



JOHNSON COUNTY TRANSIT STRATEGIC PLAN

September 2025

Acknowledgments

Johnson County Board of County Commissioners

Mike Kelly, Board Chairman
Becky Fast, 1st District Commissioner
Jeff Meyers, 2nd District Commissioner
Julie Brewer, 3rd District Commissioner
Janeé Hanzlick, 4th District Commissioner
Michael Ashcraft, 5th District Commissioner
Shirley Allenbrand, 6th District Commissioner

Johnson County Staff

Penny Postoak Ferguson, County Manager
Aaron Otto, Assistant County Manager
Brian Pietig, Director, Public Works
Joshua Powers, Director, Transit Division
Justus Welker, Deputy Director / Operations Manager, Transit Division
Lisa Womack, Senior Manager of Mobility & Innovation

Strategic Plan Steering Group

Janeé Hanzlick
Julie Lorenze
Jeff Meyers
Aaron Otto
Brain Pietig
Heidi Thummel

Johnson County Transportation Council (JCTC)

Jonathan Birkel
Joe Davis
Virgil Gleason
James "Jamie" Green
Janeé Hanzlick
Logan Heley
Lisa Huesers
Richard Nobles Jr.
James Oltman
Scott Sayers
Joshua Thede
Heidi Thummel

Other Stakeholders

Council of Mayors
City Managers

Consultant Team

Toole Design Group
Venice Communications
Susan Black

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EXECUTIVE SUMMARY

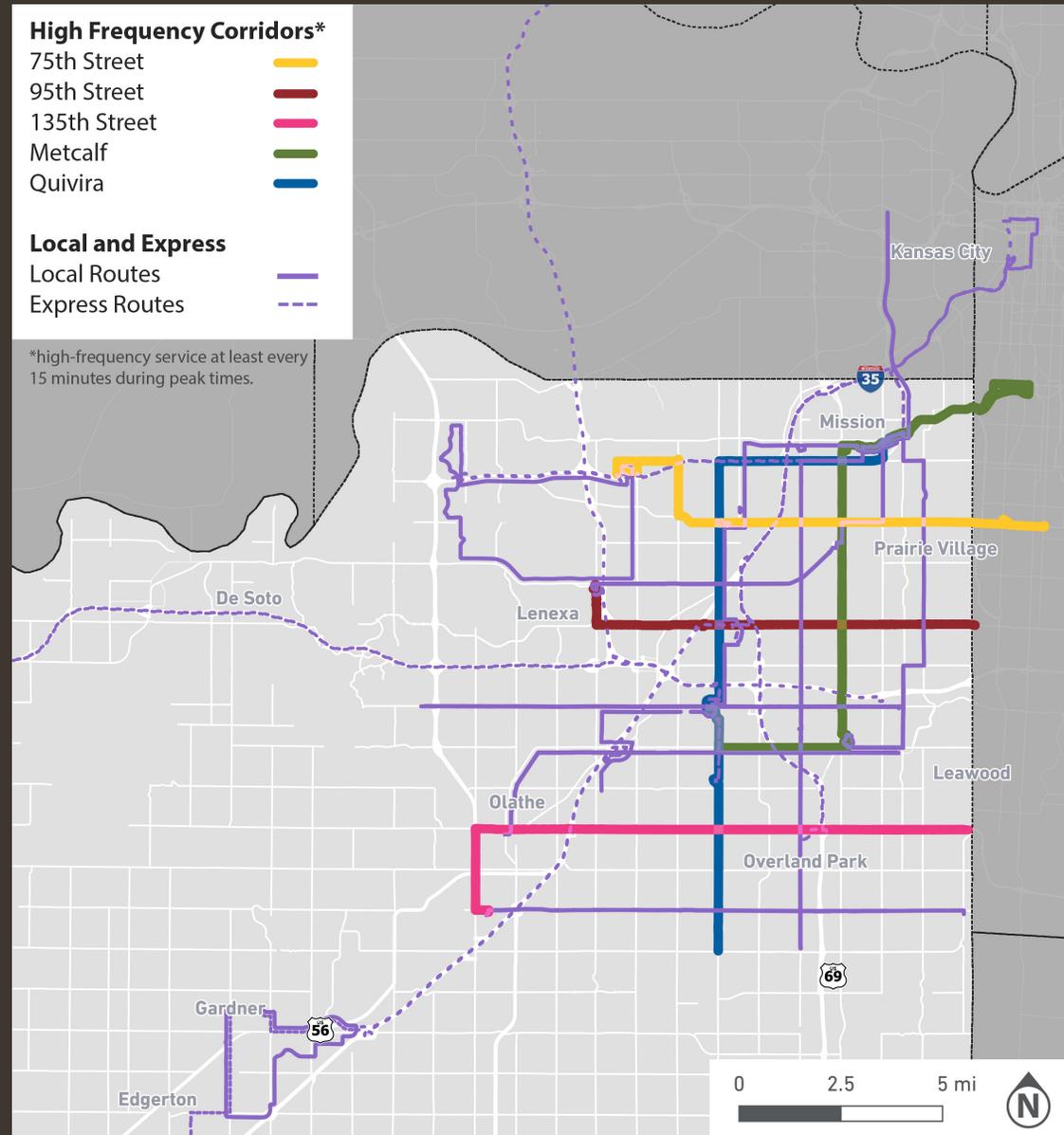
Johnson County Transit is at a turning point. With changing travel patterns, evolving community needs, and uncertainty with funding at the Federal level, the County must take deliberate steps to deliver a more efficient, visible, and future-ready transit system. This Strategic Plan provides a 25-year roadmap to do exactly that. It defines a long-term vision for transit in the County, identifies immediate and phased improvements, and establishes a foundation for a sustainable growth of the transit system.

The Plan reflects extensive engagement with residents, stakeholders, and elected leaders. It is grounded in community priorities: more frequent and reliable service in high-demand areas; access for people facing transportation barriers; financial efficiency and sustainability; and partnerships.

At the core of the Plan is the **Preferred Future Scenario**, a scalable, high-frequency transit network focused on the corridors with the greatest potential for ridership and local connectivity. To begin implementing this vision, the County will first launch a **Foundational System** that can be delivered within the current operating budget. This includes realigning fixed-route service, restructuring the Micro Transit zone, and providing federally required ADA complementary paratransit service.

Conceptual future services are based on the current understanding of needs and trends today that may evolve over time.

Preferred Future Scenario (2050)



The Plan also includes recommendations to strengthen internal capacity, pursue new funding partnerships, reinstate fares, and invest in communications and infrastructure that make transit easier to use and understand. The recommendations aim to support the County in efficiently developing its transit services towards the Preferred Future Scenario by establishing a foundation for these future services.

The recommendations in the Plan to launch the Foundational System in 2026 are:

FIXED ROUTE	MICRO TRANSIT
<ul style="list-style-type: none"> • Increase frequency on Route 401 Metcalf-Plaza and Route 520 Strang Line Express • Introduce new high-frequency route connecting Mission Transit Center to East Village Transit Center in Downtown Kansas City, Missouri 	<ul style="list-style-type: none"> • Right-size service area within the I-435 loop and stay within Johnson County • Reduce service from 7-days a week to 5-days a week (matching fixed-route)
PARATRANSIT	OTHER
<ul style="list-style-type: none"> • Implement Americans with Disability Act (ADA) complementary paratransit • Standardize the eligibility process • Offer additional (non-ADA) paratransit countywide 	<ul style="list-style-type: none"> • Rebrand as "Ride JoCo" • Reinstate fares as part of the regional system • Develop Service Development Guidelines for transit



1 INTRODUCTION

Introduction

Johnson County Transit (JCT) does not currently have a long-range plan to guide its priorities, structure its services, or define what a successful transit system in the county looks like. As the county continues to grow and change, and transit programs and funding at the Federal level face policy uncertainty, the need for the County to have a clear, documented direction has become more urgent.

This document, the Johnson County Transit Strategic Plan, fills that need for a unified direction. It sets a clear, actionable path for how JCT wishes to evolve over the next 25 years, starting with the resources available today and building toward a system that better meets the needs of the county's residents, workers, employers, and visitors.

This Strategic Plan establishes a vision and goals shaped by community and stakeholder input, an analysis of travel and land use patterns, and direct guidance from the Johnson County Board of County Commissioners.

The Commissioners' leadership provided the foundation for goal setting, scenario development, and the selection of a Preferred Future Scenario for what transit in the county should look like in 25 years. That direction now gives JCT a clear framework for making decisions, setting budgets, and evaluating performance.

Table 1 outlines the sections of the Strategic Plan.

TABLE 1 SUMMARY OF SECTIONS IN THE JOHNSON COUNTY TRANSIT STRATEGIC PLAN

SECTION	PURPOSE
Introduction	Summarizes why this Strategic Plan for Johnson County Transit is needed now and outlines sections of the Plan.
Listening to the Community	Demonstrates how community and stakeholder input was incorporated into the Strategic Plan to ensure it reflects community needs and priorities.
Where We Are Today and What We Can Improve	Summarizes an assessment of the current transit system, including opportunities for future service improvements.
Envisioning a Better Transit System	Articulates a forward-looking vision and strategic goals that define the direction for Johnson County's transit system over the next 25 years.
Exploring the Best Way Forward	Explains the development and evaluation of scenarios for what the transit system in the county can be and summarizes the preferred service scenario.
Making the Vision a Reality	Outlines the approach to achieving the Strategic Plan's vision, goals, and preferred service scenario, and service integration with Micro Transit and paratransit.
Investing in the Future of Transit	Proposes potential funding mechanisms, branding and communication strategies, and organizational changes necessary to sustain and grow the transit system.
Putting the Plan into Action	Provides a clear roadmap of immediate and long-term actions needed to implement the Strategic Plan successfully.

2

**LISTENING TO THE
COMMUNITY**

Listening to the Community

Community and stakeholder input was a critical element in the development of this Strategic Plan. Throughout the planning process, JCT conducted a year-long engagement process that paired resident engagement with direct coordination with employers, local governments, institutional partners, and County leadership. These conversations shaped every major element of the Plan—from defining a shared vision and goals for transit in the county to selecting the preferred direction for future service.

How We Listened

Various community engagement activities occurred between approximately Spring 2024 to Spring 2025 to inform the JCT, Johnson County Board of County Commissioners, and ultimately the direction of the Strategic Plan. The activities were structured to initially collect baseline input, test emerging concepts regarding the vision and goals for transit within the county, assess potential future scenarios for transit development, and finally to confirm the Preferred Future Scenario.

Engagement activities included:

- One-on-one interviews with all members of the Johnson County Board of County Commissioners
- Steering group meetings with representatives from County staff, Johnson County Transportation Council, and County Commissioners
- Stakeholder listening and visioning sessions with representatives from healthcare, education, business, and advocacy sectors
- Pop-up events at community hubs (Overland Park Farmers Market, Family Tree Nursery, Lenexa Holiday Mart)
- Presentations to city mayors and managers
- Key employers interviews with business and workforce development leaders (e.g., Panasonic, Workforce Partnership)
- Community survey of residents for statistically valid results across all County districts

Table 2 summarizes the community and stakeholder engagement activities that JCT held during the development of the Strategic Plan. The activities are listed in the general order of when they were held during the planning process.



