of a two-route transit service. The plan was not implemented because of a lack of funding.

Since 2001, interest in transit has continued to grow. The City, through funding from the Kansas Department of Transportation (KDOT), undertook this update to the original plan. The study was overseen by an advisory committee comprised of a cross section of the region and included representatives from Kansas State University (KSU), the City of Manhattan, Fort Riley, KDOT and the Flint Hills Area Transportation Agency (ATA Bus or ATA)[1].

ATA Bus is a private, non-profit entity that provides transportation service to the general public, elderly and disabled populations within Riley County. In 2009, ATA Bus prepared a service and funding proposal based on the 2001 transit implementation plan. This proposal is included as in Appendix D of this report and is also analyzed later in this report.

The impetus for ATA to implement the 2001 plan is to gain increased efficiency of its operation which has seen significant ridership increases over the last two to three years. Currently, ATA provides demand response service within Riley County with most trips starting and ending in Manhattan. By converting to a fixed route system, ATA believes it can provide services more efficiently.

With the increased interest in transit as evidenced by ATA's proposal, this update is intended to define the short-term and long-term feasibility for transit in Manhattan and the surrounding area by:

- Reviewing the transit needs of key markets including Kansas State University students and faculty, and residents of Fort Riley, Manhattan, and rural areas.
- Identifying the building blocks for a future transit system
- Reviewing current and future resources available to support transit.
- Developing a street ready plan should a transit system be deemed feasible.

The study area for the update included Geary, Pottawatomie, and Riley Counties.

ES1 Transit System Goals

This section presents the broad goals and priorities for transit in Manhattan and the rest of the region. In 2001, the stated purpose of the transit system was to serve people without access to cars. With this update, that may still be a prime goal but there could be other needs as well. These needs were discerned through a public engagement process and became goals.

A series of stakeholder interviews were held as part of the update and were intended to help determine the broad goals and priorities for transit in Manhattan and the rest of the region. In addition, a public meeting was held in December of 2009 seeking input on the future direction of transit in Manhattan.

In late January 2010, the consulting team of TranSystems/HDR conducted key person interviews through five small group meetings with:

[1] The Flint Hills Area Transportation Agency was formerly known as the Riley County Area Transportation Agency.

- Kansas State University (KSU) planning and administration officials,
- Members of KSU's Student Governing Association (SGA) and other student organizations,
- Representatives of the Human Resource Management Network (HRMN),
- Representatives of various local social service agencies including Pawnee Mental Health Services, Big Lakes Developmental Center and Shepherd's Crossing, and
- US Army officials at Fort Riley.

On December 2, 2009, a general public meeting was held in Manhattan to solicit input regarding the study to update the 2001 Transit Implementation Plan. Twenty people signed in as attendees. A brief presentation regarding both the 2001 plan and the update was made. In addition, a printed summary of both the 2001 plan and this update was given to each attendee along with a six-question survey. Fifteen people completed the questionnaire. Further, members of KSU's student media were present.

Overwhelmingly, the most common issue facing all stakeholder groups is *dwindling financial resources.*

- Virtually all groups were struggling with either increasing costs of fulfilling their organizational missions in addition to less funding or revenue to sustain their operations.
- KSU Students were concerned about the increasing cost of college education and the challenges faced with accessing employment to help fund their education. On-campus job opportunities, often a mainstay of student employment, have become scarce as the University has had to grapple with funding reductions.
- KSU administrative representatives voiced issues regarding increasing demands for University services (housing, parking, and operations) while state funding has been reduced. There was a resistance to increasing tuition and other fees.
- Social service agencies expressed increased demand for their services while their resources to deliver these services have been curtailed.
- Employers as represented by HRMN expressed challenges faced by the current economic climate.
- The Fort has infrastructure needs relating to roads and parking. These issues will be further strained as the Army brigades return to the Fort following overseas deployment.

All groups indicated that transit would be a valued amenity to the community. People to be served by a transit system represent a wide range of possible users including KSU faculty, staff and students, civilians and soldiers at the Fort, as well as employees, economically disadvantaged people, and persons with disabilities.

All groups, except Fort Riley, generally thought the 2001 plan served the needs of the community. Certain growth areas of the community (such as Scenic Drive and north of Marlatt Avenue) need to be considered as well as service to the airport and hotels along US-24 (East Poyntz Avenue). Two groups thought Manhattan Avenue on the east side of campus needed to be better served. The Fort Riley group was not asked to comment on the 2001 plan as service to the Fort was not part of that plan.

Funding of transit was a topic usually discussed as part of the interview's closing remarks. No group thought new funding sources for transit were currently feasible though the KSU students thought a voluntary semester pass might be offered along with a request for short-term funding from the City/KSU fund.

Key results indicate:

- Strong support for transit.

- Service to K-State, Manhattan Town Center and the Tuttle Creek Boulevard area were top destinations to be served by transit.
- A transit system should be jointly operated by the University and the City.
- K-State students, faculty and staff as well as to people without cars are key markets.
- A fare of $0.50 to $1.00 per ride was a common choice.

In reviewing the connection of a transit role to community issues, the following short-term and long-term goals (not in any order of priority) are suggested for the transit system:

Goal 1: *Serve KSU* student, faculty, and staff by connecting the campus with residential, commercial and employment locations.

- International students and their dependents appear have acute needs compared with those of the general student population.

Goal 2: *Serve Fort Riley* commuters (civilians and military) and dependents with service locations off the post (such as Manhattan and Junction City) as well as general circulation on the post.

Goal 3: *Serve social service needs* of the area by addressing transportation needs of economically disadvantaged people, older people as well as persons with disabilities by providing access to social services, employment and commercial areas.

