

Chapter 6. Transfort Peers

Introduction

Providing transit service in a city with a large university creates unique challenges. Fort Collins is not the only community faced with these challenges. To understand the range of strategies and limitations that arise in this setting, this chapter reviews transit service and performance in several cities that are comparable to Fort Collins.

In addition to having seasonal fluctuations in transit demand, some universities may provide their own shuttle services that can compete with the public transit agency. In Fort Collins and elsewhere, there are challenges inherent in serving the twenty-four hour needs of students in conjunction with commute and other travel needs of the general population. At the same time, there are advantages of providing public transit in a university city. These include the opportunities for a productive service that come from the proximity between home and school for many students, the potential for transit planning collaboration with the university, an “attentive” market, and student fees that can provide a steady source of transit revenue.

The transit agencies selected for this review range from traditional public transit agencies operating in a university town to those which are actually owned and operated by university students, but also provide general public service. The agencies were selected based on the size of the city in which they operate, the size of the campus they serve, the type of university (public vs. private), the remoteness of the city (not contiguous part of a larger urban area) revenue hours, and revenue miles. Agencies were also chosen to reflect a range of organizational structures.

Agencies selected for this peer review include the following:

- Ames, Iowa – CyRide
- Chico, CA – CATS
- Lafayette, IN – CityBus
- Missoula, MT – Mountain Line
- Amherst, MA – U Mass Transit
- Davis, CA – Unitrans
- City of Boulder, CO

An overview of each agency is provided. Figure -1 shows the performance indicators of the different agencies, and Figure -2 is a matrix explaining their service characteristics.

Peer Agency Overview

Ames, IA: CyRide

CyRide serves Iowa State University and the City of Ames, Iowa, a city with a total population of about 48,000. CyRide believes that its success comes from understanding its biggest customer: the University. To serve a University town, CyRide believes the transit system must operate on Sundays, provide a free campus circulator, provide frequent headways, and run until the campus library closes late at night.

CyRide operates eight fixed routes on 20-minute peak headways; five of these serve the University. In addition, they provide two free shuttle routes that circulate around the campus on five- to ten-minute headways. CyRide also offers a Moonlight Express demand-responsive service on Friday and Saturday nights, which provides transit until 2:30 AM. Although it is a demand-responsive service, the Moonlight Express carries 20 passengers per hour. Finally, CyRide provides ADA paratransit service to the community with three paratransit vehicles in service at any one time.

Students are charged a mandatory \$20.75 per semester fee for transit, but only the campus shuttles and the Moonlight Express are free to students. Other CyRide service is not free. Students can purchase a \$49 semester student pass. Passes for the general public are sold by the semester. The full fare semester pass is \$99, and the University subsidizes \$50 of the cost for faculty and staff.

On a regular school day, CyRide carries about 18,000 passengers per day, about 85% of whom are Iowa State University (ISU) students. In addition to hiring student drivers, CyRide works collaboratively with the University. The City Manager and the University's Vice President of Finance are both on the transit board, as are one representative from the community and two ISU students. Representatives from the City's public works department, ISU Facilities Management, and City Planning and Housing serve as staff to the transit board. Most of CyRide's recent service improvements have been student driven and have resulted from the cooperative planning and oversight arrangements between the City and ISU.

Chico, CA: CATS – Chico Area Transit System

The City of Chico, California contracts with ATC/Vancom of California to provide nine fixed-routes to the City of Chico and the greater Chico Urban Area. Two of the routes are free public shuttles that operate only when California State University is in session, including a weekend nighttime service. Service is provided Monday through Friday from 6:30 AM to 9:30 PM and on Saturdays from 8:30 AM to 6:30 PM. Like Transfort, there is no Sunday service. Peak headways for most routes are every 30 minutes.

CATS introduced the Downtown Employee Pass Program in July 1994. The program provides free transit fares to city employees and employees of downtown businesses. A similar program to encourage transit use by downtown shoppers was also introduced in

July 1994. Under the program, customers can pick up free transit passes when they are shopping at participating merchants in the downtown Chico area. These programs are funded with parking revenues which have provided up to \$20,000 per year to cover transit fares.