Participants at Phase One Visioning Workshop (October 2024)

TABLE 2 ENGAGEMENT ACTIVITY SUMMARY

TIMELINE	ENGAGEMENT ACTIVITY	PRIMARY PARTICIPANTS	PURPOSE	# OF ACTIVITIES
Spring 2024	Commissioner One-on-One Interviews	Johnson County Board of County Commissioners	Understand priorities and define guiding principles for the Strategic Plan	7
Summer 2024	Stakeholder Listening Sessions	Employers, municipal representatives, education, health, advocacy, and other community groups' representatives	Provide information about the planning process and gather input about existing transit challenges and opportunities	4
Fall 2024	Visioning Workshops (Phase 1)	Municipalities, schools, chambers of commerce, health services, and developers	Discuss future high-level scenarios and priorities for transit	2
	Key Employers Interviews	Panasonic, Workforce Partnership representatives	Discuss transportation mobility needs and goals for transit services	6
	Council of Mayors Briefing	Mayors, city managers	Discuss regional alignment and partnership opportunities	2
	Pop-Up Events (Phase 1)	General public at markets	Raise awareness and collect initial input from transit riders and non-riders	2
	Countywide Community Survey	1,242 County residents (statistically valid across all districts)	Understand transit awareness, usage, and opinion on service tradeoffs (coverage vs. frequency)	1
Winter 2024	Visioning Workshops (Phase 2)	Municipalities, schools, chambers of commerce, health services, and developers	Review draft hypothetical scenarios for future transit services	2
	Council of Mayors Briefing	Mayors, city managers	Discuss draft hypothetical scenarios for future transit services alignment and partnership opportunities	1
	Pop-Up Events (Phase 2)	General public at holiday events	Collect input on desired elements of transit from transit riders and non-riders	1
Spring 2025	Visioning Workshops (Phase 3)	Cities, schools, health providers, employers	Review preferred scenario and recommendations	2
	Council of Mayors Briefing	Mayors, city managers	Review preferred scenario and recommendations	2
Throughout Plan	Steering Group Meetings	Representatives from County Commissioners, JCT staff, and JCTC	Guide Plan to align with County goals, and refine vision, goals, and scenarios	5
	Johnson County Transportation Council (JCTC) Meetings	JCTC members	Provide input throughout the strategic planning process	4

What We Heard

In the community and stakeholder engagement activities, participants provided a clear picture of their priorities and expectations for the future of transit in Johnson County.

Key themes included:

- **Focus on frequency:** Across all engagement activities, participants—from residents to employers to elected officials—defined “better” transit as more frequent, and frequency was directly associated with reliability. People say the county needs a transit service that runs often enough to meet daily needs reliably and confidently.
- **Target service:** When presented with service scenarios, a strong majority of stakeholders and the community favored a model focused on higher-frequency service in targeted areas over broader coverage but lower frequency. There was strong support for focusing resources on high-demand areas where transit can operate more efficiently and serve more riders. Stakeholders acknowledged that transit cannot meet every need and encouraged a realistic approach: focusing on doing fewer things well, rather than overextending to provide equal service across the entire county.
- **Expand service in the right way:** While most stakeholders agreed that service should be concentrated in the densest areas today, many also voiced concerns about gaps in service elsewhere—particularly in fast-growing areas to the south and west. A phased expansion strategy and flexible service models like Micro Transit were seen as critical to maintaining connectivity over time.

- **Provide service for those who rely on it most:** Participants emphasized the need to serve older adults, people with disabilities, low-income residents, and essential workers. While not all residents ride transit, there was a broad consensus that public transportation must remain a safety net and a tool for more equitable outcomes.
- **Seek partnerships:** Participants expressed an interest in partnerships with entities such as local employers, cities, school districts, and healthcare institutions to deliver transit solutions—especially to meet workforce transportation needs. Stakeholders noted opportunities for shared funding and innovative service models that could help stretch limited transit dollars.
- **Build public recognition and confidence in the system:** There was a widespread belief that transit in Johnson County must feel more visible—through improved reliability, upgraded bus stops with branding, and clearer communication. Feedback from stakeholders and the community revealed confusion about what services exist and who can use them. Multiple overlapping programs, inconsistent branding, and unclear eligibility processes are potential barriers to understanding the system.

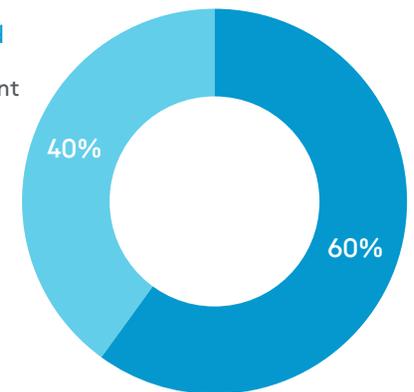
This feedback directly shaped the vision, goals, and service strategies outlined in this Plan. Community voices were instrumental in guiding decisions about tradeoffs, priorities, and how to deliver the most meaningful improvements within available resources.



Participants at Lenexa Holiday Market Pop-Up (December 2024)

60%

of community survey respondents said **increased frequency** is more important to them than broader geographic coverage



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3 CHARTING WHERE TRANSIT IS TODAY

Charting Where Transit Is Today

This section summarizes existing transit services in the county and reviews ridership performance. This section also provides an overview of the transit market in the county through analyses of demographics, land use, and travel patterns to identify opportunities to improve transit service.

Transit in Johnson County Today

JCT currently provides services through fixed routes (local and express), Micro Transit, and paratransit. The service is marketed and is provided by Johnson County as part of the regional Kansas City Area Transportation Authority (KCATA) system. This section provides an overview of the services the County provides today.

Fixed Routes

JCT's suite of services includes eleven fixed-route bus services. Seven are local routes – services that provide frequent stops along a corridor. Four are express routes – services with limited stops that connect residents in Johnson County to and from work and school destinations in Downtown Kansas City, MO and Lawrence, KS. The service is currently fare-free, consistent with the regional KCATA system. Table 3 provides an overview of the fixed routes and Figure 1 is a map of the routes.

TABLE 3 OVERVIEW OF FIXED ROUTE SERVICE LEVELS

ROUTE	DESCRIPTION (KEY DESTINATIONS SERVED)	TIME OF DAY ¹	FREQUENCY (MINUTES)
LOCAL ROUTES			
401 Metcalf-Plaza	Johnson County Community College (JCCC), Metcalf Avenue, Downtown Overland Park, Mission Transit Center (MTC), University of MO-KC	5:00 AM - 10:00 PM	52
402 Johnson-Quivira	Mur-Len Road/127 Street, Quivira Avenue, JCCC, Johnson Drive, MTC, Downtown Kansas City (KS)	5:15 AM - 7:15 AM; 3:00 PM - 5:00 PM	60
403 Antioch-KU Med	Walmart (West Village), Downtown Olathe, JCCC, Antioch Road, MTC, KU Medical Center	5:00 AM - 7:15 PM	62
404 Metcalf-Downtown	Walmart (119th/Metcalf), Metcalf Avenue, Downtown Overland Park, MTC, Downtown Kansas City (MO)	5:00 AM - 8:00 PM	60
475 Quivira-75th Street	KU Edwards, Quivira Road, JCCC, 75th Street, Waldo, 75th and Troost TC	5:00 AM - 9:15 PM	70
487 87th Street-MTC	Lenexa City Center, 87th Street, Downtown Overland Park, Nall Avenue, MTC	5:00 AM - 7:00 PM	60
495 95th Street	Lenexa City Center, 95th Street, Oak Park Mall, State Line Road, Waldo	5:45 AM - 7:45 AM; 3:45 PM - 5:45 PM	60
EXPRESS ROUTES			
510 K-10 Connector	KU Edwards, JCCC, University of Kansas (Lawrence)	6:00 AM - 11:15 PM	30 (AM/PM) 60 (midday)
520 Strang Line Express	Strang Line Park and Ride, Oak Park Mall, Downtown Kansas City (MO)	5:15 AM - 8:15 AM; 3:15 PM - 6:15 PM	90
563 Shawnee Express	Hilltop Park and Ride, Shawnee Station Park and Ride, MTC, Antioch/Shawnee, Downtown Kansas City (MO)	5:30 AM - 7:30 AM; 3:30 PM - 5:30 PM	60
569 South OP Express	Antioch/137th Street, Downtown Kansas City (MO)	5:45 AM - 8:15 AM; 3:30 PM - 6:00 PM	75

¹All routes operate Monday to Friday only.

FIGURE 1 MAP OF EXISTING FIXED ROUTES (2024)

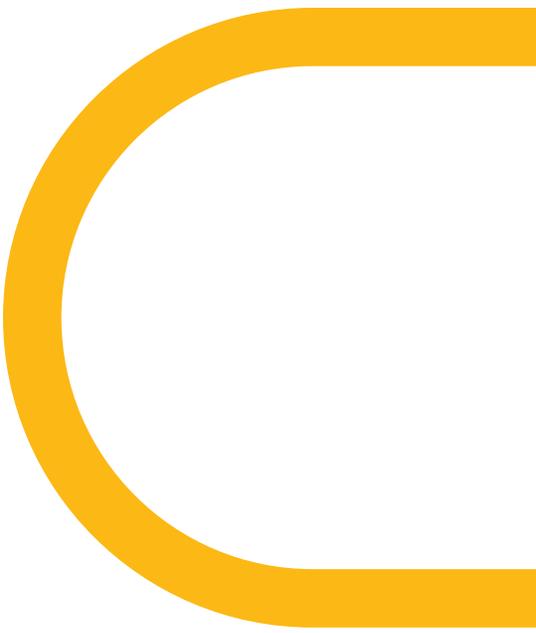
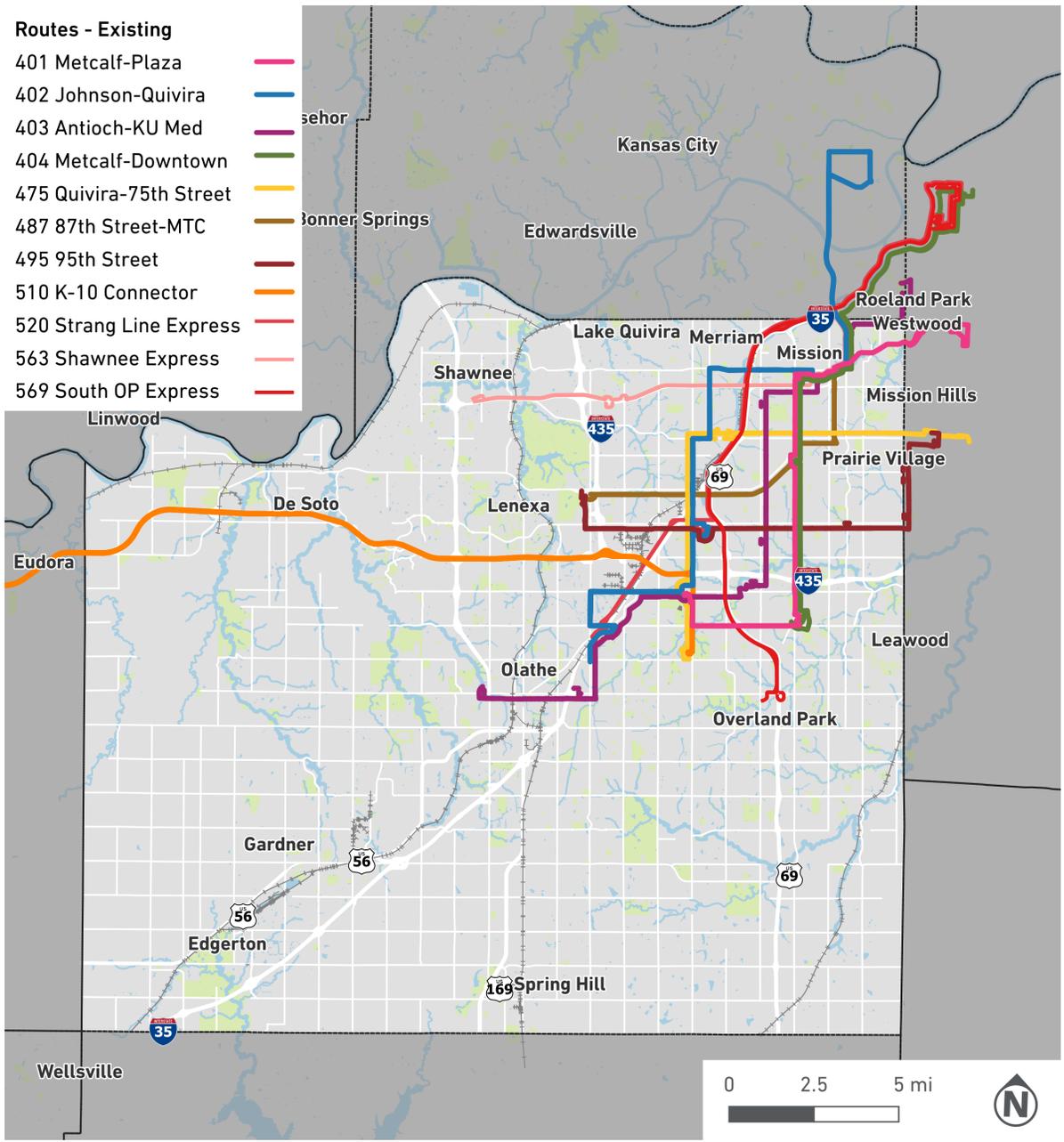
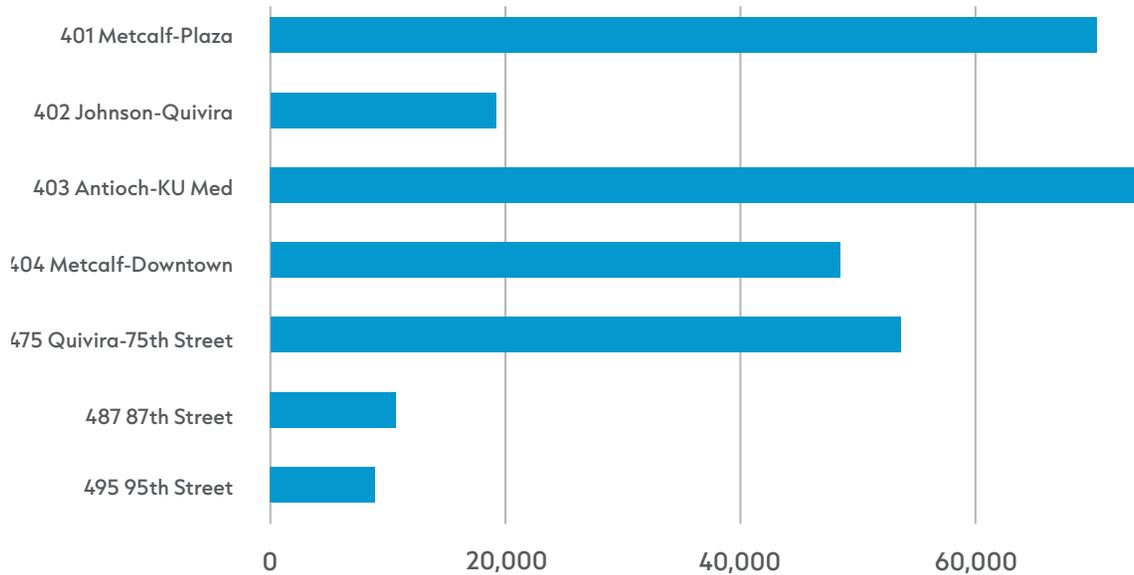