Goal 4: *Support businesses* of the area by providing access to employment for low- and moderate-wage earning employees, transportation access from the Manhattan Regional Airport, and to and from hotels in Manhattan.

ES2 Market Analysis

Changes in the City of Manhattan as well as Riley, Pottawatomie and Geary Counties have occurred since the completion of the 2000 *Manhattan Area Transportation Strategy: Connecting 2020* (MATS) and the *Transit Implementation Plan* (TIP) in 2001. Those changes were analyzed to determine if any new conclusions or observations could be made that can contribute to the transit plan update.

The analyses initially compared census data information from 1990 and 2000 to determine market change and demand. The 2000 Census was not available for either the MATS or the 2001 TIP. Thus, reviewing census information is still of value to see if conclusions in 2001 were valid. Beyond analyzing census data, the locations of employees relative to major employers in the study area were reviewed to determine where populations commuted to and from work; thus providing more framework for potential transit needs throughout the study region.

Employment and population density were further analyzed to determine the potential for transit services within the study area. A *Transit Potential Analysis* was conducted which is a combination of employment density and population density. It determines what type of transit is appropriate for an area based on those factors. The types of transit are:

- *Demand Response* - Service that operates on flexible routes and schedules. These schedules and routes are dictated by the demand of the patrons and can essentially be scheduled by a simple phone call. This service works in low density population areas and also works well with special populations who have physical and other mobility limitations.
- *Demand Response/Flexible* – Service similar to Demand Response in that routes and schedules are flexible. The main difference is that this service has some structure to both its routes and schedules.

This service can work well in areas with low population densities and can be effective where demand is not quite enough for fixed route service.

- *Flexible/Fixed Route* - Flexible service is where a bus operates partially on a fixed route, but can deviate from the route to pick up and drop off customers.
- *Fixed Route* – Fixed route service is what most people know as regular bus service and works well in compact, relatively dense populations.

Based on the market analysis, Manhattan could potentially support fixed route service. These services that operate on specific schedules and routes could well serve the student and employee populations at Kansas State University as well as the general population in the city. Based on the population densities in and around the city center and campus, demand could support this service. Commuter service (either a fixed route or a flexible service using vanpools) to Fort Riley may also be a possible market to consider.

The cities of Wamego and Junction City and the region surrounding Fort Riley could potentially support a flexible/fixed route service based on employment and population densities. Junction City may also support a commuter oriented or community service connecting to Fort Riley. The potential locations of such services warrant additional study that was beyond the scope of this market analysis.

The more rural and less dense parts of the study region would be best served by demand response service. This also includes populations within the more heavily populated city centers who require specialized service due to physical and mobility limitations.

This study thus confirms and builds upon several outcomes of the 2000 *Manhattan Area Transportation Strategy: Connecting to 2020 (MATS)* and the 2001 *Transit Implementation Plan* (TIP).

Potential demand for a fixed route bus system lies within the same regions that were identified in the 2000 MATS and the 2001 TIP. These areas include those adjacent to Kansas State University to the west and southeast of the main campus. The MATS study outlined service to both residential and commercial areas. Growth has picked up in the southwest region of Manhattan (not previously identified as a key demand area), which may indicate an increased demand for transit needs in this area beyond what was outlined in previous studies.

As the population densities continue to increase through natural growth within the study region, areas that could once have been best served by a transit service designed for less dense populations may be better served by a higher demand service such as Flexible/Fixed Route and Fixed Route service.

ES3 Assessing Community Transit Resources

The goal of this part of the study was to determine the resources available for transit in the study area with the idea of discerning whether they can be directed in a way that accomplishes the conclusions determined from the transit goals of the community as well as the analysis of transit markets.

Funding mechanisms used by transit providers in the three-county study area were identified and defined. Further, operating characteristics of current transportation providers in the region were compared in order to determine how services could be potentially coordinated to better serve the residents who utilize or rely on transit for mobility.

The study area has a number of rural transportation options addressing the needs of older adults and persons with disabilities. The population perhaps most in lacking service is the general public including urban residents of Junction City, Manhattan, Wamego and Fort Riley.

As noted previously in the transit markets discussion, the Manhattan portion of Riley County could potentially support fixed route service. Flint Hills ATA, a transit service with significant ridership within Manhattan, could possibly provide this type of service based on their current capabilities and operations. However, fixed route service would require substantially more funding resources than have been currently identified. The remaining five general public transit providers who seem to primarily serve areas outside of Manhattan could offer service to those outlying residents through a more coordinated demand response and flexible service plan. Such a more coordinated system is currently in the planning stages for the Flint Hills region and is called the "regional breakthrough team."

In 2009, the Kansas Department of Transportation (KDOT) instituted a regional breakthrough team for the Flint Hills/Manhattan area. The team is composed on transportation stakeholders and operators in the area. The team has embarked upon a process to create a regional transit operation to expand and improve delivery of rural transit services in Geary, Pottawatomie, and Riley counties. On-call dispatching would be required and would assist with scheduling efficiencies. The ideal outcome of the regional breakthrough effort would be to help identify a coordination plan that could provide more efficient transit services to the Flint Hills area.

As resources are examined for future service, Kansas State University's Safe Ride Program and Edwards Hall Campus Shuttle as well as the City's Taxi Coupon Program may be potential funding partners in a Manhattan service. However, it is likely that new resources would also be required to expand service to points such as Fort Riley, Junction City and Wamego.

ES4 Service Concepts

Various service concepts intended to address the transit goals and markets previously identified, as well as the available transit resources in the community, were developed. First, however, the ATA proposal to implement the 2001 transit proposal was evaluated. Next, this section presents a number of possible alternatives to the 2001 plan reflecting some changes in local conditions as well as to potentially tap funding for an expanded system.

