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Kalamazoo County

**NOTICE AND AGENDA
CENTRAL COUNTY TRANSPORTATION AUTHORITY (CCTA)
KALAMAZOO COUNTY TRANSPORTATION AUTHORITY (KCTA)
OCTOBER 13, 2025
Regular Meeting**

*The next joint CCTA/KCTA Regular meeting will be held on
Monday, November 10, 2025 at 11:30 a.m.*

PLEASE BE ADVISED that the Central County Transportation Authority and Kalamazoo County Transportation Authority will meet for its meeting on Monday, October 13, 2025 at 11:30 a.m. for the purpose of:

	Item	KCTA Action	CCTA Action
1.	Roll Call		
2.	Consent Agenda	Voice Vote	Voice Vote
	a. Agenda for October 13, 2025*		
	b. Minutes for September 8, 2025*		
3.	Public Comment		
4.	Performance Monitoring Committee		
	a. Action Items		
	1. Consideration to Extend Microtransit Agreement with Via Transportation, Inc.*	Roll Call	Roll Call
	b. Informational Items		
	1. Monthly Financial Report*		
	2. Performance Monitoring Committee Meeting Notes of September 16, 2025*		
5.	External Relations Committee		
	a. Action Items		
	b. Informational Items		
	1. External Relations Committee Meeting Notes of September 17, 2025*		
6.	Board Operations Committee		
	a. Action Items		
	b. Informational Items		
	1. Board Operations Committee Meeting Notes of October 2, 2025*		
7.	Report from Executive Director*		
	1. Metro Link Update*		
	2. Presentation from Via Transportation, Inc. Regarding Metro Link*		



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8.	Other Reports		
	a. Pension Board		
	b. KATS		
	c. Local Advisory Committee (LAC)		
	d. On-Demand Services Ambassador Report*		
9.	Chairperson's Report		
10.	Public Comment		
11.	Members' Time		
12.	Planning and Development Committee		
	a. Action Items		
	b. Informational Items		
	1. Presentation Regarding Fare Study from Four Nines with Board Questions and Answers		
	2. Planning and Development Meeting Notes of September 17, 2025*		
13.	Adjournment	Voice Vote	Voice Vote

*Indicates attachments included in agenda packet

The meeting will be held in the Metro Linda Teeter Community Room, 530 N. Rose Street, Kalamazoo, MI. Questions regarding the meeting may be addressed to the Central County Transportation Authority, 530 N. Rose St., Kalamazoo, MI 49007, or by calling (269) 337-8087.

MEETINGS OF THE CENTRAL COUNTY TRANSPORTATION AUTHORITY AND KALAMAZOO COUNTY TRANSPORTATION AUTHORITY ARE OPEN TO ALL WITHOUT REGARD TO RACE, SEX, COLOR, AGE, NATIONAL ORIGIN, RELIGION, HEIGHT, WEIGHT, MARITAL STATUS, DISABILITY, POLITICAL AFFILIATION, SEXUAL ORIENTATION, OR GENDER IDENTITY. CENTRAL COUNTY TRANSPORTATION AUTHORITY WILL PROVIDE NECESSARY REASONABLE AUXILIARY AIDS AND SERVICES, SUCH AS SIGNERS FOR THE HEARING IMPAIRED AND AUDIO TAPES OF PRINTED MATERIALS BEING CONSIDERED AT THE MEETING/HEARING, TO INDIVIDUALS WITH DISABILITIES AT THE MEETING/HEARING UPON FOUR (4) BUSINESS DAYS' NOTICE. INDIVIDUALS WITH DISABILITIES REQUIRING AUXILIARY AIDS OR SERVICES SHOULD CONTACT THE CCTA/KCTA BY WRITING OR CALLING CENTRAL COUNTY TRANSPORTATION AUTHORITY 530 N. ROSE ST., KALAMAZOO, MICHIGAN 49007 (269) 337-8087; TDD PHONE: (269) 383-6464

**CENTRAL COUNTY TRANSPORTATION AUTHORITY
KALAMAZOO COUNTY TRANSPORTATION AUTHORITY
Joint Regular Meeting
September 8, 2025**

Place: Metro Administration Building, Kalamazoo, MI
Time: 11:30 A.M.
Staff Present: Sean McBride, Greg Vlietstra, Keshia Woodson-Sow, Cheryl Pesti,
Richard Congdon, Annette Arkush, Barbara Blissett
Others Present: Emily Johnston, Tristin Mabin.

1.) KCTA ROLL CALL

KCTA Members Present: Curtis Aardema, James Ayers, Tafari Brown, Paul Ecklund,
Dusty Farmer, Aditya Rama, Greg Rosine, Gary Sigman
KCTA Members Absent: Tim Sloan

A motion was made to excuse Sloan.

Motion: Farmer

Second: Ayers

Motion carried by voice vote.

1.) CCTA ROLL CALL

CCTA Members Present: Curtis Aardema, Nicole Beauchamp, Chris Burns, Dusty
Farmer, Christyn Johnson, Lisa Mackie, Garrylee
McCormick, Jim Pearson, Greg Rosine
CCTA Members Absent: None

2.) REQUEST FOR APPROVAL OF AGENDA/MINUTES

*A motion was made by KCTA and CCTA for approval of the joint CCTA/KCTA meeting
agenda for September 8, 2025 with the approval of the CCTA/KCTA meeting minutes from
August 11, 2025.*

Motion: Farmer

Second: McCormick

Motion carried by voice vote.

3.) PUBLIC COMMENTS - None

4.) PLANNING AND DEVELOPMENT COMMITTEE

Chair Ayers reported the Committee met with discussion on the FY 2025 and FY 2026 CCTA Budgets. He said there were changes made to be a little more conservative on the amount of interest income revenue.

Exec. Dir. McBride reviewed the FY 2026-2027 CCTA Budgets and said a Budget Small Group Meeting was held on August 22nd to go over the budgets in detail and answer any questions from the Boardmembers. Boardmembers thanked staff for preparing a thorough and well thought out budget.

*A motion was made by CCTA and KCTA to open the public hearing to consider the Fiscal
Year 2026 and 2027 CCTA Budgets.*

Motion: Rosine/Johnson

Second: Rosine/Sigman

Motion carried by a voice vote.

No public comments were presented.

A motion was made by CCTA and KCTA to close the public hearing to consider the Fiscal Year 2026 and 2027 CCTA Budgets.

Motion: Rosine/Johnson

Second: Rosine/Ayers

Motion carried by a voice vote.

A motion was made by CCTA to approve the Fiscal Year 2026 and 2027 CCTA Budgets.

Motion: Farmer

Second: McCormick

Motion carried by a roll call vote.

Ayes: Aardema, Beauchamp, Burns, Farmer, Johnson, Mackie, McCormick, Pearson, Rosine

Nays: None

Absent: None

A motion was made by KCTA to approve the Fiscal Year 2026 and 2027 CCTA Budgets and adopt Resolution 25-001 levying the 2026 KCTA Transit Millage.

Motion: Farmer

Second: Sigman

Motion carried by a roll call vote.

Ayes: Aardema, Ayers, Brown, Ecklund, Farmer, Rama, Sigman, Rosine

Nays: None

Absent: Sloan

5.) PERFORMANCE MONITORING COMMITTEE

Committee Chair Rama reported that the Performance Monitoring Committee was presenting to the Boards the renewal of Metro's workers compensation insurance with Accident Fund and renewal of property, auto and general liability insurance with Michigan Municipal Risk Management Authority (MMRMA).

A motion was made by KCTA and CCTA to approve renewal of workers compensation coverage with Accident Fund in the amount of \$279,300 for the term of October 1, 2025 through September 30, 2026 and authorize the Executive Director to execute all documents related to this purchase.

Motion: Farmer

Second: Rosine

Motion carried by a roll call vote.

Ayes: Aardema, Ayers, Brown, Ecklund, Farmer, Rama, Sigman, Rosine

Nays: None

Absent: Sloan

Ayes: Aardema, Beauchamp, Burns, Farmer, Johnson, Mackie, McCormick, Pearson, Rosine

Nays: None

Absent: None

A motion was made by KCTA and CCTA to approve renewal of property, auto and general liability insurance with MMRMA in the amount of \$304,308 for the term of October 1, 2025 through September 30, 2026 and authorize the Executive Director to execute all documents related to this purchase.

Motion: Farmer

Second: Rosine

Motion carried by a roll call vote.

Ayes: Aardema, Ayers, Brown, Ecklund, Farmer, Rama, Sigman, Rosine

Nays: None

Absent: Sloan

Ayes: Aardema, Beauchamp, Burns, Farmer, Johnson, Mackie, McCormick, Pearson, Rosine

Nays: None

Absent: None

6.) EXTERNAL RELATIONS COMMITTEE

Committee Chair Mackie reported the status of jurisdictional outreach meetings and thanked those who had completed their assignments. She said there are updated Millage Fact Sheets. She said new PowerPoint videos were also available with Special Report.

Mackie said the Legislative Breakfast would be held on Friday, September 19 at 9 am and encouraged whoever was available to attend.

7.) BOARD OPERATIONS COMMITTEE

Chair Aardema said the Board Operations Committee met and reviewed the September 8 agenda along with the Executive Director's performance evaluation process.

Rosine inquired about the Crossroads lawsuit. Exec. Dir. McBride shared that depositions were being scheduled. Arbitration was scheduled for November and if necessary, a trial in January.

8.) EXECUTIVE DIRECTORS REPORT

Exec. Dir. McBride provided an update on the following topics:

- Outreach
- Bronco Bash
- State Budget Update from the Michigan Public Transit Association
- Development Planning
- Metro Link Update

(A copy of the report is filed with the meeting minutes.)

9) SUBCOMMITTEE REPORTS

Pension Board – Will meet on Thursday.

KATS Policy Committee – Rama reported on the KATS meeting that the TIP Amendment had been approved and the Safe Streets Project had been delayed by the Kalamazoo County Road Commission due to delays in the issuance of the Federal grant. Aardema said there had been discussion about transportation access to employers along the Sprinkle Road corridor. These Discussions led by KATS with the City of Portage, include Metro.