FIGURE 2 LOCAL FIXED ROUTE SERVICES ANNUAL RIDERSHIP (2024)



Ridership is a key metric often used to measure the performance of transit services. Figure 2 summarizes the 2024 annual ridership – the total number of boardings recorded in the year – for local fixed routes. The ridership on local fixed routes in 2024 was 291,000 – boardings or one-way trips. Ridership was varied across the seven local routes. Route 401 (Metcalf-Plaza), Route 403 (Antioch-KU Med), Route 404 (Metcalf-Downtown), and Route 475 (Quivira–75th Street) had the highest ridership. These three routes serve key destinations such as JCCC, Metcalf Avenue, and major commercial corridors.

FIGURE 3 ANNUAL EXPRESS FIXED ROUTE RIDERSHIP BY DESTINATION (2016-2024)

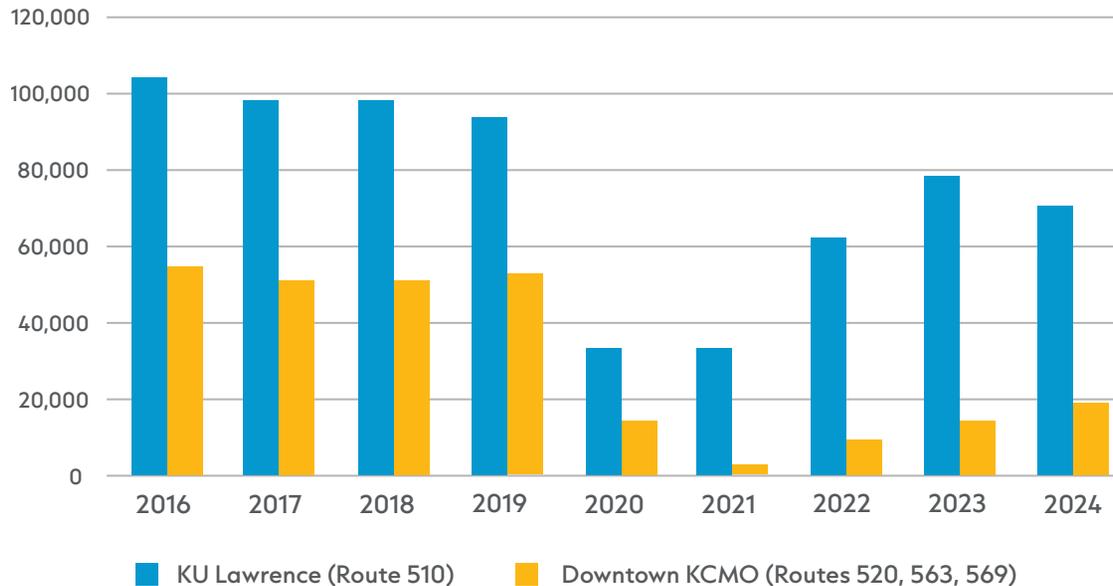


Figure 3 summarizes the ridership on express fixed routes from 2016 to 2024. The COVID-19 pandemic led to a reduction in transit use nationwide in 2020 to 2021 due to stay-at-home and social distancing orders. Additionally, changes in commuting to working from home trends have led to a decrease in ridership on express routes that are designed to provide trips for commuters traveling from Johnson County to Downtown Kansas City, MO and Lawrence, KS for work and school.

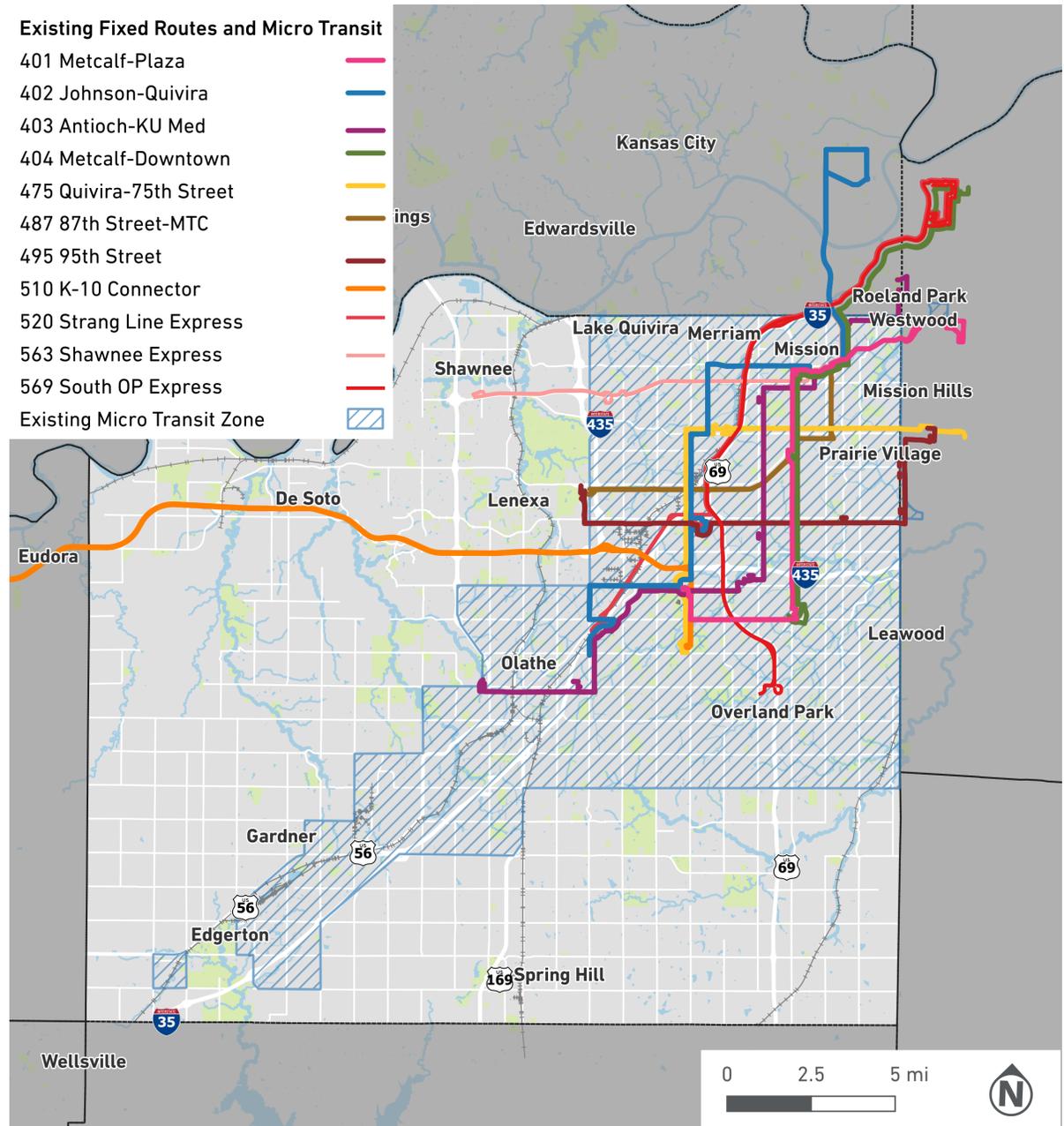
Comparing the most recent year of ridership (2024) to 2019 provides some insight into how transit usage has changed due to the pandemic. Annual ridership on express routes to Downtown KCMO decreased by 63% from 2019 to 2024. Meanwhile, ridership on Route 510 (K-10 Connector) to Lawrence, KS decreased by 25%. This is consistent with express service trends nationally. Express service tends to serve more weekday office workers. With more people working remote (not reporting to an office or in of an office only on some days), express services have not recovered to pre-pandemic ridership as other types of transit services.

Micro Transit

Micro Transit in Johnson County is an on-demand, flexible option designed to bridge gaps between traditional fixed-route services and ride-hailing apps (e.g., Uber and Lyft). Riders can book rides through a smartphone app or by phone call, and the ride costs \$5 for the first five miles and \$2 per mile thereafter. It operates within an extensive 180-square-mile service area and serves key destinations such as downtown Overland Park, Mission Transit Center, KU Edwards Campus, Oak Park Mall, Olathe South High School, and JCCC. The service area generally overlaps with the area where fixed-route buses operate (Figure 4).