ES4.1 ATA Plan

Key observations about the ATA Plan are:

- Capital costs seem reasonable though not all of the passenger amenities under consideration may be obtainable with the stated budget. However, there is some flexibility in deploying these amenities and the shortfall is not a fatal flaw to the plan.
- Operating revenue in the form of passenger revenue appears reasonable.
- Operating expenses are underestimated and did not take into account an allocation of overhead expenses. While overhead costs are difficult to estimate given the changes that are likely to occur with the ATA in becoming a regional transportation provider, expenses could increase by $42,000 to $125,000 annually to account for overhead.
- Local funding for the service is unsettled. However, there may be opportunities to tap funding used by KSU to operate a campus shuttle as well as the evening "Safe Ride" service.
- Assumptions regarding federal and state funding availability appear to be reasonable.

Despite some of the above issues relating to costs and funding, it does seem reasonable to use the quantity of service in the ATA Plan as a starting point in developing a transit system for Manhattan.

ES4.2 Alternative Service Concepts

A total of nineteen alternative concepts were developed and include the ATA Bus's proposal for implementing the 2001 transit plan. The concepts are divided into three groups: citywide service, airport service, and Aggieville service. Citywide service attempts to provide transit in Manhattan to serve key markets identified in this study's transit market analysis. These markets include Kansas State University, general city residents, employers including hoteliers, and people who access social and medical services. Fourteen of the nineteen concepts are related to the citywide service. Airport service is intended to provide a transit connection from the Manhattan Regional Airport, the nearby Corporate Technology Park (also known as Tech Park), and the main part of the city. Two of the concepts relate to airport service. Finally, Aggieville service is intended to provide late evening service from the Aggieville entertainment district to nearby neighborhoods. This service is aimed primarily at K-State students though the general public would be able to use the service as well. There are three Aggieville service concepts.

These factors are also important as it relates to the concepts:

- *The level of citywide services* is generally intended to be initial or starter system services. This would represent the first step in public transit in the city.
- *Services are generally fixed route* as the above transit market analysis indicated that this service type was most appropriate for Manhattan. Other major service types include demand response and deviated-fixed route services. Currently, ATA runs demand response service in the city and believes a fixed route service would be more efficient.
- *Citywide and Aggieville services* were designed to operate at a minimum frequency of 60 minutes. While 60-minute service is a minimum, students using transit to get to and from class may find this level too infrequent. Typical class start times are on the half hour and end twenty minutes after the hour. A 60-minute frequency will either cause people to arrive very early for class or wait a significant time after class before returning home.
- *To further the potential K-State funding for citywide transit,* options that preserve a transit connection from Edwards Hall to the KSU Union to the KSU Foundation were developed and given preference. As KSU runs a shuttle on this route, it is hoped that the University would contribute to a citywide system in lieu of operating their service.

ES5 Evaluation and Recommended Service Concept

Each of the nineteen alternative service concepts was initially assigned to one of three groups: citywide services, airport services and Aggieville services. Next, the alternatives within each group were combined into "system" concepts to be more formally evaluated as a unit.

ES5.1 Citywide Services

There were fourteen citywide alternatives. Eleven of these alternatives were singular routes. That is, they address one route. Five of the alternatives were for a route 1 with six other options for a route 2. The remaining three alternatives were services with more than one route. A goal in the evaluation was to combine the eleven singular route alternatives into a citywide system. An underlying factor in combining these routes was to ensure that a connection with KSU's Edwards Hall, the KSU Union, and the KSU Foundation would be created. This connection is now served by a KSU shuttle which operates every thirty minutes.

Another consideration in combining the route 1 and route 2 options is maintaining an annual operating cost similar to the ATA proposal of about $577,000 annually.

Of the pairings for route 1 and route 2 that maintained the KSU shuttle connections and kept operating costs more or less in line with the ATA proposal, five pairings of route 1 and route 2 were determined as viable. Viability is defined as maintaining the KSU shuttle connection as well as having costs roughly comparable to the ATA proposal. In addition, the ATA proposal satisfies both cost and the KSU shuttle connection. Finally a variation of the ATA proposal also maintains the KSU shuttle connection though at a 60-minute frequency. Thus a total of seven system concepts were evaluated.

ES5.2 Airport Services

Two airport concepts were evaluated. One is a fixed route and the other a demand response service (much akin to a taxi service). The airport services would also serve the adjacent industrial park which is home to a number of employers. The fixed route service to the airport and industrial park would coincide with the airline schedule as well as some of the start times of the industrial park businesses. As the airline schedules are irregular (arrivals occur at varied times) the service would likewise be irregular. The demand response version of this service would only serve the airport and Tec Park when requested and cover the core area of the City of Manhattan.

ES5.3 Aggieville Service

There are three Aggieville service options including an Aggieville Special route that was part of the 2001 plan. Two of the Aggieville services are dual loops. Both are similar except one alternative allows deviation off the route upon demand. Based on interviews with KSU student organizations, an Aggieville oriented service with smaller loops and 30-minute service was expressed as preferable to the 2001 loop.

ES5.4 Short Listed Concepts

The following criteria, (developed from the transit goal discussion), were used to evaluate the above options.

- Markets served (KSU, Ft. Riley, social service, and employers)
- Access to employment and commercial areas
- Access to residential areas
- Cost of Service
- Span of Service
- Frequency of service
- Access to medical facilities such as hospitals, clinics, and doctor offices.
- Access to social service agencies.

The study steering committee reduced the seven citywide concepts to three citywide concepts which were in turn reviewed by the KSU SGA, the public in two meetings, and the Manhattan City Commission during a work session. The airport service was deemed by the committee to be an option for future consideration and should have substantial financial subsidizes by businesses in and around the airport as well as the hotels in the city that would presumably benefit from the service. Finally, a dual loop, fixed route service for the Aggieville entertainment area was selected and deemed to be part of each of the three citywide concepts.