CATS also has a "free fare" arrangement with CSU-Chico students, staff and faculty. In FY 1999/00, the University paid CATS \$92,000 to cover a portion of University-related fees. The Associated Students of CSUC paid an additional \$69,500 for the operation of the free shuttle routes. Based on 1998 ridership, CATS estimates that this supplement is equal to \$0.32 per passenger boarding. CATS believes the University is not paying its share for the free ride benefit and is looking at ways to increase the fees paid by the University.

The Chico CLIPPER is a special needs, paratransit system that operates within the Chico Urban Area. The City and County jointly fund the program, and day-to-day operations are provided under contract with ATC/Vancom. About four to five CLIPPER vehicles are in service at any one time.

Lafayette, IN: CityBus

CityBus, operated by the Greater Lafayette Public Transportation Corporation, has been providing public transit service in Lafayette, Indiana and to Purdue University since 1972. CityBus operates nine bus routes serving the city and six routes serving the campus. About 75% of the system's resources are dedicated to providing "city service" while 25% are focused on the University.

While most of CityBus' routes run from 5:45 AM to 10:45 PM, Monday through Friday, the transit company provides service to the campus community until 3:30 AM on Friday and Saturday nights. In addition, one campus bus runs until midnight on all nights. The system operates on peak 30-minute headways.

CityBus established a free fare program for Purdue University students in the fall of 1999. Students did not vote to establish the program. Instead, university administration agreed to pay CityBus \$802,000 out of general funds in an effort to use transit to reduce parking demand. CityBus has contracted with the University to provide transit services at \$28/hour. University staff work with CityBus to map routes that will best serve student needs.

Student ridership on CityBus has increased as much as 90% for select routes/services in 1999/2000. Students will vote on a fee for the 2000/2001 year. As part of the University fee payment, faculty and staff are allowed to ride the campus routes for free, but not all of the CityBus routes. Beginning in 2000/2001, all CityBus routes will be free to this group.

Missoula, MT: Mountain Line

Mountain Line's twelve fixed routes serve Missoula, Montana, a service area of 65,000 people. Of these 12 routes, four provide service to the University of Montana (U of M), located near downtown Missoula. The University has a student population of 10,000. Service is provided Monday through Saturday, with 30-minute peak-period headways.

Mountain Line signed a contract with U of M to provide free transit to students, staff and faculty between the hours of 6:00 AM and 7:00 PM for the 1999/2000 academic year. The contract was signed with the intent of reducing parking demand at U of M. Ridership and costs will be evaluated at the conclusion of the start-up year.

Mountain Line collaborates with the University by serving on U of M's Parking and Transportation Task Force. In addition, both Mountain Line and the University sit on "Missoula in Motion," a citywide task force, whose mission it is to reduce the number of vehicle miles traveled in Missoula.

Amherst, MA: U Mass Transit

U Mass Transit is a student-owned and operated transit system providing 14 bus routes serving eight towns, four colleges and the University of Massachusetts, Amherst (U Mass). The system began in 1969 with a campus shuttle serving U Mass. In the early 1970's U Mass Transit received a demonstration grant to begin serving neighboring student apartment complexes. In the late 1970's, U Mass and the neighboring four colleges began running vans between the schools to facilitate educational exchange. Eventually, the U Mass system became a contract operator for the Pioneer Valley Transportation Authority (PVTA), which serves 23 towns. U Mass Transit has the contract to serve the eight towns in the northern part of the authority's district.

U Mass Transit is a university department. They do the majority of transit planning and route design in their service area. They are a 100% no-fare system and have always been that way. About one-third of the operating budget is financed by a mandatory U Mass student fee (\$26 of each student's tuition is earmarked for transit). Most of the remaining operating budget comes from federal and state operating funds passed through the PVTA. The other colleges in the service area also contribute to the system. In addition, the Town of Amherst sponsors three routes, and the U Mass parking system pays about \$500,000 for a six-bus shuttle system that runs around campus, to dorms and peripheral parking areas.