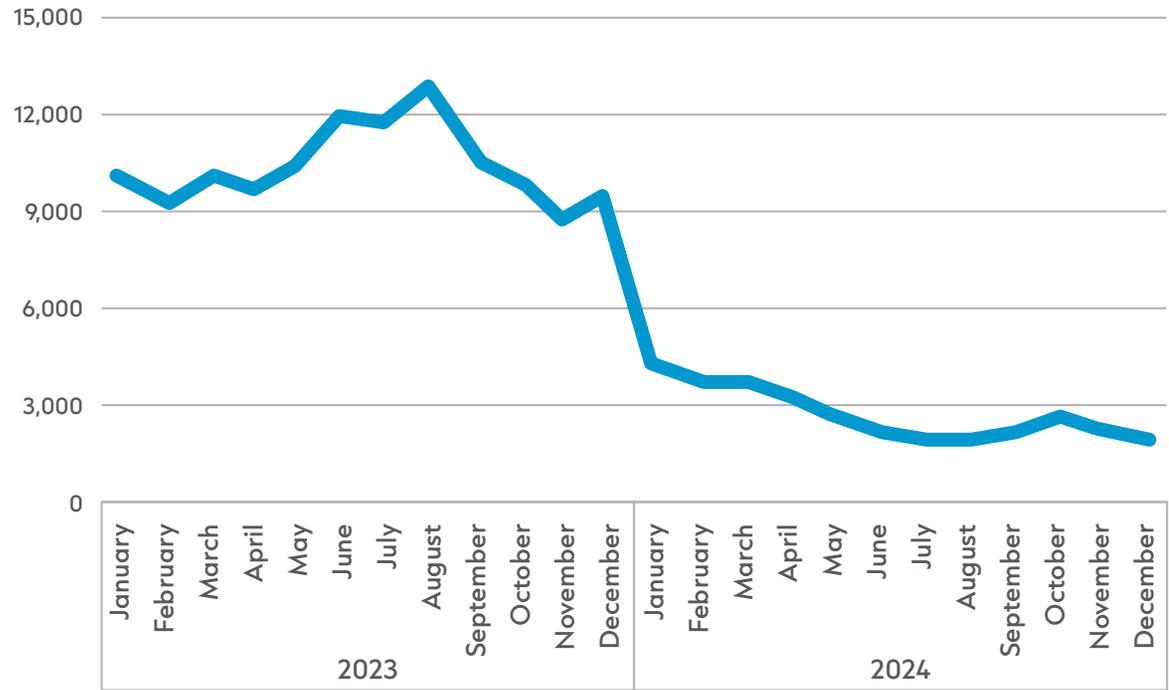
Micro Transit service is available from 6:00 AM to 8:00 PM every day.

FIGURE 4 MAP OF MICRO TRANSIT SERVICE AREA AND EXISTING FIXED-ROUTE SERVICES



In 2024, there were 31,500 completed one-way trips on Micro Transit. The average trip length was approximately 10 miles and took 28 minutes. Figure 5 shows a decline in Micro Transit ridership from an average of 10,400 trips per month in 2023 to 2,600 trips per month in 2024. This decline reflects JCT's budget adjustment after federal COVID-19 relief funding expired, reducing the annual budget for Micro Transit from \$4 million to \$1 million, and along with it, the operational capacity of the service.

FIGURE 5 MICRO TRANSIT RIDERSHIP PER MONTH (2023 - 2024)



Paratransit

JCT currently provides three non-ADA paratransit services. These services are eligible to residents with disabilities and older adults (ages 65 and older). Residents must complete an application process to become eligible for the services. JCT's paratransit offerings are available across all of Johnson County and serves select areas of Kansas City, KS, and Kansas City, MO.

The three non-ADA paratransit services in Johnson County are:

1. RideKC Freedom

This service provides curb-to-curb transportation for eligible riders. It operates on a scheduled-in-advance basis, requiring rides to be booked at least 24 hours in advance via phone. The service is currently fare-free, aligned with the fare-free fixed-route transit (previously, paratransit trips were \$3 per ride).

2. Freedom on Demand

Freedom on Demand is similar to RideKC Freedom – it offers curb-to-curb transportation for eligible riders. However, it operates on a same-day-schedule basis, through which riders can request rides using an app or phone. It functions similarly to ride-hailing platforms (e.g., Uber and Lyft) and provides more immediate and flexible mobility than RideKC Freedom. Riders pay \$5 for the first five miles and \$2 per additional mile.

3. SWIFT (Sheltered Workforce Industrial Fixed Transportation)

SWIFT is a dedicated service for clients of Johnson County Developmental Supports (JCDS). It is not open to the general public and operates as a specialized workforce transportation program tailored to the needs of individuals receiving JCDS services.

What is ADA Paratransit?

Paratransit is a door-to-door or curb-to-curb transportation service designed for people who cannot use local fixed-route buses due to a disability or other condition limiting their mobility. Under the Americans with Disabilities Act (ADA), agencies that receive Federal funding for transit and operate service beyond “commuter express” level of service must provide complementary paratransit. This includes offering paratransit service within $\frac{3}{4}$ mile of fixed-route local services during the same hours and days of operation.

The County is not currently providing Federal ADA complementary paratransit because JCT's fixed-route services have historically been commuter express routes. The JCT's non-ADA services are provided at the discretion of the County.

What is Non-ADA Paratransit?

Non-ADA paratransit is similar to ADA paratransit in that it offers service to people who have mobility limitations, but differs from federally mandated ADA service in several ways:

- It is considered an “above and beyond” service, voluntarily provided by the County to meet broader community needs.
- It can serve a broader geographic area, extending beyond the $\frac{3}{4}$ -mile buffer required under ADA law.
- It can accommodate a wider group of eligible riders, including those not covered under ADA definitions.
- The transit agency sets its own rules around service hours, fares, and eligibility.

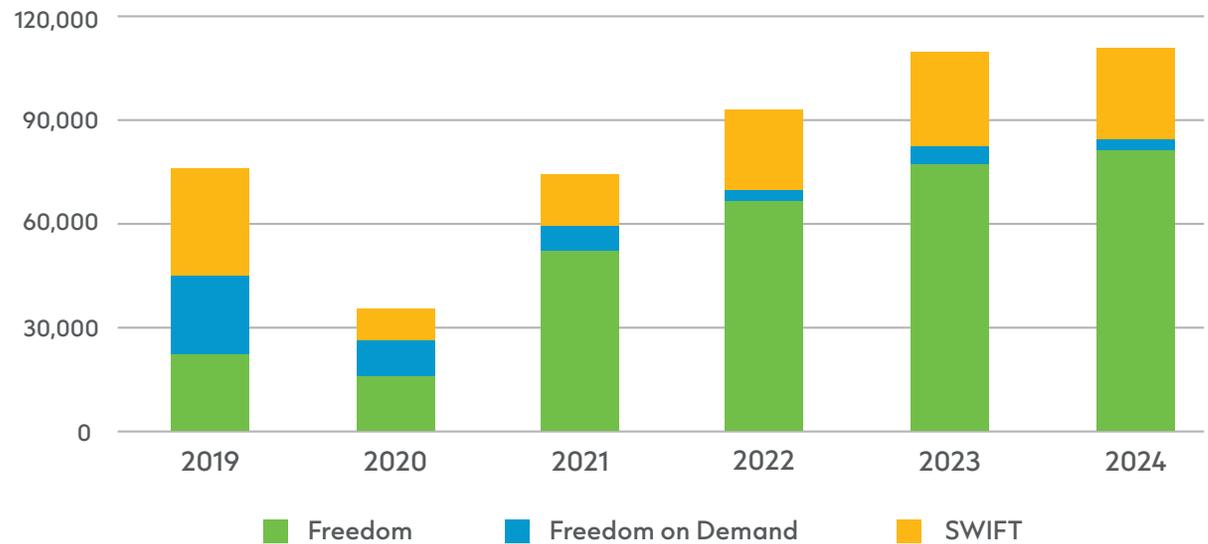


In 2024, there were approximately 115,000 completed one-way trips on Johnson County’s paratransit services (RideKC Freedom, Freedom On-Demand, and SWIFT). Figure 6 illustrates annual ridership for each paratransit service type between 2019 and 2023. Ridership on the paratransit services has surpassed pre-pandemic ridership levels (there were 78,200 trips in 2019).

Key factors potentially contributing to paratransit ridership growth include:

- **Service area expansion:** The service was extended beyond Johnson County boundaries in 2019, broadening its reach.
- **Fare-free:** In 2020, JCT eliminated fares on paratransit (aligning with the KCATA regional fare-free system), removing a financial barrier and potentially attracting new riders.
- **Program consolidation:** Riders previously served by municipal taxi programs were absorbed into the County’s paratransit service.
- **Micro Transit fare increases:** Fare increases to Micro Transit services may have led some cost-sensitive riders to shift to paratransit.
- **Rider choice and convenience:** Many riders use paratransit because of its door-to-door convenience, even though they may be capable of using fixed-route or Micro Transit services.

FIGURE 6 PARATRANSIT SERVICES ANNUAL RIDERSHIP



This growing demand reflects County policy decisions. Notably, paratransit service is provided to residents aged 65 and older – going beyond Federal ADA requirements. JCT’s paratransit services increasingly serve a mix of rider needs, some of which exceed the intended scope of public transit system. For example, many trips, such as on the SWIFT service, are shaped by the schedules of specific facilities and riders, creating inefficiencies and reflecting a semi-private service model. While expanding paratransit access has helped serve more residents, the rising demand with limited resources presents challenges for the County and riders.

Paratransit riders in Johnson County face several service limitations that lead to a poor rider experience:

- **Inflexible scheduling:** Many trips must be booked far in advance, limiting spontaneity and responsiveness.
- **Unpredictable pickup times:** Riders experience inconsistent wait times, making travel unreliable.
- **Long, shared rides:** Trips often involve multiple stops, leading to extended travel times.
- **Difficult application process:** The current eligibility system is confusing and burdensome, creating access barriers.

Opportunities for Improvement

Transit Services

As Johnson County reimagines its transit system through this strategic planning process, it is essential to understand the unique challenges presented by the type of transit service and identify opportunities for improving the transit services from the existing conditions. Table 4 summarizes transit in the county today to highlight the key issues that impact the existing services.

TABLE 4 SUMMARY OF TRANSIT SERVICE CHALLENGES AND POTENTIAL OPPORTUNITIES FOR IMPROVEMENT

SERVICE TYPE	KEY CHALLENGES	OPPORTUNITIES FOR IMPROVEMENT
Fixed Route	<ul style="list-style-type: none"> Limited frequency on most routes (60 minutes or longer). Express route ridership declined post-COVID likely due to increase in remote work (decreased by 63%). 	<ul style="list-style-type: none"> Increase frequency to improve travel time, convenience, and reliability in dense parts of the county. Redistribute resources around local needs (within the county) to shift focus from express to local routes.
Micro Transit	<ul style="list-style-type: none"> Large 180 square mile zone spreads resources thin. Significant drop in service levels and ridership following a reduction in funding (end of COVID-era Federal funds). Risk duplicating fixed-routes services. 	<ul style="list-style-type: none"> Right size service zone to focus on areas with high need and complement fixed routes. Improve integration with high-frequency corridors as a complementary service (service hours and zone).
Paratransit	<ul style="list-style-type: none"> Complex and overlapping services (RideKC Freedom, Freedom on Demand, SWIFT, Micro Transit) create rider confusion and branding challenges. Adjustments to fixed-route services (e.g., more local service) likely to trigger requirement for Federal ADA complementary paratransit. Some riders likely opt for paratransit due to convenience, not eligibility or need. The eligibility process can be confusing for residents and it requires coordination between agencies. 	<ul style="list-style-type: none"> Make fixed-route service a more attractive option for riders with mobility needs. Streamline offerings that clearly establish paratransit services. Realign paratransit with service compliant to Federal ADA requirements while maintaining scalable non-ADA options. Bring eligibility screening in-house to reduce confusion, align services with need, and minimize liability risks.

Transit Demand

Identifying where to expand or enhance transit service begins with understanding where transit is most needed. This analysis combines data on population and employment densities, demographics, land use, walkability, and travel patterns to identify areas of the county that have the greatest opportunities for improving transit services. JCT split these opportunities into two distinct categories for understanding where different types of transit improvements are most needed:

Opportunities for Frequency: Reflecting where conditions would support high-frequency fixed-route bus services. These are areas with:

- Dense populations and employment locations
- Walkable street networks
- Active land uses—such as retail, office, and multifamily housing
- A high density of trip origins in existing travel patterns

Opportunities for Coverage: Focus on communities where transit access is critical for providing mobility options, regardless of density. These include areas with high concentrations of:

- Households without vehicles
- Individuals living in poverty
- Youth, and older adults
- People of color

With limited resources, JCT must balance investments in both transit service frequency and coverage. There is a trade-off between running frequent service in dense, high-demand corridors or extending coverage to lower-density areas with critical needs. While frequency can increase reliability and decrease travel times, coverage ensures access for transit-dependent populations. This trade-off is discussed further in Chapter 5, where different service scenarios are evaluated.