Local Advisory Committee (LAC) – Did not meet.

On-Demand Ambassador Report – No Report

10.) CHAIRPERSON REPORT – Chair Aardema thank everyone for their outreach efforts to all the jurisdictions. He said with the election coming in November it was a crucial time to educate the public the value of public transportation.

11.) PUBLIC COMMENT – None

12.) MEMBERS TIME

A motion was made by CCTA and KCTA to cancel the CCTA/KCTA Board meeting scheduled for Monday, September 22, 2025.

Motion: Burns

Second: Farmer

Motion carried by a voice vote.

13.) ADJOURNMENT

A motion was made by KCTA and CCTA to adjourn the KCTA/CCTA meeting.

Motion: Burns

Support: Brown

Motion carried by voice vote.

The meeting adjourned at 12:33 PM.

Curtis Aardema
CCTA Chairperson

Barbara Blissett
CCTA Clerk

Curtis Aardema
KCTA Chairperson

Barbara Blissett
KCTA Clerk



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Agenda Item #4a1 Meeting Date 10/13/25

TO: CCTA and KCTA Boards
FROM: Performance Monitoring Committee
PREPARED BY: Richard G. Congdon, On Demand Services Manager
DATE: September 23, 2025
SUBJECT: VIA Transportation, Inc./Metro Link Contract Extension

BACKGROUND

The two-year contract with VIA Transportation, Inc. to provide Metro Link microtransit service expires on December 31, 2025. Metro has been in discussions with VIA to extend the contract for an additional 21 months from January 1, 2026, until September 30, 2027. This would bring Metro Link in line with the fiscal year that Metro now uses. The extension will also allow time for Metro to evaluate this and the Metro Connect contract to possibly combine them under one contract.

Metro hired consulting firm Left Turn Right Turn to assess the Metro Link service and suggest improvements. Metro has already worked with VIA to adjust virtual stops to make them safer and eliminate or move many stops. The extension will introduce performance penalties as suggested by the consultant.

DISCUSSION

VIA Transportation, Inc. set up and implemented Metro Link on April 15, 2024, and has successfully operated the service since. VIA operates the day-to-day operations, provides reporting, hires and supervisors the drivers, leases all the vehicles and works with Metro to ensure the program is as efficient as possible. Metro Link has provided over 80,000 rides since service began. VIA has been very responsive to requests from Metro to adding services, reporting requests and extending the Metro Link Zones as the microtransit service has been a pilot program.

Metro Link service is billed per vehicle hour of operation. The current hourly rate is \$70.04 and VIA's proposal for the first 18 months of the extension is \$70.74 per hour, an increase of 1%. The last three months of the extension would be billed at \$72.86/hr., an increase of 3%.

Billing that is based on vehicle hours can be changed based on service needs. Hours can be cut back due to budgetary restraints or additional hours can be scheduled if ridership is lower than expected. These options allow Metro to stay within the estimated budget.

The cost estimates for the Metro Link contract extension are as follows:

- 1/1/26 – 6/30/27, based on 60,408 hours, a 5% increase over 2025: \$4,273,262 (18 months)
- 7/1/27 – 9/30/27, based on 10,368 hours, a 3% increase over 2026/27: \$ 755,631 (3 months)
- Total estimated cost of 21-month extension: **\$5,028,893 (21 months)**

The estimated cost of the contract for 2025 is \$2,656,912, and the cost for the first year would be \$2,848,836, an increase of 7%. The Michigan Mobility Grant that Metro received to expand the Zones will continue to fund up to 30% of the Metro Link monthly costs in 2026 and 2027.

The recently approved Metro budget provides more than adequate funding for the Metro Link program and allows for additional trip numbers and hours should they increase more than the estimates.

VIA also agreed to some contract amendments to improve service:

- Regularly scheduled driver safety meetings
- Quarterly vehicle inspection procedures
- Certification of seniors and individuals with a disability procedures
- Service disruption procedures
- Driver uniforms
- No Show/late cancellation policy
- Virtual stop placement

RECOMMENDATION

It is recommended by the Performance Monitoring Committee after their meeting and review on September 16, 2025, of the VIA Transportation, Inc. contract extension proposal, that the extension be approved by the Central County Transportation Authority and Kalamazoo County Transportation Authority boards and that Metro extend the contract to operate Metro Link service for an additional 21 months beginning January 1, 2026, through September 31, 2027.

Attachment

None



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Agenda Item: #5b1 Meeting Date: 10/13/25

TO: CCTA and KCTA Boards
FROM: Sean McBride, Executive Director
Prepared By: Cheryl Pesti, Budget and Accounting Manager
DATE: September 18, 2025
SUBJECT: August Income & Expense Statement

BACKGROUND

The Income and Expense Statement is an internal document which is used to measure the CCTA's financial performance. The budget is used as a comparison for perspective.

We are currently within budget.

Some areas to highlight:

- Both the urban millage (CCTA) and county-wide millage (KCTA) are due in February and September. At this point we have collected \$4,863,654 (50%) of the FY25 millages.
- We have collected \$2,485,297 (77% of the budgeted amount) in fares for this year.
- The FTA operating assistance revenue is accrued at the end of the year (September). To date, we have requested \$14,024,494 in COVID-19 relief funds (2020-\$1,500,000; 2021-\$4,500,000, 2022-\$2,000,000, 2023-\$2,524,494, 2024-\$3,500,000).
- The average price for a gallon of diesel fuel in August 2024 was \$2.52 and in August 2025, it was \$2.40. This is less than a 5% decrease.
- Total operating expenses for Metro year-to-date are 83% of the total budgeted amount.

Attachment:

1. August 2025 Income & Expense Statement



STATEMENT OF INCOME AND EXPENSE

Operating Revenue

Fare Revenue

Regular Route Cash	738,001	53,660	654,950	89%	6%
Metro County Connect Fares	505,595	19,071	478,665	95%	6%
Metro Link Fares	23,400	23,273	55,423	237%	
WMU Fares	1,196,850	0	598,975	50%	
Tokens	353,000	41,311	345,022	98%	4%
Pass Sales	322,317	22,195	276,881	86%	3%
Texas Twp/KVCC Prepaid Fares	100,413	0	75,382	75%	0%
	3,239,576	159,510	2,485,297	77%	19%

Other Revenue

Advertising	75,000	8,750	65,166	87%	0%
Intermodal Operations	231,781	1,500	197,117	85%	1%
Miscellaneous Revenue	24,900	689	51,803	208%	0%
Commission Revenue - (GH, IT, FlixBus)	5,000	404	3,970	79%	0%
Interest Income	379,000	15,518	252,573	67%	3%
	715,681	26,862	570,630	80%	3%

Urban Millage (CCTA)

Urban Millage (CCTA)	6,030,922	250,092	2,445,283	41%	4%
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County-wide Millage (KCTA)

County-wide Millage (KCTA)	3,669,863	95,899	2,418,370	66%	2%
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MDOT - Operating

MDOT - Operating	7,685,054	0	6,633,787	86%	46%
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FTA - Operating

FTA - Operating	5,888,302	0	100,524	2%	0%
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Provision for Depreciation

Provision for Depreciation	3,255,200	241,649	2,777,091	85%	26%
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TOTAL OPERATING REVENUE

TOTAL OPERATING REVENUE	30,484,598	774,012	17,430,983	57%	100%
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Operating Expenses by Division

Administration/Overhead	7,697,748	576,206	6,159,175	80%
Kalamazoo Transportation Center Operations	1,064,487	83,953	912,891	86%
Maintenance	3,593,062	254,712	3,091,259	86%
Operations	8,429,221	578,606	6,713,076	80%
Metro Connect	5,780,382	474,720	4,791,176	83%
Metro Share	70,124	5,055	59,654	85%
Metro Link	2,239,542	677,255	2,115,422	94%
TOTAL OPERATING EXPENSE	28,874,566	2,650,508	23,842,652	83%

NET (UNFUNDED) BALANCE for period

NET (UNFUNDED) BALANCE for period	1,610,032	(1,876,496)	(6,411,670)
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MEETING NOTES

Performance Monitoring Committee

September 16, 2025 at 3 PM

Microsoft Teams Virtual Meeting

Members: Aditya Rama (Chair), Dusty Farmer,
Absent: Jim Pearson, Tim Sloan
Staff: Sean McBride, Greg Vlietstra, Richard Congdon, Barbara Blissett

1. Metro Link Contract Extension

Notes:

- Committee Chair Rama asked On-Demand Services Manager Richard Congdon to present the VIA Transportation, Inc./Metro Link Contract Extension
- Congdon explained there has been a two-year contract with VIA Transportation, Inc. to provide Metro Link microtransit services to Kalamazoo County. He said the contract is set to expire on December 31, 2025. Metro is seeking to extend the contract for an additional 21 months from January 1, 2026 to September 30, 2027. Congdon said this bring Metro Link in line with the fiscal year that Metro now uses and allow time to see if there would be a possibility to further align Metro Connect and Metro Link services
- The Committee discussed the Metro Link service and how it has grown from the beginning to become a well-used transportation service
- Congdon indicated the proposal for the contract extension would be an increase of 1% to the hourly rate for the first 18 months and a 3% increase to the hourly rate for the last three months of the contract
- The Committee determined that because of the positive reviews of the Metro Link service, to recommend approval at the October 13th Board Meeting
- Exec. Dir McBride shared that Metro Connect had recently gone public.
- Contract discussions with First Student for Metro Connect have commenced but lag the Metro Link Contract

2. Executive Director Evaluation

Notes:

- Committee Chair Rama stated that because there were two Committee members absent, he would contact the Committee to convene another meeting to discuss the Executive Director Evaluation to determine a recommendation to present to the Board

The next meeting is Tuesday, October 20th at 3 pm.



External Relations Committee Notes

September 17, 2025

3:00 PM

Members Present: Lisa Mackie, Chair, Paul Ecklund, Christyn Johnson, Gary Sigman,
Sean McBride, Emily Lower, Annette Arkush (Committee Support)

1. Millage Outreach Update

a) Millage Education Update

Exec. Dir. McBride provided a written update included in the packet displaying all presentations, communication via mailers, videos, and social media posts, leading up to the Millage on November 4.