ES5.5 Recommended Concept

Based on the public and City Commission responses, the recommended citywide concept is shown in Figure ES 1. The next step was to further develop the concept into a “street ready” plan and to better define the steps to begin and carry out system implementation. Further, a two route, fixed route version of the Aggieville Special was selected. See Figure ES 2.

Figure ES 1: Recommended Service Concept for Initial Transit in Manhattan

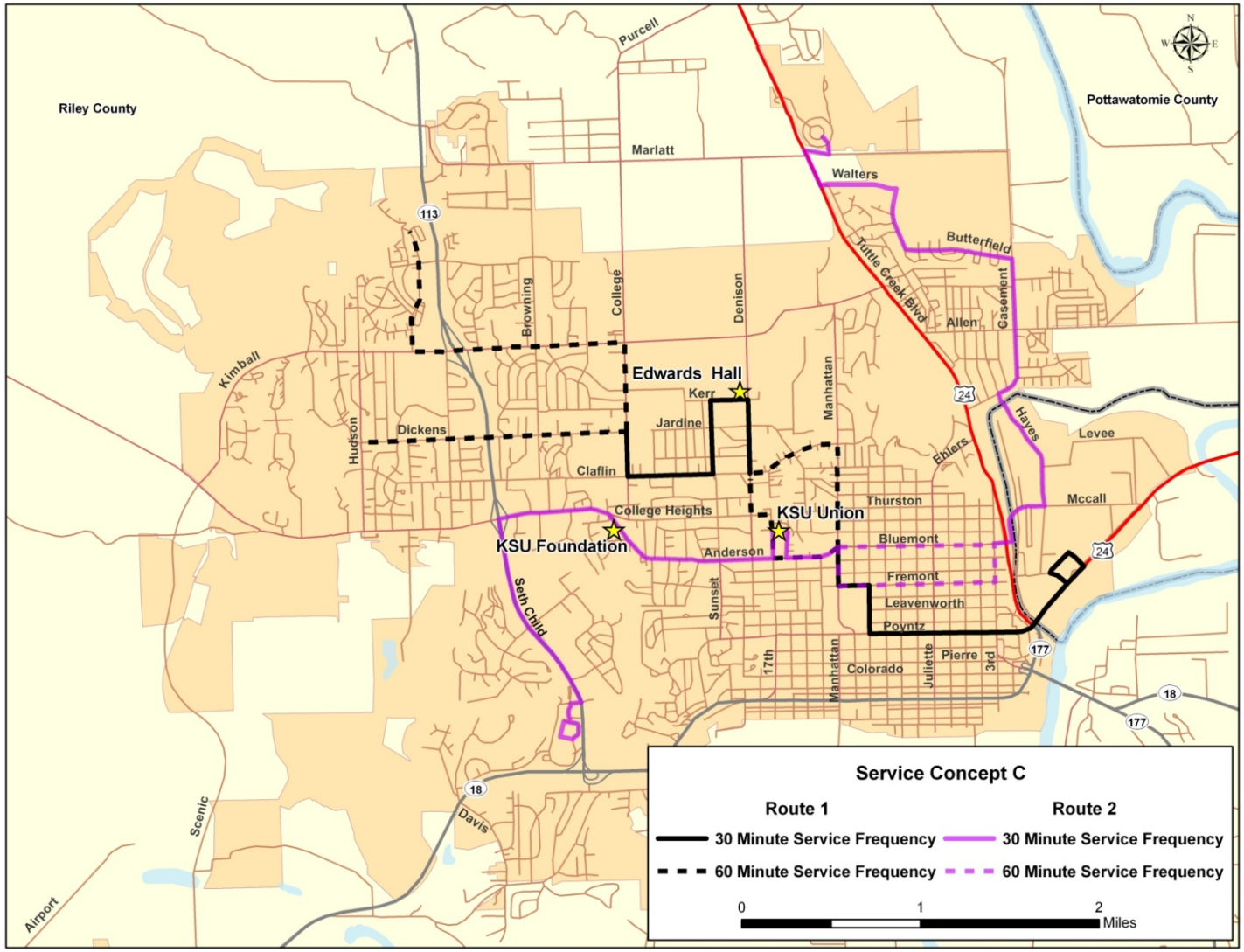


Figure ES 2: Recommended Aggieville Special

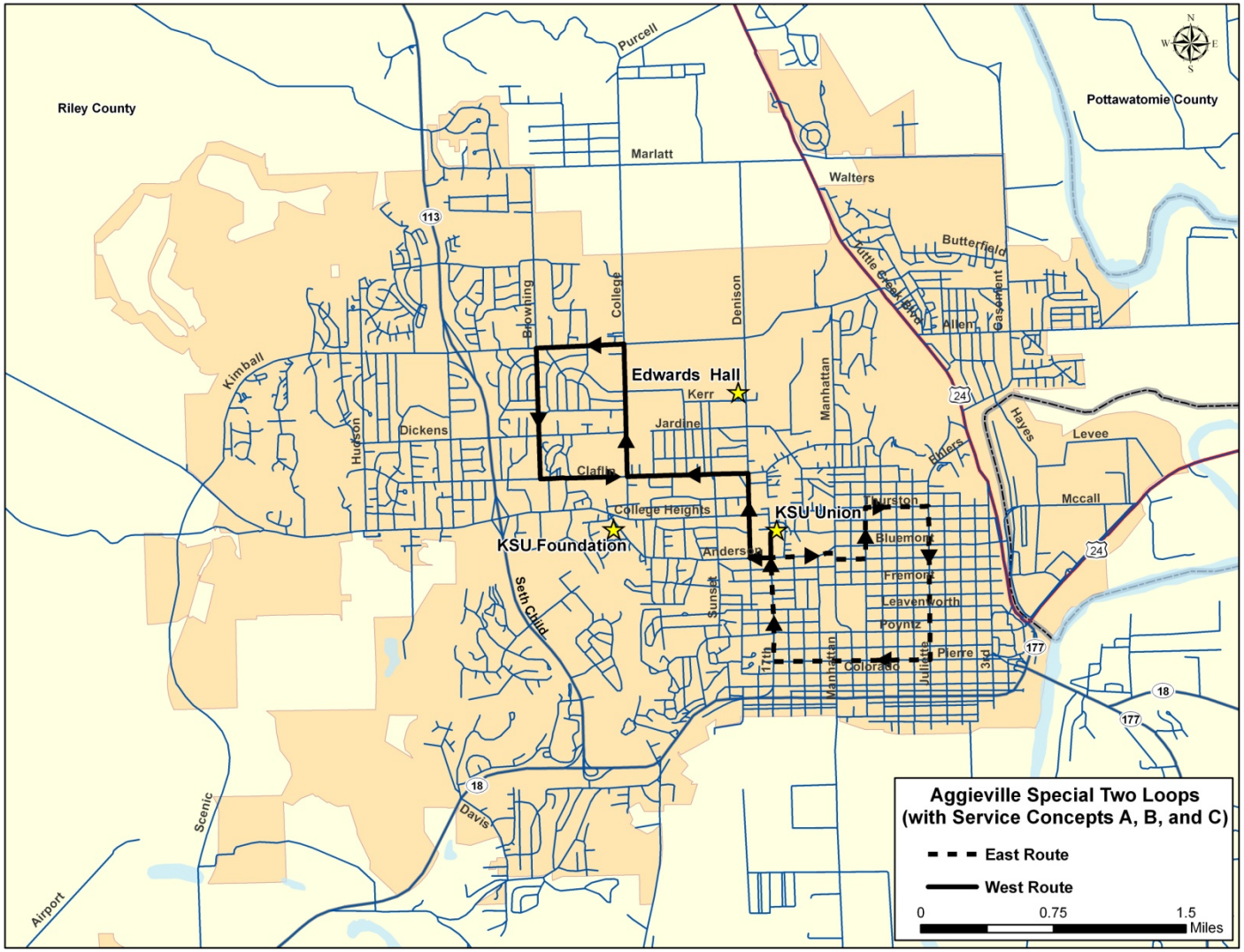


Table ES 1 summarizes the recommended concept which will also include a general public demand response service (GPDR) to cover early evening transportation in an economical fashion. The GPDR would operate from about 8:00 PM to 10:00 PM Monday through Friday. As seen in the table, three services are summarized in terms of its operating span, frequencies, annual revenue hours, as well as the number and type of vehicles. The citywide service would operate six days per week from about 6:00 AM to 7:00 PM (8:00 AM to 7:00 PM on Saturdays) for a total of 307 days per year and just over 14,500 annual revenue hours of service. Frequencies would vary from a bus every hour to a bus every 30 minutes to a bus every 60 minutes on some segments of the routes. It will take four vehicles on the street to operate the service as planned. The GPDR service would operate from about 8:00 PM to 10:00 PM and respond, similar to a taxi, to requests for service. Finally, the Aggieville Special service would operate during the academic year of Kansas State (fall and spring semesters only) with a bus operating about every 30 minutes. This service would use the same vehicles used for the citywide services.