Davis, CA: Unitrans

Unitrans, the transit system serving the University of California at Davis (UC Davis) and the City of Davis, is owned and operated by UC Davis students. The system began in 1968 with just two routes, the result of a campaign promise made by a student who was running for Associated Students of the University of California (ASUC) president. In addition to 190 students who have part-time jobs with Unitrans, the agency is staffed by 15 career transit professionals.

The system now runs 13 fixed routes, and 70% of the system's mileage is provided using natural gas vehicles. ADA paratransit service is provided by a separate provider, Davis Community Transit, contracted by the City of Davis. The majority of Unitrans' funding comes from student fees, which are assessed at \$24.50 per quarter. These fees were just increased from \$13/quarter in 1999 by a student vote that passed with 65%. The University provides in-kind donations of land and office space. In total, nearly 60% of

revenues come from students fees, while another third comes from local and federal sources.

Unitrans signs an annual agreement with the Davis City Council. In addition, a representative from the nearby regional Yolo Bus transit sits on Unitrans' Technical Advisory Committee. An agreement between the University and City lays out the operating parameters, and loosely specifies what "levels of service" Unitrans will provide to the community. A Unitrans committee made up of city staff and the ASUC meets quarterly. City Council has also established a Unitrans Advisory Committee that meets once a year to advise council members, commissioners, students, and residents.

City of Boulder Community Transit System

The City of Boulder is part of the RTD jurisdiction. Overall data on RTD is not included due to its much larger service area. The focus of this discussion is on local initiatives to build successful ridership levels for a university community.

The City of Boulder's "Go Boulder" program has been a leader in developing programs to reduce vehicle trips. "Go Boulder", with a mission similar to SMARTTrips, is part of the City's Public Works Department. In 1994, Go Boulder established a unique community bus route called the HOP. The HOP began as a demonstration project initiated through a grant of the Federal Intermodal Surface Transportation Efficiency Act (ISTEA).

The HOP is a circulator shuttle connecting the University of Colorado with key city destinations. It runs every seven to 20 minutes. The City formed a citizen design group to develop the "look" of the bus and determine the route. The City contracts operation of the HOP to Special Transit, the agency which provides paratransit service within Boulder.

The success of the HOP led to the start up of the SKIP. While the HOP runs east - west, the SKIP runs north and south. The SKIP was developed not only by the City and a citizen's design group, but also in partnership with the Denver Regional Transit District (RTD), which provides fixed-route service in the Boulder area. The SKIP replaced existing RTD Route 202, and the result was an increase in monthly ridership of 140%.

In developing SKIP, the City and RTD replaced the traditional 40-foot vehicles with a fleet of 15 small buses. Peak hour frequency was originally every 15 minutes; now the SKIP operates every six minutes. The partnership between the City and RTD was built by the City's demonstrated commitment to transit. The RTD Board embraced the SKIP partnership with a policy to support local transit projects. According to Board policy, RTD would match funding for transit service demonstrations. This policy allowed RTD to contribute the funding from the Route 202 to the SKIP and to split evenly the additional cost of the SKIP between the City and RTD. Despite the RTD Board's openness to transit demonstrations, the Board required additional assurance that RTD would operate the service, that the drivers' union supported the proposal, and that all other RTD policies would apply. After staff worked to ensure these conditions and the public voiced loud

support for the SKIP proposal, the RTD Board and the Boulder City Council signed a written agreement outlining the SKIP service and funding split.

The City recently established the Night HOP I and the Night HOP II, which provide late service along the HOP and SKIP route alignments. These two routes were designed with the late-night needs of the University of Colorado in mind. The Night HOP II runs until midnight most nights, with service extended until 3:00 AM Thursday through Saturday.

The SKIP is one of 15 new services that Boulder has planned to meet the community's desire for direct, easy, convenient, economical and friendly transit. RTD and the Boulder community are currently working with the cities of Boulder and Lafayette to design the proposed JUMP bus route, the next link in Boulder's growing community transit system. Also in the design stages are the LEAP and the BOUND, other intercity circulators. The LEAP and BOUND are partly funded through a \$3.6 million grant from the federal Transportation Efficiency Act for the Twenty First Century (TEA-21).