Emily Urban provided an update on the release of the Millage postcard (mailing date to coincide with absentee ballot deliveries), the Special Report (released virtually) and Millage Fact sheet. The Special Report and Millage Fact Sheet are both available on kmetro.com. They are being shared and boosted on all social media platforms until November 4. Chair Mackie is working with PMN to facilitate a Q&A session with Exec. Dir McBride to discuss the Millage and Metro Services.

b) Jurisdictional Outreach presentations

All CCTA Jurisdictions have been scheduled for an Outreach presentation, with the exception being Comstock. Exec. Dir. McBride related to the committee that his experience with the jurisdictions has been supportive and positive.

Included in the agenda packet is the most current Jurisdiction Presentation Outline. Materials are available from Emily Urban or Barb Blissett for distribution at the presentations.

c) Jurisdictional Assignments

Exec. Dir. McBride reviewed the Outreach presentation assignments. Presenters are still needed for Schoolcraft, Climax, Pavilion, Charleston and Brady Townships. There are still 2 vacancies on the Board, and as the positions are filled, they will hopefully pick up these assignments in collaboration with a Metro Staff member.

2. Legislative Breakfast Update

Reminders and maps were released to invitees on Tuesday, 9/16. RSVPs continue to trickle in and we are expecting 45-50 to attend. This includes Senator McCann and Representatives Longjohn and Rogers.

Next Meeting: October 22, 2025 @ 3:00PM



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AGENDA and MEETING NOTES

Board Operations Committee

October 2, 2025 at 2:00 PM

Microsoft Teams Virtual Meeting

Members: Curtis Aardema, James Ayers, Lisa Mackie, Aditya Rama
Absent: Chris Burns, Dusty Farmer
Staff: Sean McBride, Barbara Blissett

1. Review CCTA/KCTA October 13th Meeting Agenda

Notes:

- The Committee reviewed the October 13th meeting agenda

2. Review Committee Activities

Notes:

- Committee Chair Rama stated the Performance Monitoring Committee met and a discussion regarding a contract extension for the microtransit agreement with Via Transportation, Inc.
- Exec. Dir. McBride stated the current extension included some changes such as enhanced reporting, use of uniforms, penalties for timeliness of rides
- The Committee discussed working with third-party organizations
- Board Chair Aardema commented that use of third-party business to provide a service was not new and has been used for a long time such as Metro Connect.
- The Committee agreed to move forward and recommend approval of the extension of the contract with Via Transportation, Inc.
- Chair Rama noted the Performance Monitoring Committee would still need to meet to discuss the Executive Director's evaluation
- ERC Chair Mackie reported the Committee had met and reviewed the status of the outreach presentations, noting information was being provided on social media and recapped he recent Legislative Breakfast
- Board Chair Aardema said the United Way was conducting a Blueprint for Peace and included a component of transportation. He noted he was surprised that the group was only marginally aware of all the services that public transportation had to offer
- Board Chair Aardema shared that United Way was asking about the possibility of extending the Pavilion Township grant funded transportation agreement if United Way provided the needed funding. Exec. Dir. McBride stated the program was scheduled to end in May of 2026 and Metro could definitely entertain the proposal
- Chair Mackie asked if Public Media Network (PMN) could help provide more outreach information for the community



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- Exec. Dir. McBride noted that Metro was now on Instagram, and he had been interviewed by MLive and Now Kalamazoo
- Board Chair Aardema commented that the Executive Director evaluation could be added to the October 13th agenda if all Committee recommendations were submitted to the Board Operations Committee
- Exec. Dir. McBride stated there would be a presentation from Four Nines regarding the Fare Study being conducted. He said no Board action is requested at this point

3. Parking Garage Purchase

Notes:

- Exec. Dir. McBride provided details on the parking garage purchase which included the purchase of MacDonalds and Metro's short term parking lot. He said currently Metro is leasing this parking lot from the City of Kalamazoo. The Board Operations Committee would be responsible for reviewing the lease

4. Other Items

Notes:

- Exec. Dir. McBride updated the Committee on the Crossroads lawsuit, stating he would be giving a deposition on October 24th

The meeting adjourned at 3:10 pm



Agenda Item: #7 Meeting Date: 10/13/25

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TO: CCTA and KCTA Boards
FROM: Sean McBride, Executive Director
DATE: October 8, 2025
SUBJECT: Executive Director Update

Outreach

Upcoming Events for October – November includes:

- 9/29: Wheels of Change Class at Kalamazoo College. Sean McBride part of panel presentation to students
- 10/7: Senior Expo at Kalamazoo Expo Center. Table event from 9am – 3pm
- 10/7: Veterans Stand Down at Kalamazoo Expo Center. Table event from 9am – 3pm
- 10/14: Alamo Nursing Residents & Staff Presentation/Training
- 10/15: KRESA Transition Fair. Table event from 2:30pm – 5pm
- 10/16: Disability Network Southwest Michigan's Breaking Barriers Breakfast
- 10/22: Get to Know Your Transit Options! At Zhang Portage Senior Center. Sean and Vivian presenting
- 10/29: Travel Training/Group Presentation at CenterPoint Church
- 10/31: Charlie's Place Trunk or Treat Event. Representatives from ATU & Metro to attend
- 11/6: Community Human Services Open House at Zhang Portage Senior Center. Table event from 4:30-6:30pm
- 11/19: 2025 Project Connect at 643 Crosstown Parkway. Table event from 12-3pm
- 11/22: Maple Hill Holiday Parade. Step off time 10:45am. Ride or walk with the bus in the parade

Human Resources

Three Coach Operators began on September 29: Bryant English; Batrina (Trina) Stroud; and Jesse White.

State Budget

Late last week the Legislature finalized the FY2026 state budget - taking a few extra days to work through the details of the bipartisan road funding and budget agreement announced last week. Given the amount of details to finalize, the Legislature passed a short-term "continuation budget" a few hours after midnight on September 30 and came back into session on Wednesday and Thursday to pass the various pieces.

There were a number of budget bills as well as new revenue bills passed in the early hours on Friday morning. Ultimately, the FY2026 budget as passed funded local bus operating at \$271.6 million - an amount estimated to keep local reimbursement percentages level going into this year. This amount is estimated to be about a 29% reimbursement rate.

Federal Shutdown

There have been minimal impacts to Metro due to the Federal Shutdown. If the shutdown lingers, delays that will be impactful:

- Pending grant approval for 5307 and 5339 Formula Grant funds
- Competitive grant decisions and announcements
- Review of Federal related documents including:
 - Drug and Alcohol Policy
 - Public Transit Agency Safety Plan

Memo: Executive Director Update

September 29, 2025

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- No reimbursement of capital projects
- Continued delays in working with FTA Chicago staff that have already seen a 40% reduction in staffing
- Delays to road construction projects that have a trickle-down effect on public transit operations

Attachments

1. Metro Link Update



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Agenda Item: 7,1 Meeting Date 10/13/25

TO: CCTA and KCTA Boards
FROM: Sean McBride, Executive Director
Prepared by: Richard G Congdon, On-Demand Services Manager
DATE: October 2, 2025
SUBJECT: August Metro Link Update

BACKGROUND

Metro Link is Metro's microtransit program that was launched on April 15, 2024. Metro Link operates in three zones in Kalamazoo County and supplements Metro bus service. Daily operations are contracted with VIA Transportation, Inc. Metro Link operates during the same service hours and days as the fixed-route buses.

DISCUSSION

Metro Link provided 7,747 rides in August, an 8% increase over July. August had an overall utilization of 2.4, which is a monthly record. An all-time high utilization of 2.5 was achieved the week of August 11th.

Riders requested 12,724 trips and completed 61% of those requests. There were 428 new passenger registrations and 625 active riders in the month. Most users booked their trip on the Metro Link app with 12,545 or 98% of all requests and 179 reservations made by telephone.

The average wait time once a ride had been scheduled was 14 minutes in August. There were 259 wheelchair trips taken. The average distance for a trip was 3.1 miles that lasted an average of nine minutes.

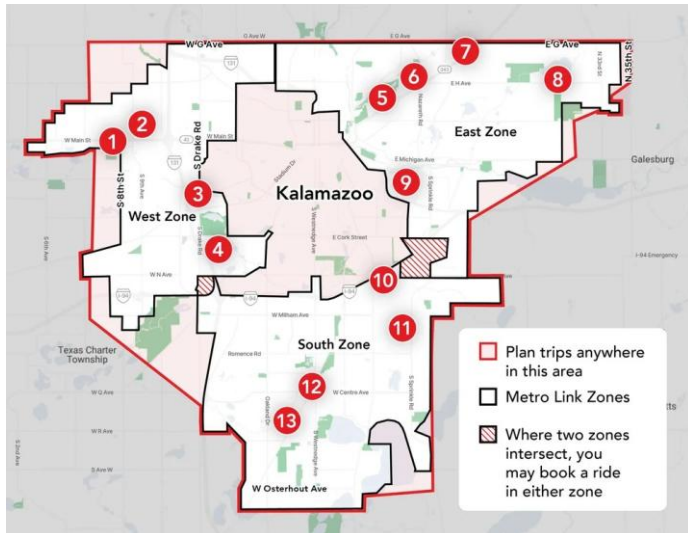
With the fiscal year coming to a close, Metro Link has provided 66,879 trips since October 2024. The vehicles have traveled almost 400,000 miles, driven for 33,000 hours and taken over 95,000 requests for service.

Metro Link Zones

Metro Link operates in three zones within metropolitan Kalamazoo County. There is the East Zone, West Zone and South Zone.

The East Zone services Borgess Hospital, the Gull Road Meijer and Walmart, the Comstock Community Center, Comstock schools and the Kalamazoo Expo Center. The East Zone and its expansion provided 1,993 trips in August. There are four Metro bus routes in the East Zone, making it easy for passengers to go from Metro Link to anywhere in the Metro system.