Appendix F of this report contains operating schedules and route descriptions for the citywide and Aggieville Special services. As the GPDR service would not operate on a fixed route or schedule (rather by manifest custom developed for each evening) no schedules were created in this report.

Table ES 1: Summary of Recommended Service Plan

Item	Service		
	Citywide	General Public Demand Response	Aggieville Special
Operating Span			
Days	Mon-Sat	Mon-Fri	Thu, Fri, Sat
Hours	6am to 7pm (8am to 7pm Sat)	8pm to 10pm	10pm to 3am
Annual Operating Days	307	255	99*
Routes	2	None	2
Frequencies	30/60	On demand	25
Annual Revenue Hours	14,539	1,020	1,066
Number of Vehicles	4	2	2
Type of Vehicles	20-passenger cut-a-ways	Varies	20-passenger cut-a-ways

**Operates during KSU Fall and Spring sessions only.*

One final note about the recommended plan: during field testing, the final routing of the citywide service shown earlier in Figure ES 1 was slightly modified to ensure that the service could operate reliably. Figure ES 3 shows the final citywide routing which ends route 2 service at Walters and Kirkwood instead of farther north at Marlatt. Field testing required a change to the Aggieville service in Aggieville and the use of Dickens instead of Claflin on the west loop. Dickens was used because of its greater concentration of residential land uses as well as an easier left turn when compared to Claflin. See Figure ES 4 for the final Aggieville Special service.