Boulder believes the success of the community transit system is based on community involvement at the planning stages that helps design the service for citizens, creates a vehicle character and service identity, and generates ridership demand. The City of Boulder's vision is to continue to grow Boulder's Community Transit System.

Figure 6-1 Fixed Route Performance Indicators FY 1998/99

Annual Operating Data	Transfort (Ft. Collins, CO)	CyRide (Ames, IA) (98 - 99 data)	CATS (Chico, CA) 2	Mountain Line (Missoula, MT)	U Mass Transit (Amherst, MA) 5	UNITRANS (Davis, CA)	HOP6 (Boulder, CO)	SKIP7 (Boulder, CO)
Service Area Population	120,000	48,000	95,000	65,000	110,000	70,000	95,700	95,700
University Population	21,000	28,800	15,261	10,000	25,000	23,000	25,000	25,000
Passenger Trips	1,431,779	2,834,204	803,551	615,921	2,419,599	2,378,711	946,877	1,486,800
Revenue Miles	739,707	804,620	429,440	511,152	892,777	596,682	264,000	625,400
Revenue Hours	54,963	76,181	33,497	32,252	57,078	54,963	22,000	41,100
Operating Costs	\$2,954,258	2,430,998	\$1,334,271	\$1,496,010	\$2,277,603	\$2,100,000	\$870,000	\$1,630,900
Farebox Revenue	\$180,755	\$644,8051	\$208,4373	\$103,305	\$0	\$70,000	\$72,000	\$565,0008
Student Pass Fee Revenue	\$532,483	\$1,064,000	\$69,5004 \$92,000	\$105,000	\$571,353	\$1,400,000	\$0	
Other University Fee Revenue		\$296,175 from admin \$169,126 from pkg.			\$500,000 from U Mass Parking		\$200,000	
Performance Indicators								
Cost/Passenger	\$2.06	\$0.86	\$1.66	\$2.43	\$0.94	\$0.88	\$0.92	\$1.10
Cost/Mile	\$3.99	\$3.02	\$3.11	\$2.93	\$2.55	\$3.52	\$3.30	\$2.61
Cost/Hour	\$53.75	\$31.91	\$39.83	\$26.39	\$39.90	\$38.21	\$39.55	\$39.68
Passengers/Mile	1.9	3.5	1.7	1.2	2.7	4.0	3.6	\$2.38
Passengers/Hour	26.0	37.2	22.1	19.1	42.4	43.3	43.0	\$36.18
Farebox and Fee Revenue Recovery Ratio	24%	27%	28%	13%	25%	66%	31%	35%

- 1) Includes \$67,178 fee paid by University Residence Halls
 - 2) Performance indicators for FY 1998.
 - 3) Includes revenues from the downtown free fare program paid with parking meter revenues
 - 4) Fee paid by Associated Students of California State University Chico, as opposed to a line-item student fee
 - 5) Includes on-campus demand-responsive services
 - 6) Calendar Year 1999.
 - 7) Calendar Year 1998. Does not include other local RTD services.
 - 8) Includes farebox and portion of student fees paid to RTD.
- Note: Performance information not provided by City Bus, Lafayette, IN.