The West Zone has the most ridership because many Western Michigan University students use it to get to class. The West Zone includes WMU, the West Main Meijer, 9th Street Walmart, the Oshtemo Library and Township Offices, Costco and the many businesses and shopping along West Main Street and Drake Rd.



The West Zone is serviced by seven Metro bus routes including the West Main, Lovell, Alamo and Oakland. There were 3,188 trips in this Zone in August.

A large part of the South Zone operates in the City of Portage. Destinations include the Meijer and Walmart on Shaver Road, the Kalamazoo/Battle Creek Airport and the Portage Senior Center. There are also many medical facilities and shopping options in this Zone. There were 2,234 rides in the South Zone in August.

All three Zones were expanded in February of 2025 and Pavilion Estates was also included. These allow riders to schedule rides in either Zone and better serve passengers who need to travel to a destination that is not in their established Zone.

Residents of Pavilion Estates can now use Metro Link to transfer to the Metro bus system. The one expansion provided 599 trips in August. There were 35 trips for Pavilion in August and Metro Link is promoting service there to grow ridership.

There are virtual “bus stops” throughout the Zones and Metro continually monitors them to ensure they are all in safe locations. The Zones are also flexible and can be changed to meet the needs of all passengers, as when they were just expanded.

The extension of the Metro Link contract with VIA Transportation, Inc., is going before the CCTA/KCTA for approval at this meeting. This contract will run from January 1, 2026, through September 30, 2027.

RECOMMENDATION

This item is for informational purposes only. At the Board meeting Jesse Ozadamar will be attending to provide an update on Metro Link services.



Connecting People Throughout
Kalamazoo County

Agenda Item: # 8d Meeting Date: 10/13/25

TO: CCTA and KCTA Boards
FROM: Sean McBride, Executive Director
Prepared by: KCTA Boardmember Tim Sloan
SUBJECT: On-Demand Services Report
DATE: October 9, 2025

As On-Demand Services Ambassador, it is my responsibility to talk to drivers and passengers to find out ways to improve the On-Demand Service system. Each month I will bring you a brief take away from drivers and or passengers from either Metro Connect or Metro Link. These are my personal observations or highlights from my conversations as a passenger.

Metro Connect

- Sharmese who has been driving for Metro Connect for about five years, always greets her customers with a big smile and a warm welcome. She does her job well and goes above and beyond the call of duty. I have personally seen her get out no matter what the weather conditions are to make sure the customers get to the door safely.
- Customers and their safety should always come first.

Metro Link

- Metro Link continues to work on solving the problems with GPS that I have discovered and are within the West Zone. The area of concern is focused on West Main between Drake Road and 9th Street.
- The drivers continue to ask for more training which is being discussed.



Planning and Development Committee Notes

Date: Wednesday, September 17, 2025, 2pm

Members Present: James Ayers (Chair), Chris Burns, Tafari Brown, Greg Rosine
Keshia Woodson-Sow (Staff Liaison), Sean McBride (Executive Director)

Absent: Nicole Beauchamp

Guests: Four Nines Technology- Maeve Clements, Christina Winberry, and Amy Martin

Committee Support: Annette Arkush

Items for Discussion

Fare Study

Director Woodson-Sow gave an overview of the fare study project including the history, process and what the consultant has reviewed/is reviewing.

Exec. Dir. McBride presented background surrounding the complexity of the fare study project. He included notes and comments regarding the length of the process, where we stand in the process and prompted a discussion regarding the timing for when decisions will need to be made.

Four Nines Technology staff presented 39 slides of information related to the current fare structure for every service mode that Metro operates. Discussion took place regarding the high percentage of Metro lower income riders Four Nines stated that this number is higher than our peers. Additionally, a large amount of information was considered about tokens, technology, rider trends, and discount programs. After a long work session, the committee briefly discussed how complex this project is and next steps. The Committee agreed to an informational presentation to the Board, allowing them to understand and discuss the complexity of this project. Policy topics will come to the board in the future for decisions.

The meeting adjourned at 3:29pm



Connecting People Throughout
Kalamazoo County

Agenda Item: # 12b1 Meeting Date: 10/13/25

TO: CCTA/KCTA Boards
FROM: Sean McBride, Executive Director
Prepared by Keshia Woodson-Sow, Director of Operations
DATE: October 8, 2025
SUBJECT: Fare Study Information

BACKGROUND

Metro started the Fare Study in 2024 to review the current fare structure, fare payment methods, fare technology and a review of the fare policy amongst peers. Metro completed a Request for Proposals (RFP) process and awarded the study to Four Nines Technology. Four Nines started working on the project in January 2025.

Over the course of three months staff gathered years of data and information on ridership, technology, and fare types as described in Metro's fare policy. Four Nines and staff issued a multi-week survey for riders to complete. The survey provided information on the rider's current payment methods and included questions about how they would like to pay in the future. Metro's team continues to attend weekly discussions on the fare structure and updates provided by the Four Nines team along the way.

DISCUSSION

The Fare Study has been underway for ten months with a focus on the complexity of the fare structure, the population we serve, technology, and payment methods accepted in each mode. Throughout the process Four Nines has worked alongside Metro's team to discuss and determine the best recommendations for Metro to review further.

The presentation done by the team at Four Nines Technology will include:

- Metro's goal for the project as a whole
- Fixed Route Options
 - Fare Structure
 - Fare Level Options
 - Fare Technology
- Metro Connect Options
- Metro Link Options
- Next Steps

The presentation will provide an understanding of the current state of Metro's fare structure and technology while discussing the phases required to make changes to the fare structure and technology for all service modes. Included in the board packet is the draft report to be discussed and reviewed during the work session part of the board meeting. Additional components of the study are available as a separate link on the website.

RECOMMENDATION

This presentation is for informational purposes. Decisions on fare structure and investment in systems and technology will be made at a later date.



Central County Transportation Authority
Transit Fare Study
Recommendation Report

Delivered on: October 8, 2025

Prepared by Four Nines Technologies



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1 Introduction

In January 2024, CCTA contracted Four Nines Technologies and Amey Consulting to complete a fare study of their fixed route, microtransit and paratransit services. This fare study reviewed CCTA's current fare structure, which has been in place since 2009, and CCTA's fare collection technology. The study provides a set of options and recommendations to improve and update the agency's fare structure and fare collection technology. The options were developed considering industry best practices, trends, and successful innovations for improving value and effectiveness while remaining equitable for customers.

The fare study sets out the recommendations for optimal fare structure policies for fixed route service (Metro), paratransit and demand/response service (Metro Connect) and microtransit (Metro Link) considering:

- Balance of ridership, revenue return and community benefits
- Increasing customer convenience
- Fare collection technology

1.1 Background

CCTA provides four public transportation services for the Kalamazoo area:

- Metro: Fixed route service
- Metro Connect: Paratransit and demand/response service
- Metro Link: Microtransit
- Metro Share: Providing vehicles to approved agencies serving seniors and individuals with disabilities for government agencies and non-profit organizations

Metro Share is not included in the scope of this project.

1.1.1 Metro: Fixed Route Service

CCTA employs a flat fare structure for the fixed route Metro service. Metro's fare products include Single Rides, Single Rides sold in multi-ride packs, a rolling 9-Day Pass, and a rolling 31-Day Monthly Pass.

Discounted fares for non-adult riders are only available for Single Rides. The following riders are eligible for discounted Single Ride fares:

- Children less than 48" tall and over 23 months of age
- Seniors 62+ (Metro ID Required)
- ADA-Eligible Riders (Metro ID Required)
- Medicare Cash Fare (Red, white and blue Medicare card required)

Children under 23 months of age ride free.

Transfers are free and must be requested at the time of boarding the first bus. Customers receive a time-stamped transfer receipt, which is valid for 60 minutes, and should be given to the driver of the last bus boarded.

Table 1. Metro Fare Products, Prices, and Fare Media

			Fare Media				
Rider Category	Fare Product	Price	Token Transit	Tokens	Magnetic Stripe Pass	Renewable Card	Cash On Board
Adult	Single Ride	\$1.50	X	X		X	X
	14 Rides	\$20.00	X	X			
	250 Rides	\$350.00		X			
	9-Day Pass	\$20.00	X		X		
	Monthly Pass	\$60.00	X		X		
Children under 48", Seniors aged 62+, ADA Eligible Riders and Medicare	Single Ride	\$0.75	X	X		X ¹	X
Bridge Card Holder	Single Ride	\$1.25		X			

Table 2. Metro Fare Products, Prices, and Multiples

Fare Product	Price	Multiple of Adult Single Ride
Adult Single Ride	\$1.50	-
Reduced Single Ride	\$0.75	.50x
Bridge Card Discount Token	\$1.25	.83x
14 Ride Token Pack	\$20.00	13.33x
250 Ride Token Pack	\$350.00	233.33x
9-Day Pass	\$20.00	13.33x
Monthly Pass	\$60.00	40x

1.1.2 Metro Connect: Paratransit and Demand Response

CCTA employs a flat fare structure for the Metro Connect Service. Metro Connect fares are only available as Single Rides. CCTA offers rider benefits, such as the ability to pre-book trips and priority trip scheduling, with a subscription service. Subscription holders pay per trip and are billed a month in advance. Subscription agreements must be for at least 3 months but can be for only one trip per month.

¹ No renewable card for Children under 48"

Table 3. Metro Connect Fares

Rider Category	Paratransit Eligible Fares	
Access Certified Customers (for trips within ¾ of fixed route)	\$3.00	
Rider Category	On-Demand	Subscription/Pre-Booked
Seniors and individuals with disabilities; Access Certified outside service area	\$4.00	\$6.00
Children (under 48 inches)	Free	Free
Children (over 48 inches)	\$10.00	\$12.00
Cash (everyone else)	\$12.00	\$14.00

1.1.3 Metro Link: Microtransit

CCTA also operates Metro Link with a flat fare structure and only offers Single Ride fare products. If the rider's trip includes a transfer to/from the bus, the Metro Link leg is free. Riders must pay the appropriate fare upon boarding the bus.