The transit demand analysis was based on several pieces of data. This list describes each piece of data that JCT analyzed to understand opportunities to improve transit.

Population Density

Measures the number of people living per square mile to identify areas with a higher potential for transit use due to residential concentration. Source: U.S. Census (5-Year Estimates).

Job Density

Highlights concentration of work locations, indicating strong destinations for commuter-focused transit service. Source: U.S. Census.

Walkability

Evaluates how easy it is for people to walk to and from transit stops, considering street design, land use mix, and proximity of intersections for crossings. Source: National Walkability Index.

Land Use Patterns

Assesses the mix of and types of land uses—residential, commercial, industrial, and mixed-use—to determine where the larger mix of land uses would best support transit. Source: Johnson County.

Travel Patterns

Analyzes where, when, and how people travel within the county using all modes of travel. Source: Replica big data platform (aggregated GPS and location-based services from cellphones).

Activity Centers

Maps key destinations such as shopping centers, schools, medical facilities, and business parks that generate high levels of trip activity. Source: Johnson County.

Demographic Indicators

Identifies populations more likely to depend on transit, including people of color, zero-car households, individuals in poverty, youth (ages under 18), and seniors (ages 65+). Source: U.S. Census.

FIGURE 7 MAP OF AREAS IN THE COUNTY WITH OPPORTUNITIES FOR INCREASING TRANSIT FREQUENCY

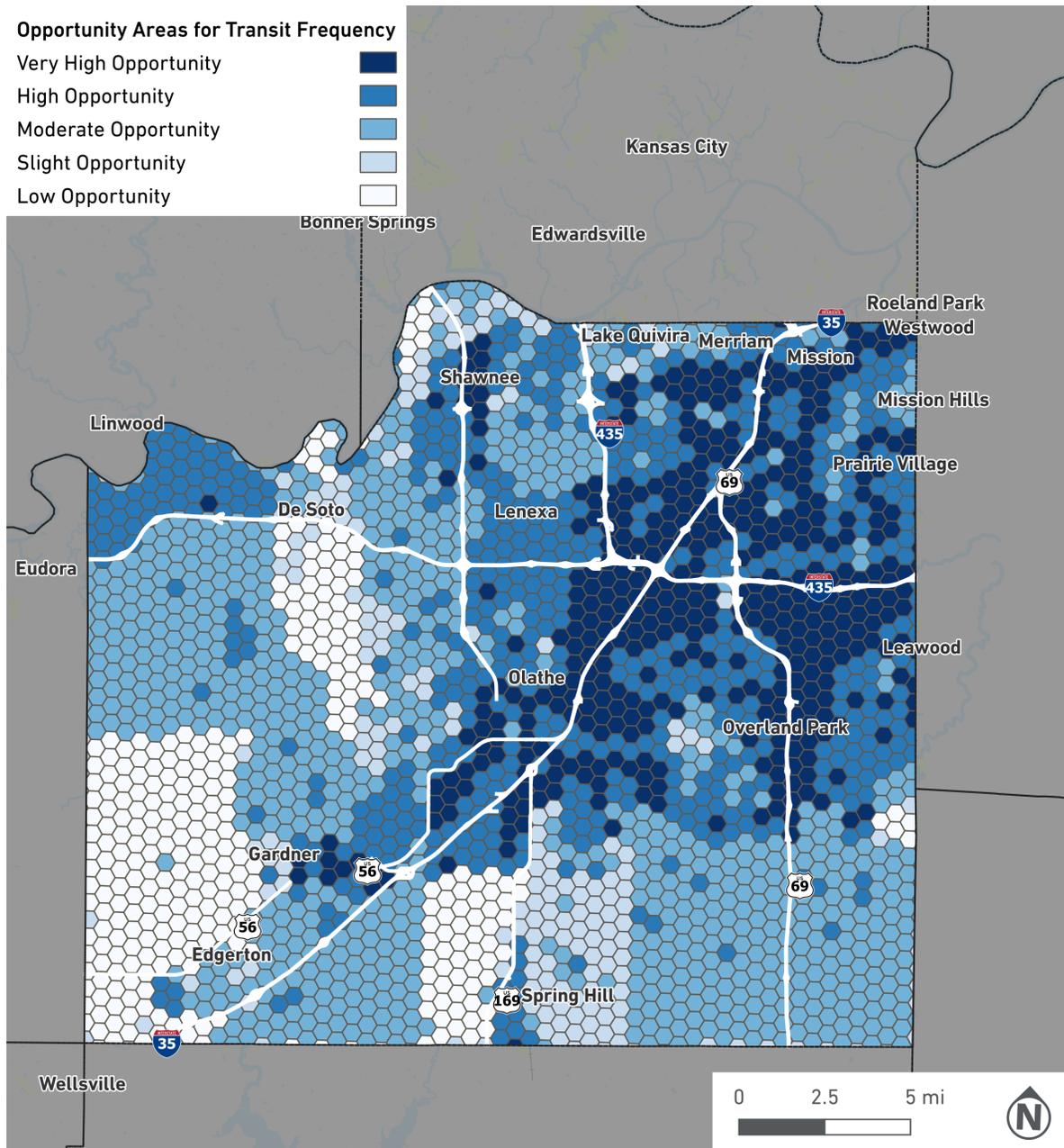


Figure 7 illustrates areas of the county with varying levels of opportunities for increasing transit frequency – from very high opportunity to low opportunity. Very high and high opportunities are most concentrated in the northeast area of the county, particularly along major corridors such as Metcalf Avenue, 119th Street, Quivira Road, and 95th Street. These corridors have a high density of populations, work locations, and activity centers.

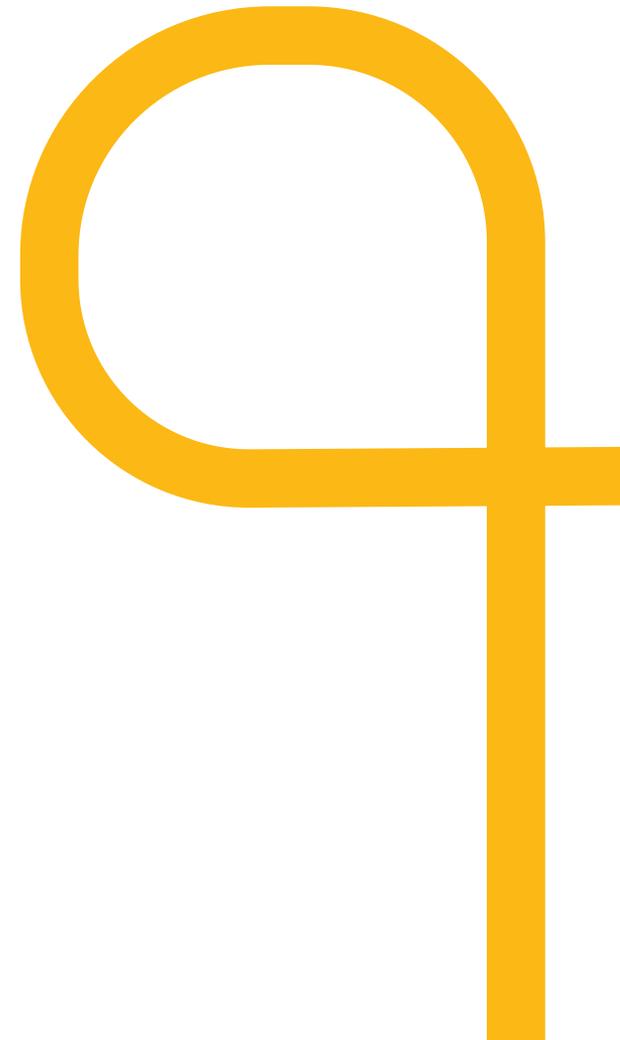


FIGURE 8 MAP OF AREAS IN THE COUNTY WITH OPPORTUNITIES FOR INCREASING TRANSIT COVERAGE

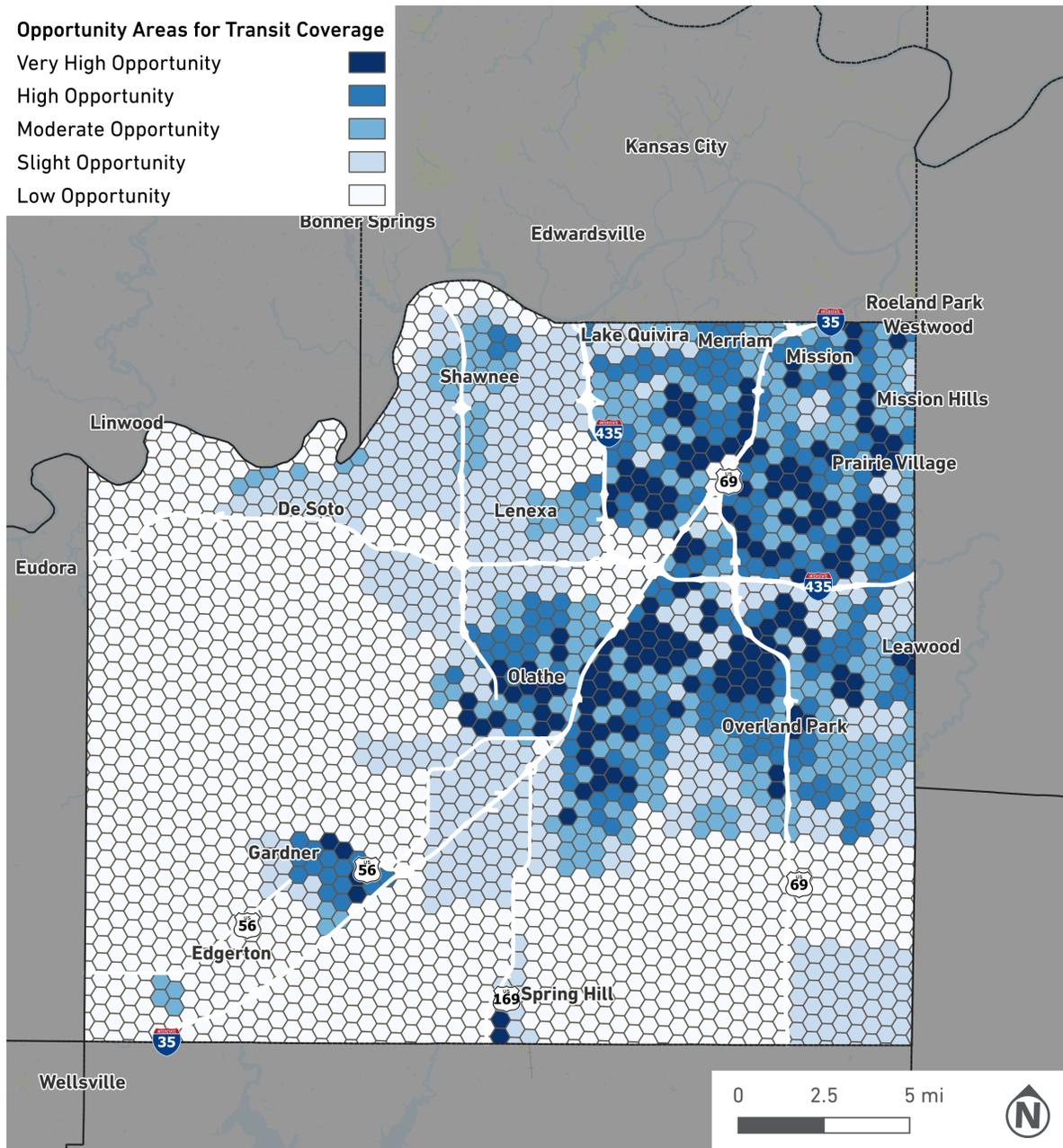


Figure 8 illustrates areas of the county with varying levels of opportunities for increasing transit coverage – from very high opportunity to low opportunity. Opportunities to expand transit coverage are greatest in the northeast of the county, Gardner, Olathe, Shawnee, and Spring Hill, to support residents who may depend on transit services.