Figure 6-2 Peer Agency Characteristics

Agency Information	Fixed Route Service	Paratransit and Other Special Services	Passenger Information and Area Demographics	Fares	Student, Faculty & Staff Bus Pass Programs	Staffing	Fleet
<p>CyRide Ames, Iowa Serves Iowa State University City service began in 1976. Expanded service to University in 1981.</p>	<p>8 fixed routes M - F: 6:45 AM to 12:45 AM Sat: 7:20 AM to 12:45 AM Sun: 9:00 AM to 11:45 AM 7 routes serve campus (2 are free campus "shuttles") Peak headways = 20 minutes; shuttle = 5 minutes</p>	<p>3 DAR vehicles usually in service. Operate same hours at fixed route service. Offer "Moonlight Express" – free demand-responsive shuttle on Friday and Saturday nights until 2. Service began in 1985.</p>	<p>Size of Service Area in Square Miles: 20 Size of Population Base: 48,000 (incl. campus pop) University Student Population = 28,800 Vehicles per 1,000 people = 572.6 <u>Ridership</u> ISU Students: 80% Other Students: 5% Adult: 15%</p>	<p>Adult: \$0.75 All students (including ISU): \$0.35 during peak \$0.25 off-peak and weekends</p>	<p>Students are charged mandatory \$20.75/semester fee. Campus shuttles and Moonlight Express are free to students. Other CyRide service is not free. Most students purchase the \$49 semester student pass. Full fare semester pass = \$99. University subsidizes \$50 of pass value for faculty and staff. Subsidy paid for by parking fees.</p>	<p>105 Total Employees Full-time equivalent drivers: 53 Student employees Full-Time: 25 Part-Time: 50</p>	<p>37 buses in service during peak weekday 11 buses in service on weekends</p>
<p>CATS Chico, CA Serves California State University, Chico Service began in 1982.</p>	<p>9 fixed routes 3 routes serve campus; 2 of these are free campus shuttles. M - F: 6:30 AM to 9:30 PM Sat: 8:30 AM to 6:30 PM Campus Routes: 8 AM - 5:30 PM There is no weekend service on the campus shuttles. Headways = 30 minutes during weekday; 45 minutes on Saturdays; 60 minutes on Sundays</p>	<p>Clipper Service 4 - 5 DAR vehicles usually in service. Clipper provides Sunday service</p>	<p>1998 Chico Urban Area Population: 95,000 University Student Population = 15,261 Approximately 35% of ridership is students.</p>	<p>Adult: \$0.75 University students, staff and faculty: Free Senior: \$0.35 K - 12: \$0.50 Child 6 or younger: Free</p>	<p>Receives \$69,500 from Associated Students of CSUC to pay for campus shuttle routes. Receives \$92,000 from CSUC for the "free fare" program. Based on 1998 ridership, CSUC supplement = 32 cents per passenger.</p>	<p>One City administrative staff. 35 drivers and contract operations staff.</p>	<p>16 buses in service during peak weekday on fixed routes.</p>

Agency Information	Fixed Route Service	Paratransit and Other Special Services	Passenger Information and Area Demographics	Fares	Student, Faculty & Staff Bus Pass Programs	Staffing	Fleet
<p>City Bus Lafayette, IN Serves Purdue University Service began in 1972.</p>	<p>15 fixed routes: 9 city routes 6 campus circulators About 75% of service is city service M - F: 5:45 AM to 10:45 PM Sat: 6:45 AM to 9:45 PM Sun: 8:45 AM to 6:45 PM Campus service from 8:00 PM to 3:30 AM Fri. & Sat. nights. Headways = 30 minutes during weekday; 45 minutes on Saturdays; 60 minutes on Sundays</p>	<p>4 to 5 DAR vehicles usually in service. Operate same hours as fixed route service.</p>	<p>University Student Population = 38,000 City Population = 100,000</p>	<p>Adult: \$0.75 University students: Free University Faculty & Staff: Can ride campus routes free. Beginning 2000/2001, staff and faculty can ride all routes free. Senior: \$0.25 K - 12: Free</p>	<p>Instituted University Pass system in August 1999. Saw a 90% increase in ridership. Mandatory Student Fee will be established in 2000/2001 academic year. 1999/2000 fee: \$802,000. Paid for by general University funds. Contract service to University based on rate of \$28 per hour.</p>	<p>N/A</p>	<p>48 buses in service during peak weekday on fixed routes. Approximately 25 buses in service on weekends on fixed routes. 4 - 5 paratransit buses in service on weekdays.</p>
<p>Mountain Line Missoula, MT Serves University of Montana Service began in 1977.</p>	<p>12 fixed routes M - F: 6:15 AM to 6:45 PM Sat: 9:45 AM to 6:15 PM 4 routes serve campus Peak headways = 30 minutes during weekday peak; hourly off-peak and on weekends Planning to provide limited evening service until approximately 10:00 PM M - F beginning in Sept. 2000.</p>	<p>3 to 4 DAR vehicles usually in service. Operate same hours as fixed route service.</p>	<p>Size of Service Area in Square Miles: 36 Size of Population Base: 65,000 (incl. campus pop) University Student Population = 10,000 <u>Ridership</u> UM Students, Staff & Faculty: 26% Youth 18 and Younger: 20% Adult: 54%</p>	<p>Adult: \$0.85 University students, staff & faculty = Free Senior: \$0.35 Youth 6 - 18: \$0.25 Child < 6: Free</p>	<p>Mt. Line has contract with University, which covers free student, faculty and staff fares. Fee paid by University parking budget; not a student fee.</p>	<p>25 full-time equivalent drivers</p>	<p>18 buses in service during peak weekday on fixed routes. 9 buses in service on weekends on fixed routes. 3.5 paratransit buses in service on weekdays. 1 paratransit bus in service on weekends.</p>