Table 4. Metro Link Fares

Fares	Price
Single	\$1.50
Reduced Fare	\$0.75
Transfer to/from bus	\$0.00

The following riders are eligible for reduced fare Single Ride:

- Children less than 48" tall and over 23 months of age
- Seniors 62+
- People with disabilities

1.2 Methodology

The fare study consisted of 6 tasks. The first three tasks (Review and Analysis of Fare Structure and Technology, Peer and Industry Review and Strengths, Weaknesses, Opportunities and Threats) focused on understanding the CCTA's current fare structure and policies, how they are being used by riders and identifying the pain points for

both CCTA and its riders. The Peer and Industry Review enabled Four Nines to identify gaps between CCTA's current fare policy and technology and trends in the industry. Key outputs from this research are included in the appendices:

- Current State report is included in Appendix A
- Summary of the rider survey is included in Appendix B
- Peer and industry review report is in Appendix C
- Strengths, Weaknesses, Opportunities and Threats (SWOT) in Appendix D
- The Fare Technology Trend Overview is included in Appendix E

Four Nines used this information to develop a set of fare alternatives to consider. We worked with CCTA staff and undertook a rider survey, as well as initial fare modelling outputs, to help us refine the alternatives into a set of recommendations and two fare level options.

Table 5. [Project Tasks](#)

Task	Task Name	Activities
A	Review & Analysis of Fare Structure and Technology	<ul style="list-style-type: none"> - Current State Analysis - Documented Fare Collection Costs - Rider Survey Development, Distribution, & Analysis
B	Peer and Industry Review	<ul style="list-style-type: none"> - Analyzed Practices of 6 Peer Agencies - Documented Best Practices - Gap Analysis - Memo on Industry Non-Profit Bulk Purchase Practices
C	Strengths, Weaknesses, Opportunities, and Threats	<ul style="list-style-type: none"> - SWOT Technical Memo
D	Option Development	<ul style="list-style-type: none"> - Developed Evaluation Criteria - Microtransit Cancellation & No Show Policy Industry Review - Metro Link Payment Options Memo - Option Development
E	Modeling of Existing and Alternative Fares and Technology	<ul style="list-style-type: none"> - Fare Alternative Modeling - Initial Evaluation of Alternatives - Fare Technology Trend Overview
F	Final Recommendations	<ul style="list-style-type: none"> - Alternative Refinement - Fare Technology Procurement Exploration - Recommendations Report & Presentation

1.3 Key Findings

This section highlights the key findings from the first three tasks. The full SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is included in Appendix D.

1.3.1 Metro

CCTA’s adult single fare is within the range of its peers between \$1.00 and \$2.00.

The majority of Metro riders purchase Single Ride fares, increasing the number of transactions that the riders and CCTA need to complete.

Metro offers a range of time-based period passes; however, the 9-Day Passes are not heavily used by riders. CCTA’s peers generally offer single ride fares, day passes, and monthly passes. Metro does not have a day pass. Almost three quarters of trips are made using transfers between fixed route buses, suggesting a day pass may be useful to reduce the number of transfers bus operators need to distribute. Most peers do not offer multi-ride passes. The recommendations aim to provide pass periods that more closely meet riders’ needs and travel patterns.

CCTA’s pass multiples are the highest amongst its peers. CCTA riders take longer to reach the breakeven point for passes. The recommendations aim to make the monthly passes better value for money for riders to encourage a shift away from single fare trips and towards passes. This will also reduce the number of transactions and transfers that operators need to complete, reducing the administrative burden for Metro.

Peers generally offer free fares for children under 5 years old, while CCTA limits free fares for children to those under 2 years old. The recommendations aim to make public transit more affordable for families, especially low income families to support increased ridership.

Metro has a number of pass programs with institutions which are well used.

A high proportion of riders are lower-income and approximately 3,500 Bridge card discount tokens are purchased each month.

1.3.2 Metro Connect

The Metro Connect fare structure is complex with different fare prices for different rider types and subscription offers. Four Nines’ analysis found that the subscriptions for adults and children are not well used.

Table 6. Metro Connect Current Fare Structure

Rider Category		Paratransit Eligible Fares	
Access Certified Customers (for trips within ¾ of fixed route)		\$3.00	
Rider Category		On-Demand	Subscription/Pre-Booked

Seniors and individuals with disabilities/Reduced fare riders (for trips outside $\frac{3}{4}$ mile of fixed route)	\$4.00	\$6.00
Children (under 48 inches)	Free	Free
Children (over 48 inches)	\$10.00	\$12.00
Everyone else	\$12.00	\$14.00

Peers generally have a simpler distinction between the different services and a simpler fare structure. The recommendations aim to simplify the fare structure for both riders and staff.

The majority of peers offer paratransit fares at the FTA requirement of two times the adult single ride fixed route fare, the same as CCTA.

1.3.3 Metro Link

The Metro Link fares match Metro fares making the fare structure easier to understand for riders.

Due to the nature of demand response, defined as paratransit and microtransit services, operations are designed to fit the demand and geography of local areas so there is significant variation between peer agencies

Peers generally have a very simple fare structure with only a single fare offered. Fort Wayne Public Transportation Corporation and CCTA offer discounts for different rider groups on their microtransit services with both offering 50% discounts for youth, seniors, and people with disabilities. Toledo Area Regional Transit Authority and CCTA allows microtransit (TARTAFlex) riders to transfer to fixed route services free of charge.

The recommendations aim to manage demand for Metro Link services and ensure it continues to be used as a first/last mile service.

1.3.4 Fare Technology

The large number of fare media options offered forces CCTA to maintain a number of different fare technology systems. High onboard cash usage is costly for CCTA and is likely increasing dwell times compared to other payment methods as riders find the correct change.

A significant proportion of trips are made using physical tokens, which require a lot of effort/cost for CCTA to distribute.

The large upfront cost to obtain a renewable card (\$35 - \$5 for card, \$30 in stored value) may be discouraging riders from using this fare technology. Smartcard purchases and reloads are only available in person, which may be discouraging riders from using this fare technology.

No other peer agencies offer physical tokens as a fare media. The fixed route fareboxes are end-of-life and becoming more difficult and expensive to maintain.

Peer agencies are updating to more modern technology and streamlining the variety of fare media they offer to increase customer convenience and reduce administrative complexity. Appendix E includes details of industry trends in fare

The recommendations aim to make it easier for riders to use electronic fare payment and move away from cash. The recommendations include removing the old Token fare technology and replacing it with a fare collection system which is simpler for riders to use, and CCTA to maintain and operate.

1.4 Option Development

Four Nines used the information gathered in the first three tasks to develop a set of fare alternatives for the CCTA Board to consider. We worked with CCTA staff and undertook a rider survey, as well as initial fare modelling outputs, to help us refine the alternatives into a set of recommendations and two fare level options.

1.4.1 Rider Survey

The aim of the Rider Fare Survey was to understand how riders use the current fare structure and riders' views on a number of potential fare structure changes being considered as part of this fare study.

As the potential fare changes are largely for Metro Bus fares, the survey was aimed at Metro Bus riders and focused on bus fares. There were no specific questions about Metro Link or Metro Connect fares.

The online survey was administered using HubSpot. The survey was live from Friday May 16th until Monday June 9th. 233 complete responses were received in this time. Key feedback from the survey included:

- Fare affordability is important
- A vast majority of riders have access to technology which would enable them to use electronic payment methods
- The Token Transit app is the most commonly used method of paying for fares, with paying with cash on board the next most used method
- Many riders use transfers to complete their journey, so any policy which removed transfers would need to be considered carefully. Other fare technology methods could be used to reduce the need for paper transfers issued onboard vehicles
- Although a high proportion of riders use the Metro Bus service very frequently (39% travel five or more times per week), the most commonly purchased fare is a Single Ride fare (69%). Suggesting that currently available period passes do not meet the needs of riders
- A high proportion of fares are paid with cash onboard, with riders stating that they prefer to use cash (25%).
- 11% of respondents stated that they usually pay with tokens. The most common response to why they use tokens was "It is easy and convenient for me to purchase tokens" (42%)
- Generally, riders agreed with the statement that the available discounts enable eligible riders to use CCTA services. Though, the responses suggest that simplifying youth fares would be beneficial
- There is strong support for the introduction of a Day Pass, especially amongst riders that currently purchase Single Ride fares
- There is strong support for the introduction of discounted Day and Monthly Passes. As riders who are eligible for a discount are frequent riders, with 35% traveling 5 or more times per week on Metro Bus services. Discounted period passes would be a significant benefit to them, and may reduce Single Ride purchases
- The most common response when asked how they would like to pay for their fares in the future was with a Mobile Ticket on a phone (36%), then cash on board (19%). A significant proportion would prefer to pay with Renewable Value Card or credit/debit cards onboard. The least popular payment methods were

Paper Passes and Tokens.

1.4.2 Fare Modeling

Fare modeling was undertaken to evaluate potential ridership and fare revenue impacts that might be expected to occur with proposed changes to CCTA's fare structure and pricing. In order to assess detailed impacts that may occur, CCTA customers were segmented into unique groups and ridership and fare revenue associated with those customer segments were estimated. This segmentation approach provides detailed assessments of how small changes in pricing and policy can impact unique groups.

Numerous data sources were used in the development of a baseline, calibrated fare model including historic ridership and fare revenue data for Metro, Metro Connect and Metro Link, and survey results from the 2023/2024 socioeconomic customer survey.

After completion of the calibrated baseline, four fare alternatives were evaluated in terms of their ridership and revenue impacts. Following analysis of the results, staff engagement and analysis of the rider survey these were reduced to the two fare level options discussed in Recommendations section below.

1.4.3 Fare Policy Evaluation and Criteria

Four Nines, in consultation with CCTA staff, developed a set of evaluation criteria to assess the fare policy and structure alternatives considered as part of this fare study. We assessed the alternatives against the baseline for each criteria compared to determine whether it has a negative/neutral/positive impact.

The following table shows the goal and evaluation criteria related to that goal.