Figure ES 3: Final Recommended Citywide Service

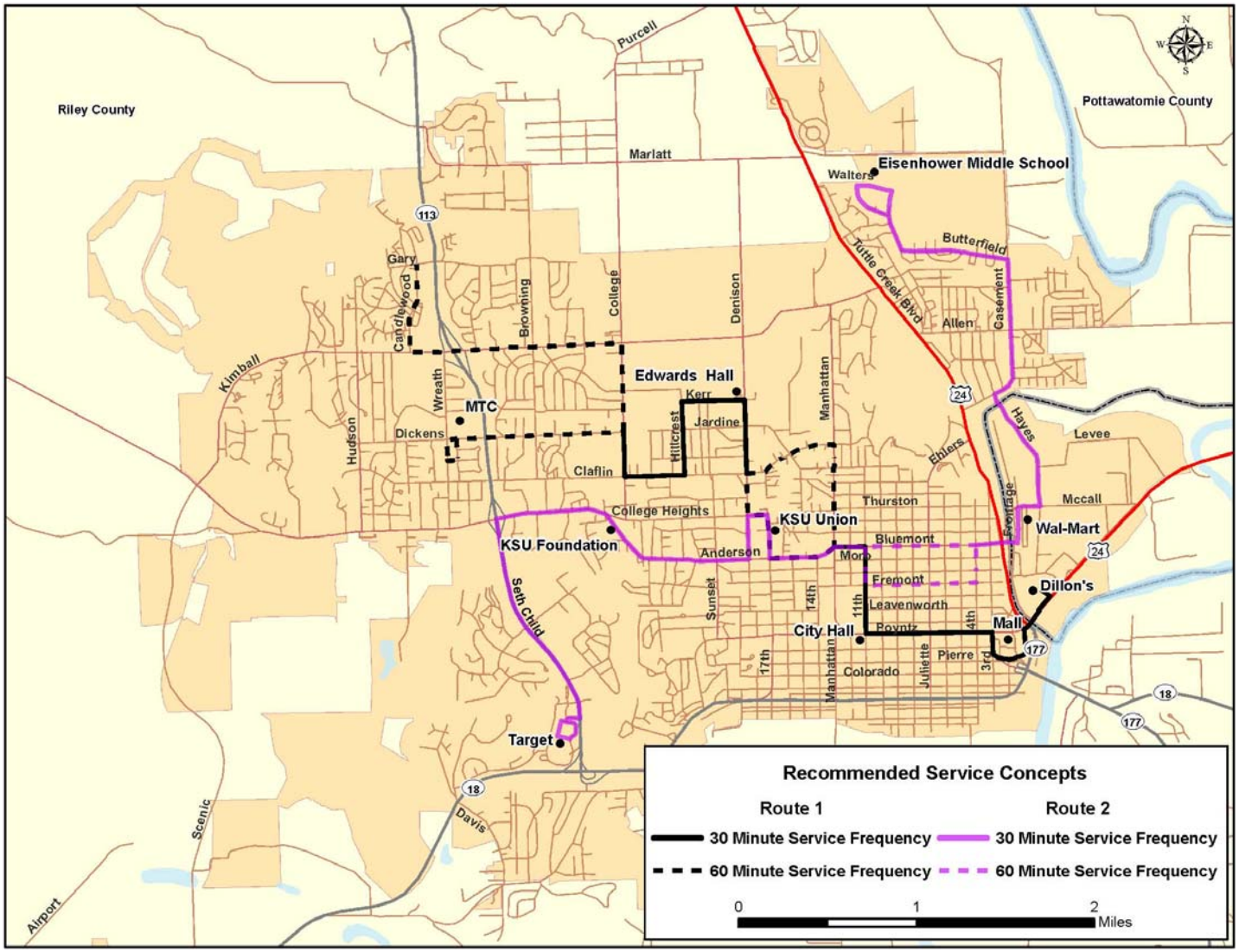
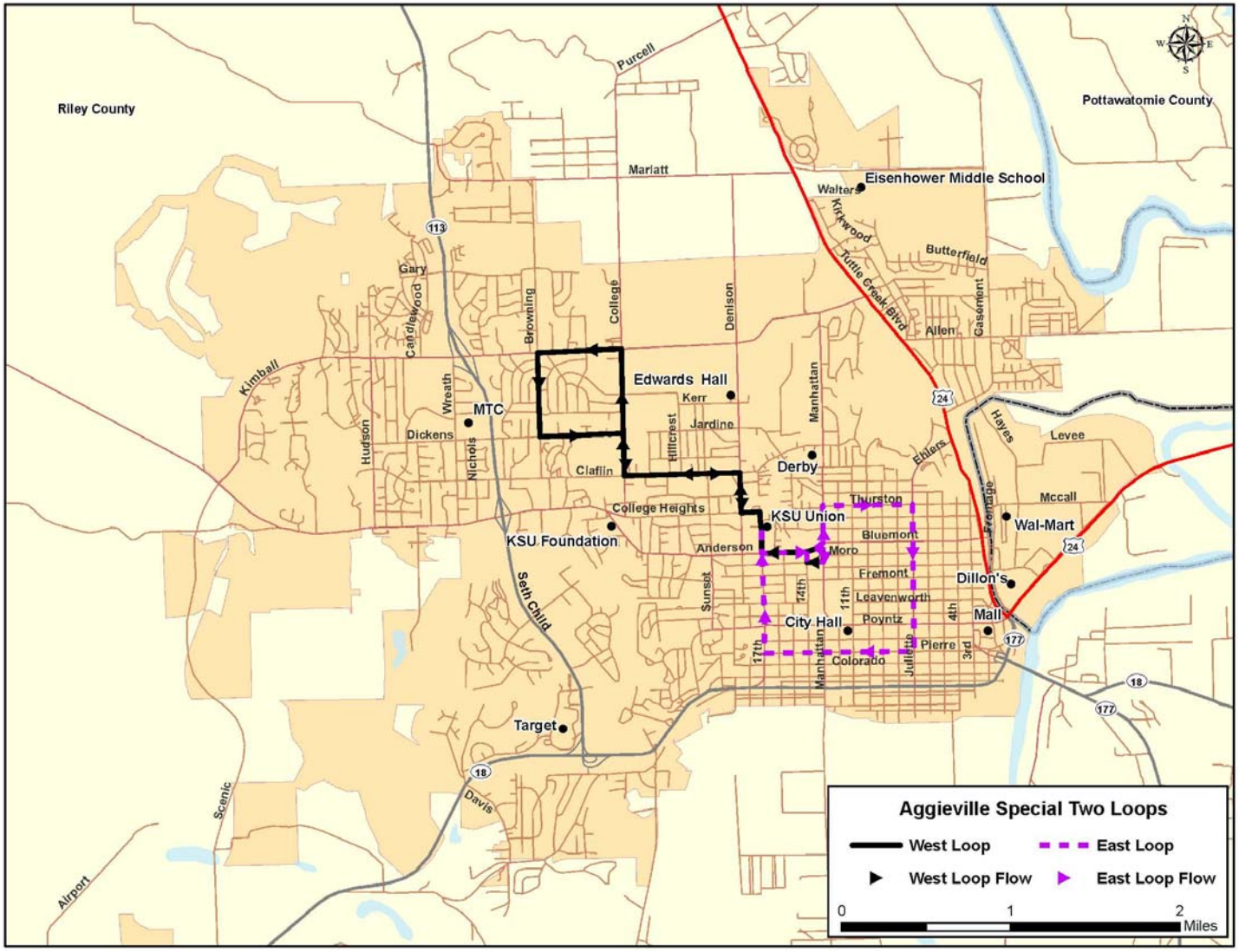