Agency Information	Fixed Route Service	Paratransit and Other Special Services	Passenger Information and Area Demographics	Fares	Student, Faculty & Staff Bus Pass Programs	Staffing	Fleet
<p>U Mass Transit is contract operator to Pioneer Valley Transit Authority. Serves northern 8 towns of PVTA's 23 town district.</p> <p>Amherst, MA</p> <p>Serves U Mass and nearby colleges: Mt. Holyoke, Amherst, Smith, and Hampshire.</p> <p>Began in 1969 with campus shuttle; late 70's joined the transit authority.</p>	<p>14 fixed routes</p> <p>M - F: varies by route. Some travel from 7:00 AM to as late as 3:00 AM on Thursday and Friday nights.</p> <p>Sat: 6:30 AM to 1:30 AM</p> <p>Sun: Limited to 1:30 AM.</p> <p>4 routes provide local U Mass campus service; others connect U Mass to other colleges and regionally.</p> <p>Peak headways = 10 minutes</p>	<p>Special Transportation (Spec-Trans) Service provides 6 free demand-responsive routes around the Amherst campus to students, staff, and faculty.</p> <p>Spec-Trans also provides on-call and reservation service for passengers with disabilities.</p>	<p>Population of Amherst: 38,000 (without students); 110,000 total in service area.</p> <p>U Mass Student Population = 25,000</p> <p><u>Ridership</u> Students: 85% Faculty and staff: 12% General Public: 3%</p>	<p>No Fare System</p>	<p>One-third of operating budget is financed by U Mass student fees. \$26 of each student's tuition is earmarked for transit. It is not a fee on which students vote.</p>	<p>Student "owned" and operated system. Have 150 student employees, and a handful of non-student professional employees.</p>	
<p>UniTrans</p> <p>Davis, CA</p> <p>University of California, Davis</p>	<p>13 routes</p> <p>M - F: 6:30 AM to 12:00 AM</p> <p>Sat: 9:00 AM to 6:00 PM</p> <p>Average Headways: 20 to 30 minutes (as little as 15 minutes on campus perimeter routes).</p>	<p>Paratransit provided by Davis Community Transit, not UniTrans.</p>	<p>Size of Service Area in Square Miles: 11</p> <p>Population of Davis: 47,000 (without students)</p> <p>UCD Student Population = 23,000</p> <p><u>Ridership</u> Students: 85% Faculty and staff: 2.4% Non-University Related: 13%</p>	<p>UCD Undergraduate Students: Free</p> <p>City of Davis Employees: Free</p> <p>Single Ride \$0.50</p> <p>UCD Parking Permit Holders: Free</p> <p>Round Trip Lunch Pass: \$0.60</p> <p>Seniors (60 years or older): Free</p>	<p>67% of operating budget comes from student fees.</p> <p>City provides \$420,000 of its TDA funds to UniTrans.</p>	<p>Student "owned" and operated system.</p> <p>15 non-student, career staff</p> <p>140 drivers</p> <p>190 part-time student employees</p>	<p>Approximately 2.5</p>
<p>Community Transit System, Boulder, CO</p> <p>City of Boulder and Denver Regional Transit District.</p> <p>Began Special Community Bus Services in 1994.</p>	<p>Community Transit Routes: HOP, SKIP, JUMP, LEAP, BOUND</p> <p>HOP run by City. Service contracted to Special Transit.</p> <p>SKIP provided by RTD. Future JUMP, LEAP & BOUND will be provided by RTD.</p> <p>HOP: M - Sat, every 6 to 20 min.</p> <p>SKIP: M - Sun, every 6 to 30 min.</p>	<p>DAR contracted to Special Transit.</p>	<p>Size of Population Base: 95,662</p> <p>University Student Population: 25,000</p> <p><u>Ridership</u> Students: 56% of HOP ridership</p>	<p>Adult: 75¢</p> <p>Seniors: 25¢</p> <p>ECOPASS Neighborhood Pass, CU Pass and RTD pass holders: Free</p>	<p>University pays \$300,000 per year to City of Boulder to fund Faculty/Staff EcoPass Program.</p> <p>Student Pass Program – \$19.42/semester fee. University student bus pass fee to RTD = \$850,000.</p>	<p>Community Bus Services provided by Special Transit (HOP & Night HOP) or RTD.</p>	<p>11 SKIP buses in service during peak.</p> <p>15 buses in SKIP fleet.</p> <p>Ten vehicles will be used for the BOUND and five to seven for the LEAP.</p>