A large, semi-transparent grey number '4' is positioned in the upper left quadrant of the slide. The background is dark grey with yellow decorative elements: a thick yellow line curves from the top right towards the center, and another thick yellow line curves from the bottom left towards the center.

ENVISIONING A BETTER TRANSIT SYSTEM

Envisioning a Better Transit System

A long-term vision and actionable goals will chart a course for JCT's future. The vision outlines what the service will be in 2050, and the goals detail the elements of how this vision will be achieved. The aspirational vision statement and goals were developed in partnership with JCT, a Steering Group that convened to guide the strategic planning process, the Johnson County Board of County Commissioners, the Johnson County Transportation Council, and other stakeholders. The vision and goals are not meant to be an immediate next step. Instead, they are intended to help inform decision-making to ensure JCT and transit services in the county are headed in the right direction over the next 25 years.

“Johnson County Transit (JCT) envisions a connected community using targeted, efficient transit services to connect people and destinations.”

This vision statement is aspirational – representing a long-term vision for what the transit agency wants to be in 25 years and how their outcomes might differ. There are several goals and subsequent actions outlined in this Plan to achieve that vision. These goals and actions are initiatives that JCT should begin as soon as possible.

Goals to Guide Transit Forward

Recognizing that Johnson County will not achieve its aspiration immediately, setting goals ensures that current decisions will strategically guide JCT towards the long-term vision.

JCT developed the following goals to help guide its transit system to the aspirational vision.

1. Prioritize **high-demand areas with high-quality service** that is frequent, attractive, feels safe, and is easy to use.
2. Improve transit access in Johnson County for people **experiencing transportation barriers**.
3. Ensure service is **efficient and sustainably funded**.
4. Seek **partnerships for workforce access for economic growth** and development.
5. Support **countywide and regional** goals and programs.

During the strategic planning process, these goals were critical for the development of transit service scenarios. These service scenarios provided an understanding of how transit could be improved in the future (see the [Different Scenarios for the Future](#) section).

Developing a Vision and Goals

JCT developed this vision and goals at the beginning of the strategic planning process by listening to stakeholder and community input, and learning from existing and recent plans, policies, and programs in the county and the greater region.

What We Heard

Commissioners, Community Partners, Public

What We Learned

Plans, policies, and programs review

Strategic Goals

Guiding principles for scenario development



EXPLORING THE BEST WAY FORWARD

Exploring the Best Way Forward

The feedback from the community and stakeholders and opportunities in the existing transit system described in prior sections of this Plan illustrate that transit in Johnson County is at a pivotal moment. Community needs and transit demand indicate that JCT has a timely opportunity to reframe how it delivers service. Guided by a vision of building a connected community through efficient, targeted transit, and supported by goals to focus on high-demand areas, improve equitable access, and ensure sustainable, coordinated service, JCT is well positioned to reshape its system around long-term priorities.

The vision and goals for JCT's future guided the development and evaluation of multiple scenarios, each showing a different way forward. To explore what could be best path forward for transit in the county, JCT explored different options for how the system could evolve—from a long-term vision of high-frequency services or services covering a greater area of the County.

Different Scenarios for the Future

JCT examined multiple scenarios to understand different directions service could take over the next 25 years. These scenarios provided a way to analyze how the system could be reconfigured or built to serve riders better and reflect community vision and goals.

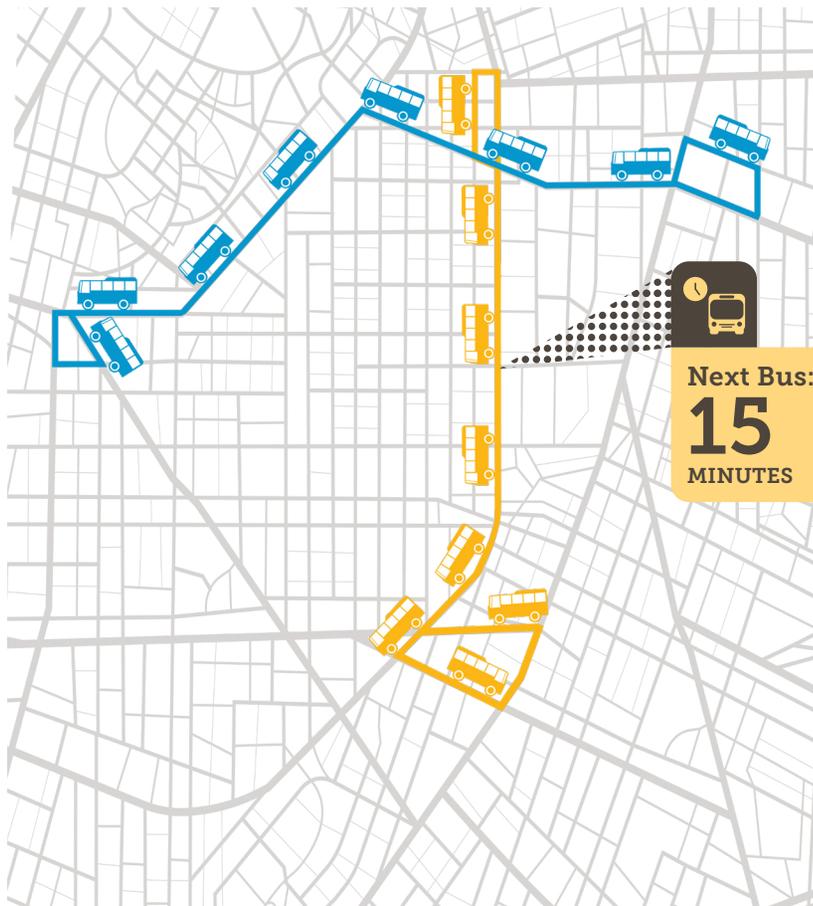
Each scenario emphasized fixed-route transit as the backbone or the core of the JCT system, with the understanding that other services like paratransit and Micro Transit would complement that core fixed-route transit system. We considered fixed-route transit as the backbone of the system because it has the greatest ridership and rider capacity and is scalable for connecting the highest number of riders to jobs, services, and destinations. Fixed routes are a core around which paratransit and Micro Transit can be built to fill gaps and support riders with more specific needs.

JCT built scenarios using an approach that incorporated demographic data, land use patterns, mobility trends (as mapped in the *Opportunities for Improvement* section), and feedback from community engagement (as summarized in the *Listening to the Community* section). JCT framed the scenarios to reflect hypothetical paths to take in providing transit service and do not represent specific operating conditions.



JCT framed the scenarios around **frequency** and **coverage**. Transit service is usually framed around these tradeoffs in providing high-frequency service to a smaller area, versus providing a less frequent service covering a larger area. These two graphics show how the same resources (i.e., 16 buses) can be distributed differently across an illustrative community.

16 Buses in 2 Transit Scenarios



Frequency

On the left, the 16 buses are prioritized to serve only two routes that cover a smaller area of the community. Each route has eight buses so buses come more frequently and people will have a shorter wait to get a bus.



Coverage

On the right, the 16 buses are spread across six routes. These six routes cover a larger area of the community, but each route has two or three buses, meaning buses do not come frequently and people will have to wait longer to get a bus on any of the routes.

The three hypothetical scenarios considered were:

- **Scenario A: Aspirational** – Provide the most expansive network with high-frequency service and broad coverage.
- **Scenario B: Frequency** – Focus on frequency in the densest parts of the county for faster, more consistent fixed-route service.
- **Scenario C: Coverage** – Expand service to more areas of the county with lower-frequency routes to maximize geographic reach.

Table 5 summarizes the three hypothetical service scenarios. The details about the existing system are included as a comparison. The following figures illustrate the scenarios in maps – Figure 9 (Scenario A), Figure 10 (Scenario B), and Figure 11 (Scenario C).

JCT defines **high-frequency service** as transit where service comes at least every 30 minutes.

High-frequency service in the hypothetical scenarios includes bus routes that operate at 15-minute frequency during peak times (morning and afternoon rush hours) and 30-minute frequency during off-peak times.

TABLE 5 SUMMARY OF HYPOTHETICAL SERVICE SCENARIOS

SCENARIO	OVERVIEW	ADVANTAGES	LIMITATIONS
Existing (for Comparison)	<ul style="list-style-type: none"> • 1 high-frequency route • 10 low-frequency routes • Covers 174 square miles 	<ul style="list-style-type: none"> • Serves densest areas of the county • Provides regional express connections 	Infrequent service (for most routes, there is 60 minutes or longer between each bus)
Scenario A: Aspirational	<ul style="list-style-type: none"> • 13 high-frequency routes • 4 low-frequency routes • Covers 215 square miles 	<ul style="list-style-type: none"> • High-frequency service in the densest areas of the county and coverage elsewhere • Weekend service (30–60 minutes) • Retains regional express connections, including to MCI Airport 	Requires significant financial investment
Scenario B: Frequency	<ul style="list-style-type: none"> • 4 high-frequency routes • 4 low-frequency routes • Covers 161 square miles 	<ul style="list-style-type: none"> • Focused on densest areas of the county • Weekend service (30–60 min) • Maintains 2 routes for regional connections 	Smaller service area
Scenario C: Coverage	<ul style="list-style-type: none"> • 1 high-frequency route • 13 low-frequency routes • Covers 215 square miles 	<ul style="list-style-type: none"> • Largest coverage across the county • Serves currently unserved areas • Retains regional express connections 	Infrequent service (for most routes, there is 60 minutes or longer between each bus)

FIGURE 9 HYPOTHETICAL ASPIRATIONAL SERVICE (SCENARIO A)

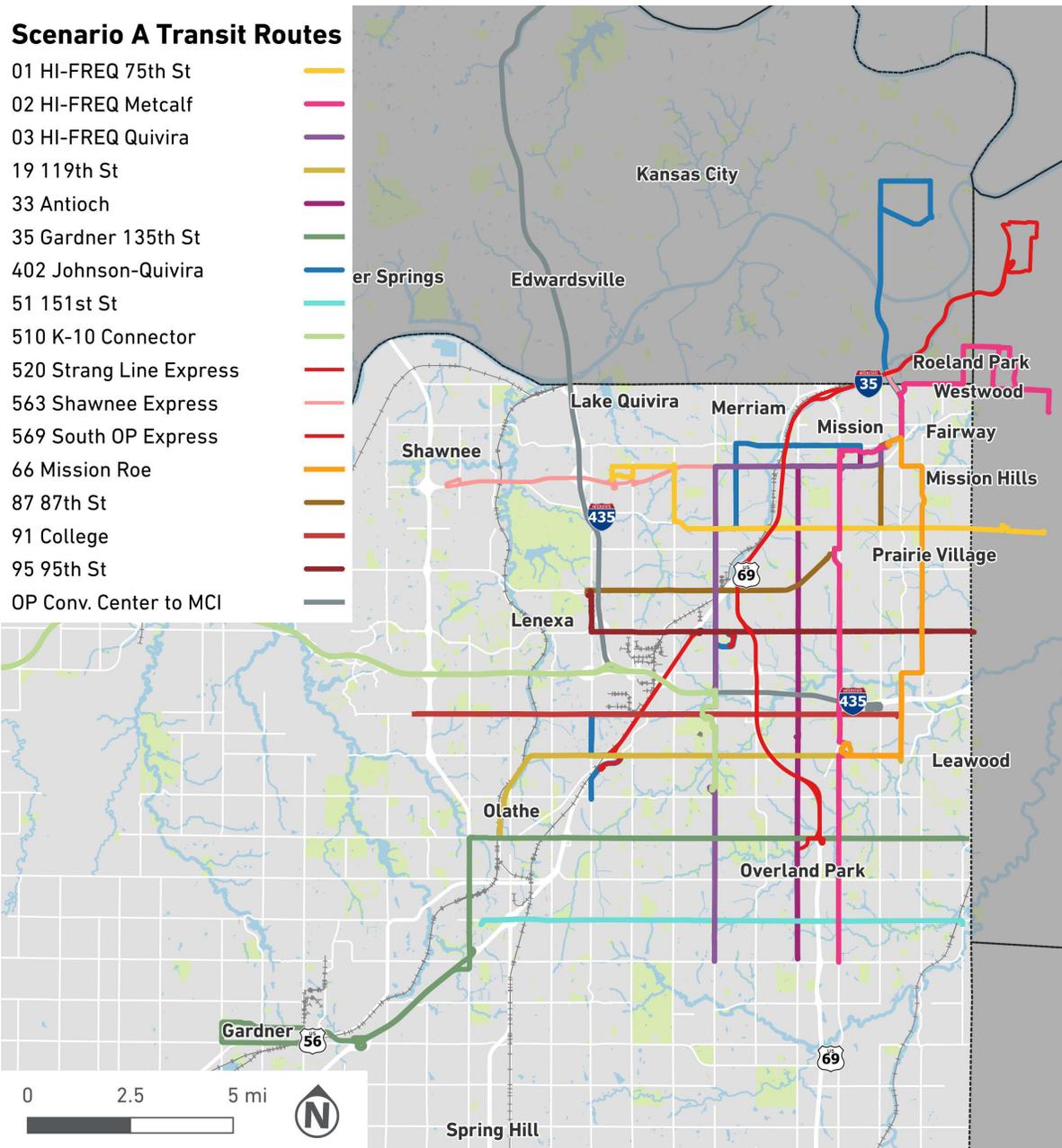


FIGURE 10 HYPOTHETICAL FREQUENCY SERVICE (SCENARIO B)