Goal	Evaluation Criteria
Maintain fare revenue	Increase or maintain current fare revenue levels
	Maintain 15% farebox recovery (all service types)
Increase ridership	Increase fixed route ridership
	Increase Metro Link ridership
Fair for all riders	Minimize adverse effects on protected populations
Simplified fare structure	Fare structure is easier for riders to understand
	Reduce the administrative burden for CCTA

2 Recommendations

This section describes the recommendations for Metro, Metro Connect, and Metro Link. The recommended options are borne from the results of the existing conditions analysis, SWOT analysis, peer review, rider survey, and fare model. Recommended options were assessed against the evaluation criteria as outlined in the previous section.

2.1 Metro (Fixed Route)

A number of key findings highlighted critical fare improvements for Metro and are the basis for the recommendations for Metro Bus:

- The Metro fare structure is complicated and does not meet riders' needs
- Metro limits free fares for children under 2 years old, lower than peers who generally also offer a youth discount
- 35% of discount eligible riders travel five or more times a week on Metro Bus
- Tokens, as a form of fare media, do not allow Metro to provide fare products that meet public transit riders' needs

2.1.1 Fare Structure

To meet riders' needs and address how complicated Metro's fares are today, we are recommending simplifying fares via the elimination of little used fare products. We are also recommending changes to more closely meet riders' needs through the introduction of a fare product, reduction of the Monthly Pass multiple, changes in the definition of youth, and more affordable and efficient reduced and discounted fare options.

Table 7. Metro Fare Structure Key Findings

Key Finding	Reasons for Recommendation
Metro fare structure is complicated and does not meet riders' needs	Offering Single Ride, Day Pass, and Monthly Pass is in line with peers, and eliminating little used 9-Day Pass will more closely meet riders' needs
Metro limits free fares for children under 2 years old, lower than peers who generally also offer a youth discount	Reducing the cost of travel for youth and children will promote increased ridership and support low-income families
35% of discount eligible riders travel 5 or more times a week on Metro Bus	Discounted period passes will improve affordability for discount eligible riders
Tokens, as a form of fare media, do not allow Metro to provide fare products that meet public transit riders' needs	Removing Tokens will reduce the number of fare media Metro maintains and operates; introducing a new fare collection system will enable CCTA to

	meet riders' needs
--	--------------------

Based on the key findings described above, the following summarizes the recommended fare structure changes:

- Remove the 9-Day Pass
- Remove Token Bundles
- Reduce the Monthly Pass multiple, rounded to the nearest whole dollar
- Change the definition of Youth to 5 to 12 years old for the Youth fare
 - Align this discount with the discount rate for seniors and people with disabilities
- Extend the 50% discount to period passes to align with the discount rate for seniors and people with disabilities
- Transition the Bridge Card discount to electronic fare media with options to maintain or change the program's policies
- Replace the 250 Token bulk discount with a Social Services Discount Program

Table 8. Metro Current Fare Structure

Rider Category	Current Fare Structure
Adult	Single Ride
	14 Rides
	250 Rides
	9-Day Pass
	Monthly Pass
Children under 48", Seniors aged 62+, ADA Eligible Riders, and Medicare	Single Ride
	26 Rides
Bridge Card Holder	Single Ride
Children (23 months and under)	Free

Table 9. Metro Proposed Fare Structure

Rider Category	Proposed Fare Structure
Adult (13-61)	Single Ride
	Day Pass
	Monthly Pass
Children (5 to 12), Seniors aged 62+,	Single Ride
	Day Pass

Rider Category	Proposed Fare Structure
ADA Eligible Riders, and Medicare	Monthly Pass
Bridge Card Holder	Single Ride
Social Services Program	To be determined
Children (5 and under)	Free

The Bridge Card Discount Program and Social Services Discount Programs are discussed later in this report.

2.1.1.1 Fare Level Options

Additionally, the Team explored a range of options related to fare levels. The first option maintains the current single ride fare levels and improves affordability for frequent customers. The second option focuses on higher revenue generation, while maintaining affordable passes for frequent customers.

Table 10. Metro Fare Level Options

		Option 1	Option 2
Description (All Prices are Adult fare levels)	Current / Baseline	Maintain fare levels and improve affordability for frequent customers	Higher revenue generation, while maintaining affordable passes
Base Fare	\$1.50 with transfers	\$1.50 with transfers / 1-Hr Pass	\$2.00 with transfers / 1-Hr Pass
Day Pass	-	2x base fare (\$3.00)	2x base fare (\$4.00)
Monthly Pass	40x base fare (\$60.00)	~33x base fare (\$50.00)	30x base fare (\$60.00)
All scenarios		<ul style="list-style-type: none"> Remove 9 Day Remove Token/Ticket Bundles Youth fare 5 to 12 years (50% discount) Eliminate 250 Tokens 50% discount for Discounted Day and Monthly Pass 	

2.1.1.2 Option Development

The wide range of options we explored included:

- Single Ride fares ranging from \$1.00 - \$2.00
- Continuing or eliminating transfers
- New Day Passes at 2x - 3x the Single Ride fare
- Monthly Passes at 30x - 45x the Single Ride fare
- A variety of discount programs, fare media, and technology choices

We used input from CCTA staff and rider input garnered from the Survey, as well as initial modeling outputs, to refine the options.

Table 11. Key Inputs to develop fare level option

Input	Implications for Recommended Options
Nearly 60% of riders today pay one ride at a time; of those, nearly 80% use a transfer to complete their trip	Eliminating transfers would require a major change in behavior and negatively impact many of CCTA's riders
Change collection is burdensome on staff and increases wear & tear on fareboxes	Preference for fares to be rounded to the nearest \$0.50
Regular issues with transfers jamming fareboxes; magstripe tickets must be bought from OEM to avoid additional issues	Options should incentivize use of period passes and electronic fare media
Lowering the base fare would result in decreased revenue, decreased farebox recovery, and would require a decrease in paratransit fares	Affordability should be addressed through more targeted means than lowering the base fare for all riders

The input ultimately led to the two options as detailed in Table 12.

2.1.1.3 Evaluation

The Metro fare recommended fare structure changes and options were evaluated against the evaluation criteria formed in the earlier part of the Fare Study using the fare model developed for this study to quantitatively estimate the revenue and ridership impacts of the recommendations and qualitatively.
















Option 1 generally maintains fare levels and improves affordability for frequent customers. As a result, our evaluation found that there is no change in fare revenue under Option 1, but there is a 6% increase in ridership. Option 2 generated higher revenue while maintaining affordable passes resulting in an increase in fare revenue by 7%, leading to a farebox recovery ratio increase of 1%, but a decrease in ridership by -9%.

Both fare level options simplify the fare structure making it easier for riders to understand and reduce the administrative burden for CCTA. The modeling shows that a significant proportion of riders will shift from purchasing single ride fares with cash and token and shift to other fare media and products. This will reduce the number of fare transactions that the operator needs to conduct, reducing the administrative effort for CCTA.

The assessment of the effects on the protected population has not been completed as it is a later part of the study.

The following table details the assessment of the two fare options against the evaluation criteria. The green circles indicate a positive impact, the yellow circles a neutral impact or no impact, and the red circles represent a negative impact.

Table 12. Evaluation of Fare Level Options

Goal	Evaluation Criteria	No Change	Option 1	Option 2
Maintain fare revenue	<i>Increase or maintain current fare revenue levels</i>	No change in fare revenue 	No change in fare revenue 	Increase in fare revenue by 7% 
	<i>Maintain 15% farebox recovery (all service types)</i>	FBR maintained at 13% 	FBR maintained at 13% 	FBR increases from 13% to 14% 
Increase ridership	<i>Increase fixed route ridership</i>	No substantial change 	+6% ridership 	No substantial change 
Fair for all riders	<i>Minimize adverse effects on protected populations</i>	Not measured yet - part of Equity Analysis Task		
Simplified fare structure	<i>Fare structure is easier for riders to understand</i>			
	<i>Reduce the administrative burden for CCTA</i>	No change 	Retain Transfers; 47% → 16% of FR Boardings paying with Cash, Token 	Retain Transfers; 47% → 14% of FR Boardings paying with Cash, Token 

As discussed above, the changes to the fare structure and pricing will encourage riders to shift from purchasing single ride fares to purchasing day and monthly passes. This will reduce the average fare that riders pay per ride. Based on the current fare structure, systemwide riders' average fare per ride is \$1.43, slightly below the single fare value. Under Option 1, which maintains the current single fare, the systemwide average fare reduces to \$1.39, a 3% decrease, as riders shift to purchase day and monthly passes. Under Option 2, which increases the single fare by 33%, the average fare increases to \$1.63. However, this is a modest 14% increase as a significant proportion of riders shift to the better value day and monthly passes.

2.2 Metro Connect

Today, Metro Connect's fare structure is complicated with several options little used by riders. The different fare levels for each subscription level make it difficult to determine future fare increases. Related to the Metro Bus fare structure, the definition of child is not consistent across modes. With this in mind, we recommend the following options for Metro Connect fares. The dollar values show the fare whether option 1 or 2 is chosen for the Metro fare level.

Table 13. [Metro Connect Recommended Options](#)

Metro Connect Recommended Options		
Rider Category	Paratransit Eligible ADA Fares	
Access Certified Customers (for trips within ¾ mile of fixed route)	2x FR base fare (\$3.00 or \$4.00)	
Rider Category	On-Demand	Subscription/ Pre-Booked
Seniors and individuals with disabilities/Reduced fare riders (for trips outside ¾ mile of fixed route)	3x FR base fare (\$5.00 or \$6.00)	4x FR base fare (\$6.00 or \$8.00)
Children (under 5 years)	Free	Free
Everyone else	2.5x Senior & individuals with disabilities single ride (\$12.50 or \$15.00)	2.5x Senior & individuals with disabilities subscription (\$15.00 or \$20.00)

The fare policy for Metro Connect's base fare should be set at two times the Metro Bus Single Ride fare to meet FTA maximum fare requirement. From Metro Connect's base fare, CCTA can set other Metro Connect fares as multiples of the base fare, thus streamlining future fare changes. When multiplying the base fare by three or four results in a fare level that is not a whole dollar, CCTA's policy will be to round to the nearest whole dollar to avoid coin usage on board.