Conclusions

As shown in Figure -3, the best performing transit agencies (in terms of cost per passenger and passengers per hour) are those with a majority of ridership consisting of students.

Figure 6-3 Performance and Student Ridership

Agency	% of Ridership that is University Students	Cost Per Passenger	Passengers Per Hour
CyRide	80%	\$.086	37.2
Unitrans	85%	\$.088	43.3
U Mass Transit	85%	\$.094	42.4
HOP	56%	\$.092	43.0
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Mountain Line	< 26%	\$2.43	19.1
CATS	35%	\$1.66	22.1
Transfort	38%	\$2.06	26.0

The transit systems that had University student ridership greater than 50% are those that provide late night service, campus shuttles and Saturday and Sunday service.

All of the transit agencies have student bus pass programs, which allow students to ride free (or nearly free in the case of CyRide).

The systems that have had a student bus pass program or free student transit the longest (CyRide, 1984; Boulder, 1991; U Mass, 1970's; Unitrans, 1970's) have higher student ridership numbers and the highest passengers per hour, suggesting that the free bus programs mature over time and develop a strong ridership base.

In general, those cities in which the student population is a higher proportion of overall city population (e.g. 60% in Ames, Iowa, 40% in Amherst, MA), have transit systems in which University students made up about 80 or 85% of total ridership.

The closer the collaborative relationship is between the University and the transit agency (even to the point where the University is the transit agency), the greater the percentage of student riders and the higher the number of passengers per hour.

Unlike Transfort, most of the systems offer special campus shuttles designed as campus circulators, which are free to students, staff and faculty. The exceptions are Mountain Line, which does not have a specific campus loop shuttle, and the Boulder Community Transit System, which serves an area more broad than just a campus loop. While these

communities have successfully used transit as a catalyst for reducing parking demand, this has not been a focus for the City of Fort Collins or CSU.

Overall, the information illustrates that Transfort falls into a category of dual-purpose systems, serving the University but also serving a larger population. With over 20 DAR vehicles, Transfort's provision of service includes much more generous paratransit than the other systems described, most of which provide paratransit strictly as an ADA complement. Clearly, density and population size also play a role in determining overall productivity of a transit system.

The peers suggest some strategies that may be successful in Fort Collins: free fares; a unique identity for the bus; a high level of city-university collaboration (with leadership by the university in some cases); the need for student interest in transit; and perhaps most important for strategic planning, a clear definition of the role of transit in the community.