Scenario B Transit Routes

- 01 HI-FREQ Quivira-75th St —
- 02 HI-FREQ Metcalf —
- 04 HI-FREQ Olathe College —
- 402 Johnson-Quivira —
- 487 87th Street-MTC —
- 404 Metcalf-Downtown —
- 510 K-10 Connector —
- 569 South OP Express —

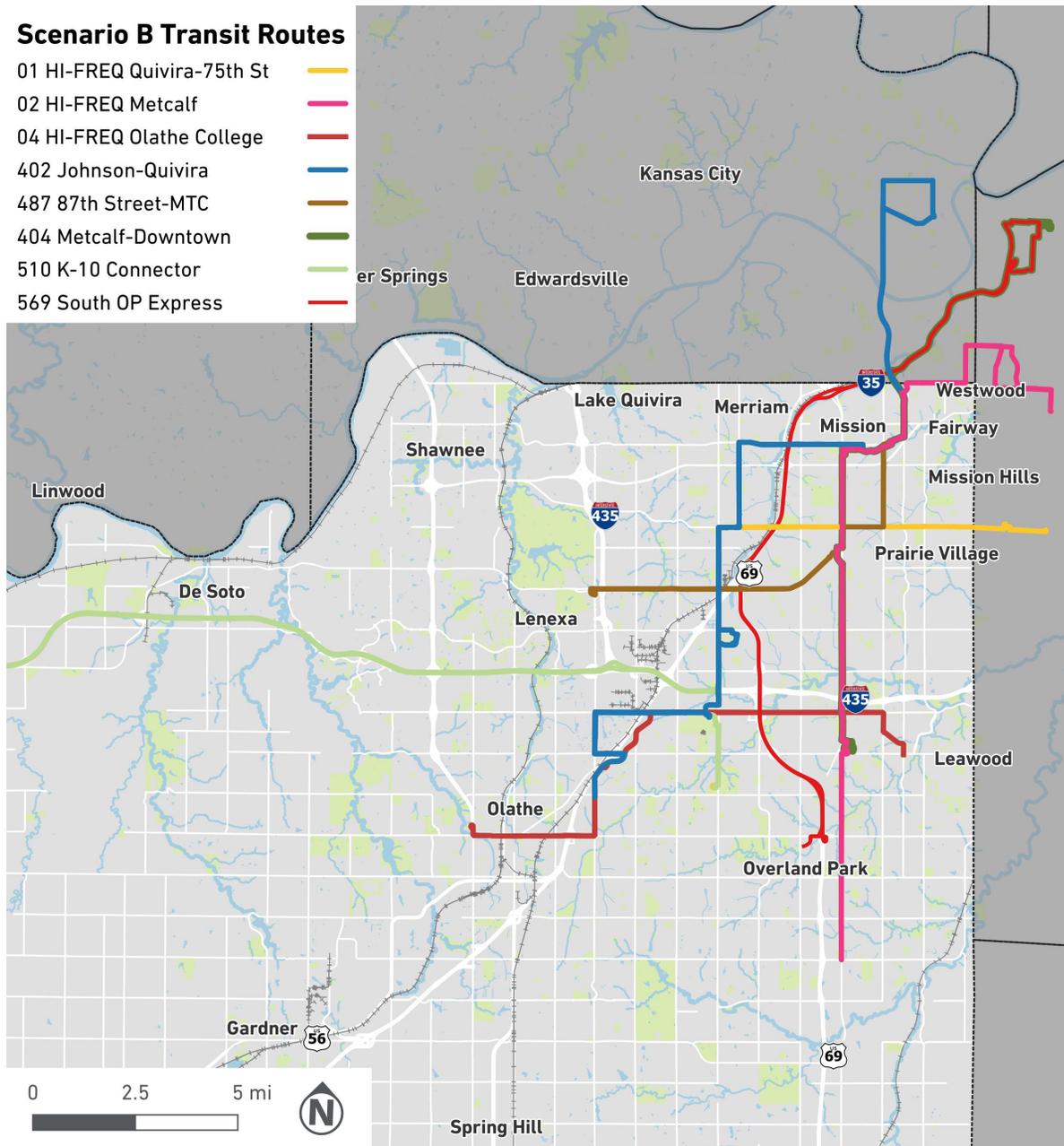
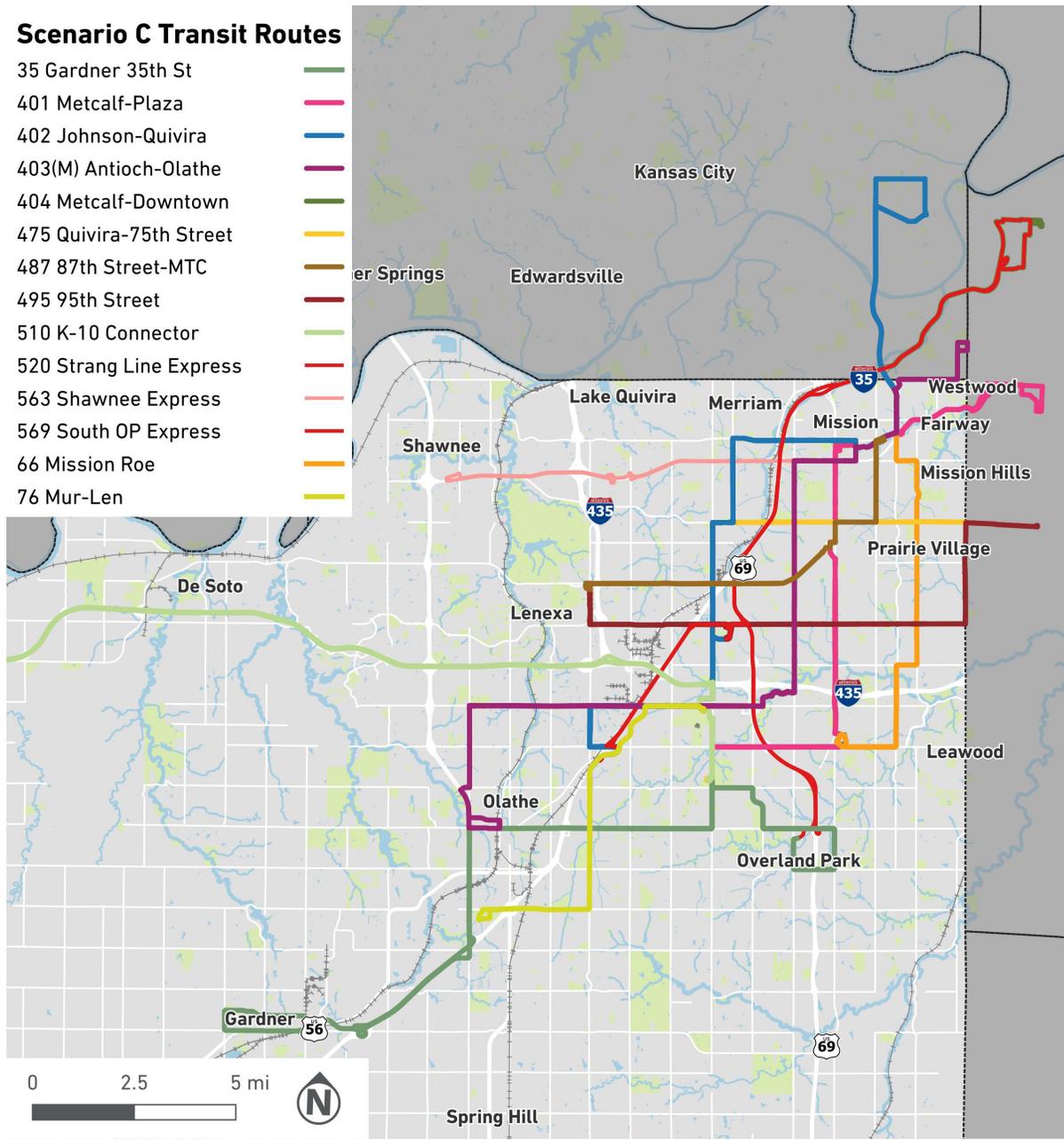


FIGURE 11 HYPOTHETICAL COVERAGE SERVICE (SCENARIO C)

Scenario C Transit Routes

- 35 Gardner 35th St
- 401 Metcalf-Plaza
- 402 Johnson-Quivira
- 403(M) Antioch-Olathe
- 404 Metcalf-Downtown
- 475 Quivira-75th Street
- 487 87th Street-MTC
- 495 95th Street
- 510 K-10 Connector
- 520 Strang Line Express
- 563 Shawnee Express
- 569 South OP Express
- 66 Mission Roe
- 76 Mur-Len



The Preferred Future Scenario

Selecting the Preferred Scenario

To inform the selection of the preferred scenario, JCT conducted a data-driven, spatial analysis to assess how well each service scenario aligned with the JCT's strategic goals. This evaluation used quantitative metrics to compare how effectively each scenario would address community needs, support key destinations, and improve overall system performance.

JCT evaluated each scenario against the five key goals. Each goal had specific metrics to measure potential outcomes.

1. Prioritize high-demand areas with high-quality service.

JCT measured the number of households, job locations, and total population served to determine how effectively each scenario concentrated service in areas with the highest demand.

2. Improve access for people experiencing transportation barriers.

JCT measured how well each scenario served populations that rely most on transit, including people living in poverty, youth, seniors, residents without cars, those living in public housing, and access to Supplemental Nutrition Assistance Program (SNAP) grocery stores.