2.3 Metro Link

CCTA's Metro Link service is a feeder, or last mile home, service. As such, the fare level of the Metro Link fare should not be priced as a premium fare. The fares between Metro Bus and Metro Link should be consistent, and, ultimately, Metro Bus should be more attractive to riders for most trips. The recommended fare options for Metro Link include:

- The Metro Link fare will match the Metro Bus base fare
- Metro Link will be a pay-per-ride service only – Metro Link fares will not be included in Metro period passes
- Metro Link trip fares will not be included in Institutional Pass Program agreements
- Maintenance of no cash acceptance on board Metro Link

In evaluating the impacts of Option 1 versus Option 2 on Metro Link ridership and revenue, Option 2 may decrease ridership by up to 9% and increase fare revenue by up to 16%. Option 1 will most likely have no impact on ridership as this is the fare today and may have a small decrease in Metro Link fare revenue.

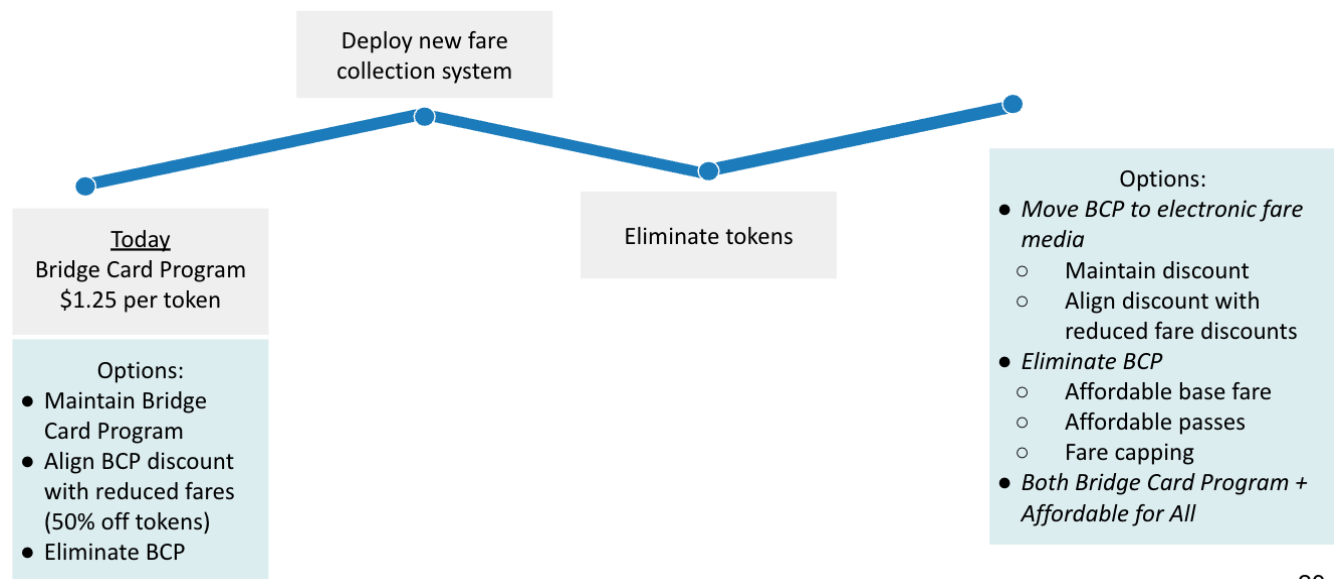
Table 14. Impact of Fare Options on Metro Link Ridership and Revenue

Metro Link Impacts	Metro Link Ridership	Metro Link Revenue
Option 1 (\$1.50 base fare)	No change	Small Decrease (less than 2%)
Option 2 (\$2.00 base fare)	9% decrease	16% increase

2.4 Bridge Card Discount Program

Today, the Bridge Card Fare Program (BCP) offers eligible riders a discount of \$0.25 off the Adult Single Ride fare (\$1.25/Token). Approximately 7% of sales are for the BCP discount Tokens. As the BCP is only available to riders with a Bridge Card, Michigan's Electronic Benefits Transfer card, the program is limited to those receiving Supplemental Nutrition Assistance Program (SNAP) or Temporary Assistance for Needy Families (TANF). Eligible riders must travel to the Kalamazoo Transportation Center and present their Bridge Card as well as a photo ID to receive the discount.

There are several options for the BCP moving forward. The options are contingent upon the procurement of a new electronic fare collection system, but interim options exist. Especially with the elimination of Tokens, CCTA should reconsider elements of the BCP. The following timeline depicts how CCTA can make decisions about the BCP before procuring a new fare collection system and after.



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If CCTA were to eliminate the BCP, ridership may decrease by between 3,000 and 4,900 riders and fare revenue may increase by between \$3,800 and \$5,400, depending on the base fare chosen (i.e., Option 1 or Option 2). If CCTA were to increase the BCP discount to 50%, in alignment with other discounts, ridership would possibly increase by between 15,200 and 15,800 riders and fare revenue may decrease by between \$12,700 and \$16,400, again, dependent on the base fare level chosen.

2.5 Social Services Discount Pilot Program

We recommend CCTA introduce a Social Services Discount Pilot Program to replace the current bulk token purchase option. From August 1, 2024, through July 31, 2025, CCTA sold a vast majority of the bulk token packs to known organizations. In fact, CCTA sold 96,482 tokens to 29 unique, known organizations via the bulk token purchase option, and brought in \$135,074.80 of fare revenue. The tokens purchased provide the purchasing organization with \$0.10 off per token.

To create more of a partnership between CCTA and the purchasing organization as well as to efficiently and fairly distribute transit benefits to vulnerable rider groups with immediate transportation needs, CCTA should consider implementing a Social Services Discount Pilot Program, especially with the elimination of tokens. The Social Service Discount Pilot Program should provide a discount on fares purchased by specific organizations up to an annual cap per organization with remaining tokens or passes charged at the full base fare, which will allow CCTA to manage the fare revenue impact of the program. Four Nines analyzed impacts to fare revenue and to organization's costs under five different discount and cap scenarios (all based on a \$1.50 base fare):

Table 15. Fare Revenue impacts of Social Services Discount Program Scenarios

	Current State	25% Discount Cap 1,000	25% Discount Cap 2,000	\$1 Fare (~33%) Cap 1,000	\$1 Fare (33%) Cap 2,000	50% Discount Cap 1,000
Fare Revenue	\$135,074.80	\$135,808.20	\$131,682.92	\$132,993.00	\$127,565.00	\$127,128.00
# Orgs paying more than they currently pay	-	5	4	5	3	4

CCTA will need to make several decisions regarding the program's elements and policies. As a pilot program, CCTA should reassess program elements and policies after the first year to ensure they meet CCTA's and participating organization's needs. The following table has a combination of recommended program policies and needed decisions.

Table 16. Social Services Discount Program Elements

Program Elements	Policy
Eligibility	Non-profits with 501(c)3 designation, and/or social service organizations and public agencies serving vulnerable groups with immediate transit needs
Discount	Participants can purchase tokens (in the future, QR code Single Rides) at x% off Adult Fare. Participants must pass along the fare to their clients at no cost
Enrollment	Purchase windows open twice per year
Limit	Each participating organization is capped at x tokens/passes per calendar year
Partnership	Participating organizations must promote Metro services, refer clients to travel training, and inform eligible clients of Metro's reduced fare programs
Reporting	Once per calendar year – assess number of tokens/passes distributed and ensure promoting Metro services

2.6 Fare Technology

CCTA's existing fare collection technology has a number of limitations:

- Equipment is hard to maintain and subject to frequent failure
- Existing fareboxes are end of life and replacement fareboxes are expensive
- Customers are limited in where they can purchase and reload fare media
- Magnetic stripe tickets are prone to failure

Most of CCTA's peers have shifted to fare collection solutions that rely on electronic validation and a growing number of small and mid-size agencies are adopting Account-Based Ticketing (ABT) solutions as costs for these systems have come down and vendors and their offerings have stabilized.

Account-based ticketing allows riders to link their preferred electronic fare media (e.g., smart card or app) to their account, adding value and managing tickets/passes in real time anywhere with an internet connection.

ABT enables:

- Better agency data collection and reporting
- Reduction in cash payments on board and associated improvements in boarding speeds
- Easier management of fare pricing, products, and discount fare eligibility
- Opportunities to introduce fare capping, open payments, and a wider fare distribution network
- Simpler on board equipment that is easier to maintain and swap out in case of failure

Creative procurement approaches have streamlined access to these systems, especially for transit agencies in the Midwest and California.

CCTA can either procure an ABT system by conducting their own procurement or could join NEORide, a membership-based Council of Governments, and leverage their cooperative procurement for EZFare, an existing, multi-agency ABT solution already used by more than a dozen agencies.

Additional future fare technology investments may include new ticket vending machines and/or new fareboxes.

3 Conclusion

The recommendations described above were developed to balance ridership, revenue return and community benefits. They aim to increase customer convenience. By implementing modern fare collection technology CCTA will be able to meet the changing customer and agency expectations.

3.1 Outcomes

The recommendations will:

- Reduce fare confusion among internal and external stakeholders
- Reduce administrative cost and upkeep
- Provide quality, easy-to-use options to increase ridership on all modes

The recommendations will meet the fare policy goals/evaluation criteria. The development of the recommendations considered the balance between equity and affordability. The recommendations focus on making monthly passes more affordable for regular users and also introduce discounted monthly passes which will provide frequent reduced fare riders to benefit from lower fares.

CCTA has an aim to maintain 15% farebox recovery. Farebox recovery is currently below this level, so the recommendations and fare options aimed to maintain farebox recovery and minimize as decrease due to changing fares.

The fare technology recommendations aim to streamline the fare collection systems operated by CCTA to make it easier and more efficient for CCTA to maintain and operate and also for riders to use.

3.2 Next Steps

Once the recommendations have been approved and a base fare level option determined, CCTA should determine the fare technology approach and begin the procurement process.