Figure ES 4: Final Aggieville Special Service



ES5.6 Future System Development

As the recommended system establishes itself, additional support and resources for an expanded transit system may be desired. This part of the report presents some possible directions in which an expanded service might head.

Intermediate Service

As the recommended service plan is effectively a "starter system" for Manhattan, the next step would be to build upon that base. The next logical enhancements would be to:

- Extend the fixed route service later into the evening. The current plan would end service at about 7:00 PM with a General Public Demand Response (GPDR) covering the period between 8:00 PM and 10:00 PM on weekday evenings. As additional resources become available and as demand warrants, fixed route service could be operated instead of the GPDR.
- Add evening Saturday service to 10:00 PM. No Saturday service after 7:00 PM would be operated with the initial plan.
- Add Sunday service.

Full System

Once the intermediate service level is reached, the next recommended step in system development could be the addition of more routes within Manhattan as well as an airport service (with appropriate private sector support) as well as commuter services between Manhattan and Fort Riley as well as from Junction City to Fort Riley. The decision as to which direction the system should go should be made at the time the community is ready to make such additional investments.

ES6 Operating and Capital Budget

Table ES 2 shows a projected five-year operating budget that includes operating revenue, operating costs and operating funding. The operating funding is from passenger fares. As seen in the table, the service runs a small budgetary surplus which ranges from about $32,000 in 2011-12 to about $700 in 2014-15. The 2015-16 budget shows a deficit of $12,000. It is assumed that any surplus would be used to fund subsequent year operations. However, the surpluses could be used instead to finance a capital reserve account to be discussed in connection with the capital budget below.

Another crucial piece of the funding equation for the transit system is capital funding. Capital funding is used to buy vehicles and other assets necessary for the operation of a transit system. Funding for one major capital item has been addressed. ATA Bus has received grant funding for an operations facility. ATA will apply for further grant funding for the five vehicles needed for the service should plans for the city system move forward. While cost of the facility is 100% grant funded, the vehicles would only be funded to about 80% of their cost. The remaining 20% would need to come from local sources. The local share for those vehicles would be about $56,000. For capital planning purposes, the replacement of the vehicles, installation of passenger amenities, and maintenance of the operations facility would be items to be budgeted for the next five years. Table ES 3 below presents a budget for establishing a reserve for capital expenditures. It should be noted that if the new service proves highly successful and larger capacity vehicles are needed, the capital plan will need to be revised accordingly.

Table ES 2: Five-Year Projected Operating Costs

Item	2011-2012	2012-13	2013-14	2014-15	2015-16
Operating Revenue					
Passenger Fares	$ 27,800	$ 28,400	$ 29,000	$ 29,600	$ 30,200
Operating Expenses					
Driver Labor	$ 253,800	$ 261,400	$ 269,200	$ 277,300	$ 285,600
Vehicle Maintenance	219,700	241,700	265,900	292,500	321,800
Operations Management	104,700	109,900	115,400	121,200	127,300
System Administration	63,300	65,200	67,200	69,200	71,300
Total Expenses	$ 641,500	$ 678,200	$ 717,700	$ 760,200	$ 806,000
Operating Deficit (Surplus)	$ 613,700	$ 649,800	$ 688,700	$ 730,600	$ 775,800
Operating Funding					
Federal 5311	$ 306,850	$ 324,900	$ 344,350	$ 365,300	$ 387,900
Kansas 5311	92,055	97,470	103,305	109,590	116,370
City of Manhattan	15,000	15,500	16,000	16,500	17,000
Riley County	14,900	15,300	15,800	16,300	16,800
5311 Project Administration	17,600	17,600	17,600	17,600	17,600
KSU (SafeRide, Shuttle)	200,000	202,000	204,000	206,000	208,100
Total Operating Funding	$ 646,405	$ 672,770	$ 701,055	$ 731,290	$ 763,770
Net Operating Deficit (Surplus)	$ (32,705)	$ (22,970)	$ (12,355)	$ (690)	$ 12,030

Table ES 3: Five-Year Projected Capital Reserve Budget

Item	2011-2012	2012-13	2013-14	2014-15	2015-16
Revenue Vehicles	$ 18,300	$ 18,300	$ 18,300	$ 18,300	$ 18,300
Passenger Amenities	4,000	4,000	4,000	4,000	4,000
Facility	16,000	16,000	16,000	16,000	16,000
Support	3,500	3,500	3,500	3,500	3,500
Totals	**$ 41,800**	**$ 41,800**	**$ 41,800**	**$ 41,800**	**$ 41,800**
Total with Federal (80%)	**$ 209,000**	**$ 209,000**	**$ 209,000**	**$ 209,000**	**$ 209,000**