3.2.1 High-Level Implement Plan

Four Nines have developed a High-Level Implementation Plan, which is phased to minimize the changes that both CCTA and riders need to undertake.

Table 17. [High Level Implementation Plan](#)

Phase	Actions	Timing
Phase 1: Short-term fare changes that do not require new technology	Lower Monthly Pass Price Eliminate 9-Day Pass Expand Youth definition	
Between Phases 1 and 2, procure and install new fare technology		

Phase	Actions	Timing
Phase 2: Introduce new passes for frequent riders	Introduce Day Pass (Electronic Only) Introduce Day and Monthly Discounts (Electronic Only)	Approximately 12 to 18 months after Phase 1
Phase 3: Introduce fare programs on new fare technology and stop selling Legacy some products	Introduce Revised Bridge Card Program Introduced Social Services Discount Fare Pilot Stop selling Legacy Monthly Passes Stop selling/revaluing Legacy Stored Value Cards	Approximately 6 to 12 months after Phase 2
Phase 4: Stop selling and accepting remaining legacy fare media and support rider transfer to new fare technology	Stop selling new Tokens Stop accepting all other Legacy fare media Support trade-ins of Legacy fare media Eliminate paper transfers	Approximately 3 to 6 months after Phase 3

3.2.1.1 Phase 1

Phase 1 requires no new technology and may incentivize a natural shift away from single ride and transfer usage.

Provides immediate customer benefits with additional youth discounts and lower priced monthly passes for regular riders

3.2.1.2 Phase 2

The Day Pass and discounts on the Day and Monthly Passes would require CCTA to manage additional physical fare media and thus should wait for an electronic solution.

This phase will naturally incentivize shifts away from single rides, transfers, and legacy electronic media usage as new discounts and passes are available only on the new system

3.2.1.3 Phase 3

Introducing the new Bridge Card Program while continuing to sell tokens allows for an easier period of transition. If CCTA increases the Bridge Card Program discount, CCTA could restrict the additional discount to new media only to incentivize adoption.

The Social Services Discount Fare Pilot could occur as early as Phase 1. Waiting until Phase 3 means the program could be launched using future electronic media and new partners would only not need to transition from tokens to new media

3.2.1.4 Phase 4

Eliminating paper transfers could occur earlier in Phase 2 or 3. Waiting for Phase 3 or 4 gives customers more time to naturally shift away from their usage

3.3 Monitoring

CCTA should monitor the impact of the fare structure and policy changes to assess how well they meet the fare policy goals. The monitoring should include analysis of fare revenue, fare product and fare media usage, as well as analysis of the impacts of the recommendations on vulnerable rider groups.

The monitoring should include:

- Trends in total ridership on Metro, Metro Connect and Metro Link
- Trends in fare product sales and usage using fare collection data
- Trends in fare media usage including changes in cash purchases onboard vehicles
- Trends in customer satisfaction with fares through Rider Surveys
- Fare collection costs including operations and maintenance

The source for the majority of this data will be the fare collection system. CCTA should ensure that the requirements for the system include the ability to collect this data. Regular rider surveys will also be required to determine rider demographics, fare usage, and any fare collection pain points.

Undertaking regular monitoring will enable CCTA to identify any changes required to the fare structure and fare technology in order to continue to meet riders' needs. CCTA should also monitor trends in operating costs, inflation and the farebox recovery rate to identify when a fare change should be considered. The fare structures for Metro, Metro Connect and Metro Link have been designed so that they are based on formula compared to the base fare so once CCTA determines the change required to the base fare the rest of the fares will simply follow those formula.

Appendices

Appendix A: Review and Analysis of Fare Structure and Technology

Appendix B: Peer and Industry Review

Appendix C: Rider Survey Summary

Appendix D: Strengths, Weaknesses, Threats and Opportunities Analysis

		Strengths	Weaknesses	Opportunities	Threats
Fare Structure and Policies	Metro	<ul style="list-style-type: none"> ● CCTA offers similar pass products that peers do. CCTA's peers generally offer single ride fares, day passes, and monthly passes ● As CCTA does, peers meet the FTA requirement of a 50% discount for adult single fares for seniors and people with disabilities. There is some variation in the age definition of seniors from 60 to 65 years old, with CCTA in the middle with 62 years old and younger than the FTA requirement ● Institutional Pass Programs are well used ● Service delivery is efficient, with high farebox recovery and route productivity ● Most peers do not offer multi-ride passes and no other agency offers a bulk option (250 tokens) 	<ul style="list-style-type: none"> ● Metro fare structure is more complicated than needed, with some fare products and fare media choices that are underutilized (e.g.: 9-Day Passes) ● Most riders purchase single fares, increasing number of transactions that riders and CCTA have to undertake ● 9-Day Pass is unique amongst peers. ● Peers generally offer free fares for children under 5 years old, while CCTA limits free fares for children to those under 2 years old ● All riders making a bus transfer (using any fare media) need to ask for a transfer slip 	<ul style="list-style-type: none"> ● Peers generally offer a single, day pass and monthly pass. CCTA does not offer a day pass. ● CCTA's pass multiples are the highest amongst its peers, so its riders are going to take longer to reach the break-even point for the passes and are more likely to stick with single ride products ● Almost a quarter of trips are made using transfers between fixed route buses, suggesting a day pass may reduce transactions and provide value for money for riders ● CCTA's peers have adult single fares between \$1 and \$2 compared to CCTA's \$1.50 so an increase in the single fare is possible while remaining within the range. 	

		Strengths	Weaknesses	Opportunities	Threats
	Metro Connect	<ul style="list-style-type: none"> CCTA's paratransit fare is two times the adult single ride fare, meeting the FTA requirement 	<ul style="list-style-type: none"> Complicated fare structure for Metro Connect Peers do not offer similar subscriptions for paratransit services 45% of senior trips are booked using subscriptions (as paratransit eligible fares are the same for subscription and not, it is not possible to identify the proportion) Metro Connect subscriptions for Adults and Children are not well used 	<ul style="list-style-type: none"> Opportunity to consolidate unique Connect fare eligibility to simplify structure. Opportunity to allow ADA-certified customers to ride on Metro for free, as a method of reducing Metro Connect operating costs. 	
	Metro Link	<ul style="list-style-type: none"> Single fares for Metro Link are same as for Metro making the fare structure easier to understand for riders 	<ul style="list-style-type: none"> Fare structure differences between Metro and Link (free boardings in certain circumstances, inconsistent transfer experience, non-acceptance of Cash/Smartcard) increases challenges for operators and may result in increased opportunity for customers to 'game the system' 	<ul style="list-style-type: none"> Metro Link: Fort Wayne Public Transportation Corporation and CCTA offer discounts for different rider groups on their microtransit services with both offering 50% discounts for youth, seniors, and people with disabilities. 	
Fare Distribution	Metro	<ul style="list-style-type: none"> Large number of fare media options gives riders 	<ul style="list-style-type: none"> Not all fare products are available on all forms of fare 	<ul style="list-style-type: none"> While smartcard fees encourage customers to 	

		Strengths	Weaknesses	Opportunities	Threats
		options	<p>media, making it more complex for riders and may mean some do not purchase the “best” fare products for them.</p> <ul style="list-style-type: none"> Smartcards can only be purchased at the Kalamazoo Transportation Center or via the Passes, Coupons & Tokens Order form. 	reuse the cards, this also creates a pricing incentive to use paper tickets	
	Metro Connect		<ul style="list-style-type: none"> Smartcards cannot be used on Metro Connect 		
	Metro Link		<ul style="list-style-type: none"> Smartcards cannot be used on Metro Link 		
Technology and Data	Metro		<ul style="list-style-type: none"> Large number of fare media options being maintained, including some which are no longer widely used by the industry Large upfront cost to obtain a renewable card, may be deterring riders from using this fare media Significant number of trips made using physical tokens which require additional CCTA effort to redistribute, including approximately 	<ul style="list-style-type: none"> Those peers offering smartcards have upgraded to newer account-based smartcards Those peers offering mobile ticketing electronically validate mobile tickets on fixed route Industry is trending towards cheaper to purchase and operate off-the-shelf fare collection systems, including mobile ticketing Open payments 	<ul style="list-style-type: none"> Tokens are beyond useful life and machines are increasingly difficult to continue to maintain 39 packs of 250 physical Tokens are purchased each month No other peer agencies offer physical tokens as a fare media All fixed route fareboxes are reaching the end of their useful life

		Strengths	Weaknesses	Opportunities	Threats
			3,500 Bridge Tokens per month <ul style="list-style-type: none"> Significant proportion of trips made using cash which is expensive to collect and increasing boarding times Smartcard purchases and reloads are only available in person, which may be discouraging riders from using this fare technology Token Transit tickets are visually validated Mobile ticketing and trip planning are currently offered in two separate mobile apps 	functionality has become more affordable to implement and can reduce fare media distribution costs and effort <ul style="list-style-type: none"> 61% of responders to rider survey have a smartphone 	
	Metro Connect	<ul style="list-style-type: none"> Riders are able to purchase fares through Token Transit app 			
	Metro Link		<ul style="list-style-type: none"> Challenges with Token Transit sales for Metro Link 		
Rider Demographics		<ul style="list-style-type: none"> High proportion of frequent riders The majority of riders made a transfer on their trips 		<ul style="list-style-type: none"> 11% of riders are over 61 years old 	

		Strengths	Weaknesses	Opportunities	Threats
Performance Trends		<ul style="list-style-type: none">• Ridership for Metro (fixed route) and Metro Connect are recovering from decline due to the COVID-19 pandemic, though it is still below 2019 levels• Metro (fixed route) fare revenue has returned to pre-COVID-19 levels• Metro farebox recovery was 20% in 2024 similar to the rate in 2019.• Metro Connect's farebox recovery was 9% in 2024, higher than in 2019.	<ul style="list-style-type: none">• Fare revenue for Metro Connect remains significantly below 2019 levels, though has increased since 2021		

Appendix E: Fare Technology Trend Overview