Note on Funding

At the time this report was being written, KSU contracted with ATA to provide Safe Ride service beginning in August of 2010. The Safe Ride service is to be similar to the proposed Aggieville Special except that the new service would operate every 15 minutes instead of every 30 minutes as proposed. Because the amount of service is twice that which has been proposed in this plan, there would be no contribution of funding from the Safe Ride program to the

citywide service as had been assumed. This amounts to about $50,000 annually in local funding. This potentially creates a funding gap that could be addressed in one or more ways. First, KSU could decide to realign the Safe Ride service to conform to this plan. The prospect of providing a citywide service may be a more appealing option to 15-minute service on Safe Ride. Another option would be to reduce the citywide service to stay within the available local funding and not affect the Safe Ride service. This could involve reducing the GPDR service and/or the Saturday service as proposed. Finally, another local funding source might be identified such as the sale of voluntary transit semester passes to KSU students. As the community considers the implementation of a new transit service, these and other options can be explored in more detail.

ES7 System Start Up Issues

There are three basic issues that need to be addressed before the transit service contained in the plan can be initiated. The issues are:

1. Institutional Oversight and Funding
2. ATA Organizational Readiness
3. Operational Activities

ES7.1 Institutional Oversight and Funding

This study recommends that an *Interlocal Cooperation* option be explored as the basis of overseeing the implementation and operation of the recommended concept. This option would have the funding entities create a transit governing board which would be empowered to act on behalf of the group. The participating entities would make decisions based on pre-determined bylaws and act as a unified group in contracting with the ATA. The board could designate staff of one of the other entities to serve as a day-to-day manager with ultimate authority for decisions resting with the board. The advantage of this mechanism is that it preserves the unified voice in managing the transit operations and would potentially avoid conflict resolution issues by creating joint action through board actions. The disadvantage of this method is that is creates an additional decision-making layer between the service provider and funders of that service. It provides a mechanism for the community to act jointly and with one voice. While a dominant financial partner may greatly influence the direction of the future transit system, creating an institutional arrangement for joint action provides the opportunity for transit decisions to be made with the community as a whole in mind.

For the university to enter into an interlocal agreement, the University's Administration and Finance office would review the proposal. In addition the president and general counsel would also be involved. It is expected that such a review process could take about five months from the time a proposal is submitted.

ES7.2 ATA Organizational Readiness

ATA may be the presumed operator of the city/university transit system recommended in this study. While this report is not intended to call into question the competence or integrity of the ATA, its board or management, a matter of prudence dictates that ATA be ready to take on the challenge of operating a fixed route service. It would be in keeping with public policy to ensure that the ATA has the management and organizational systems in place to operate a service that would effectively double its current scope of duties. Further, as ATA may become the lead agency for a regional transit system, the challenges facing the ATA can be daunting.

It was beyond the scope of this study to examine in depth ATA's current organizational status. It may well be possible that the issues to be discussed below have been already addressed and ATA is ready to assume new responsibilities. It would make sense for ATA to prepare an organizational development plan that shows how and

when they would be able to take on additional responsibilities. The plan would address ATA's management structure and financing.

ES7.3 Operational Steps

Once funding and oversight mechanisms are in place and ATA is ready organizationally, several activities that specifically address system start-up need to occur. These steps can take up to 12 months to fully implement depending on the governing mechanism and the time commitments of the parties involved in carrying out the start-up. These steps are presented in the main report starting on page 107.

Finally, a budget for start-up should also be established as ATA will incur costs before service actually begins. Costs related to developing marketing materials, hiring and training of new drivers and staff will be required before the service budget (presented above in Table ES 2 on pages ES14) actually takes effect. It is estimated that operating start-up costs could range from $40,000 to $50,000 depending on the degree of marketing to be done. As mentioned another $56,000 in capital funds may be needed to acquire the needed vehicles to start the operation. A total of $96,000 to $106,000 may be needed for start-up. No funding has been identified to cover the operating expenses though use of 5311 funding could possibly offset some of those expenses. Local funds will be needed for the vehicle capital expenditure.

ES8 Initiating Implementation

This study developed an update to the 2001 Transit Implementation Plan by proposing a revision to the two route system and an Aggieville shuttle service. The next steps to be pursued to move this plan update forward include:

1. Formation of a Transit Service Implementation Working Group to develop and execute the governance mechanism. This group would shepherd the start up process by accomplishing these initial tasks:
    a. Establish a target start date of October 2011.
    b. Appoint a lead staff person to serve as liaison.
    c. Appoint a chairperson who can be a champion for the implementation of the service.
    d. Review and make decisions regarding the governance structure outline in Section 7 of this report.
    e. Develop and execute the legal documents depending on the method decided.
    f. Implement the governing structure.
2. Work with ATA to develop an organizational development plan. This may be done in conjunction with the regional breakthrough work previously described and this process can go on simultaneously with the work of the implementation working group.
    a. Verify legality of sole sourcing transportation service to ATA.
3. Negotiate details of funding proposals, especially those relating to KSU. These sources should be investigated and discussed with the office of Administration and Finance and as well as leadership associated with SGA and the Privilege Fee Committee. Among the sources of funding that should be discussed include:
    a. Safe Ride
    b. Campus Shuttle
    c. Voluntary student transportation fee
    d. Other (perhaps nominal fees associated with on-campus housing and/or parking).

Figure ES 5 presents a generalized timeline for the above steps and also includes the operational start up timeline described above.

Figure ES 5: Overall Transit Implementation Timeline