3. Ensure service is efficient and sustainably funded.

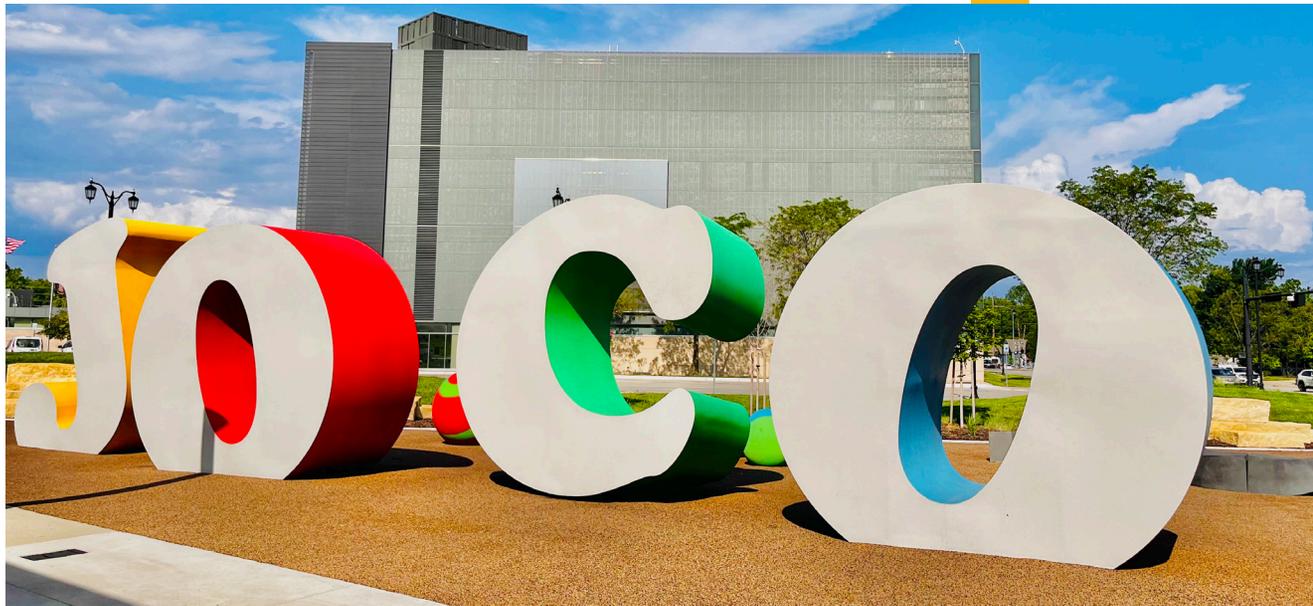
JCT evaluated Micro Transit pick-up and drop-off patterns and forecasted on-demand ridership to assess how efficiently each scenario could allocate resources and meet demand.

4. Seek partnerships for workforce access for economic growth and development.

JCT examined the proximity of fixed-route services to job locations and the home locations of workers.

5. Support countywide and regional goals and programs.

JCT reviewed how each scenario connected with key regional destinations like colleges, medical facilities, and public housing.



To better understand access and mobility implications, JCT modeled the scenarios from the perspective of a hypothetical rider located at Johnson County Community College (JCCC). The analysis asked two questions:

- How many destinations can a rider leaving JCCC reach within 60 minutes by bus?
- What types of populations are within a 60-minute trip on the bus from JCCC?

JCT analyzed how far someone could travel in 60 minutes using buses (including the walk to/from bus stops and waiting) in each scenario and compared how many places people could reach—like work locations, schools, stores, or medical facilities—and what kinds of people lived in those areas.

The analysis showed that **Scenario B: Frequency** provided the greatest benefits across nearly all metrics, especially when compared to existing service. It would enable broader access to destinations and job locations, reach more vulnerable populations, and maintain operational efficiency without requiring excessive additional investment compared to **Scenario A: Aspirational**. Figure 12 illustrates the area someone can travel in Scenario B: Frequency compared to the existing services. In Scenario B, a rider would be able to travel further distances and reach more potential destinations and neighborhoods.

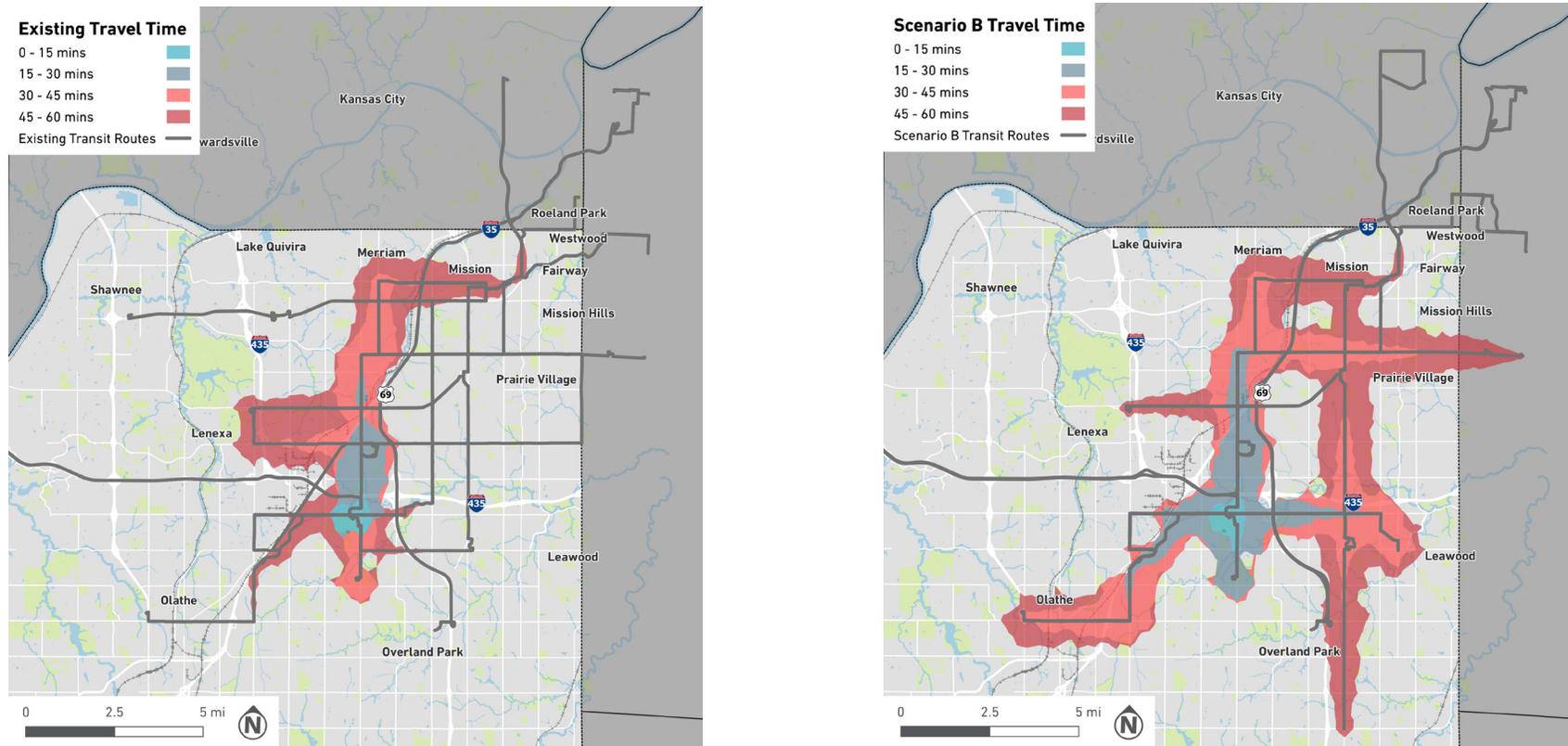


FIGURE 12 MAPS COMPARING AREAS ACCESSIBLE VIA A 60-MINUTE BUS TRIP FROM JCCC WITH EXISTING (LEFT) AND SCENARIO B (RIGHT) SERVICES

Frequency Scenario in 2050

Based on an evaluation of the three hypothetical service scenarios, stakeholder and community feedback, and the Board of County Commissioners' direction, JCT selected **Scenario B: Frequency** as the scenario that best reflects the future the County aims to achieve for its transit system by 2050. JCT then refined this scenario to create a **Preferred Future Scenario** that outlines a scalable, high-frequency network. The Preferred Future Scenario and hypothetical routes are illustrated on a map in Figure 13.

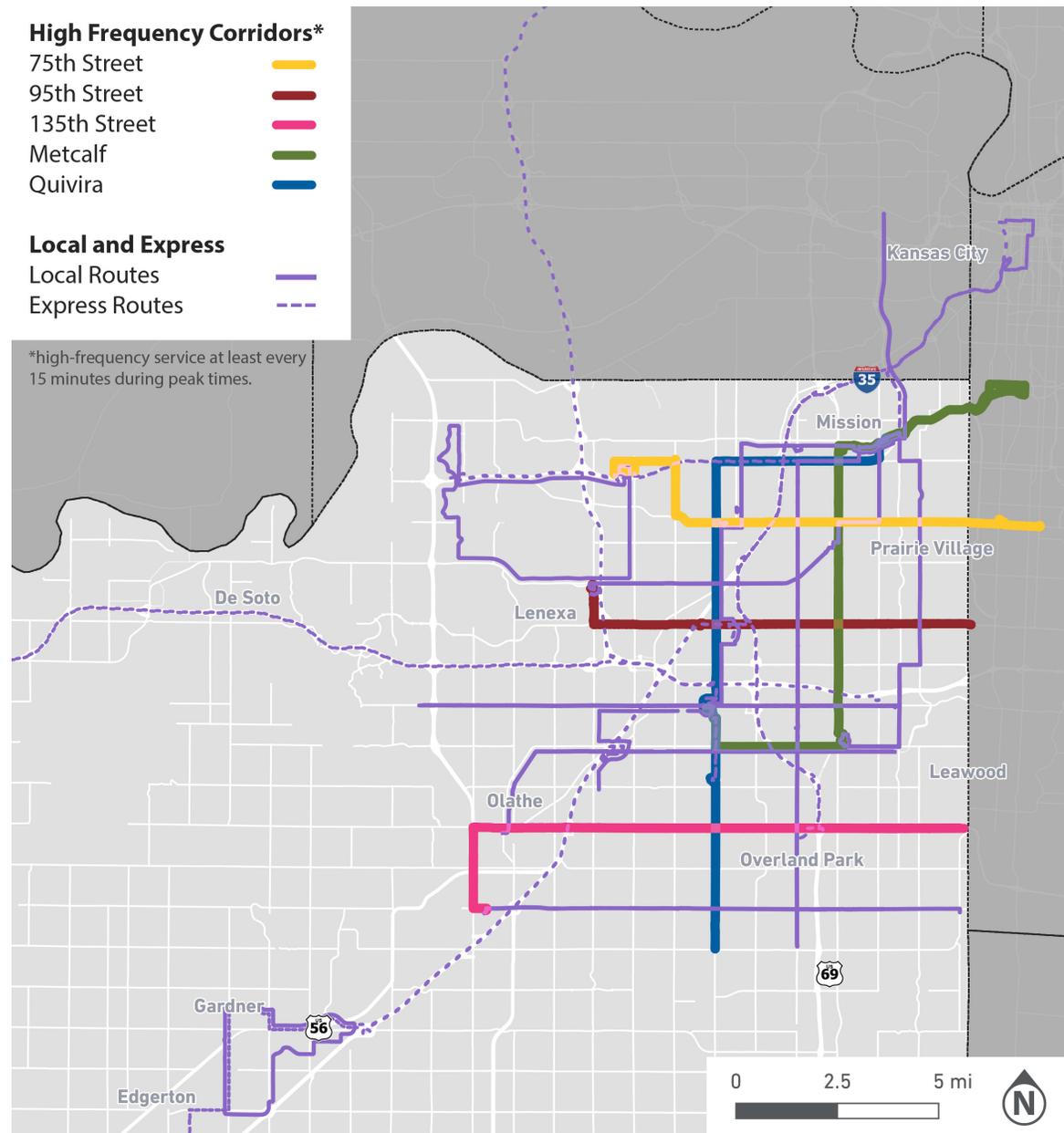
The Preferred Scenario centers on developing **five key high-frequency corridors** that serve as the backbone of the fixed-route transit network. These corridors include:

- 75th Street
- 95th Street
- 135th Street
- Metcalf Avenue
- Quivira Road

Each of these five corridors would offer service every 15 or 30 minutes, significantly reducing wait times, improving travel reliability, and allowing shorter transfers between bus routes. JCT selected the five high-priority corridors based on existing ridership, population and employment density, and potential for scalable, long-term growth.

The Preferred Future Scenario includes a grid of local (lower-frequency) bus routes to act as connectors into the high-frequency corridors that can be enhanced over time to high-frequency routes. The County can phase in high-frequency service as funding, transit demand, and ridership allow. Likewise, high-frequency routes can eventually transition some corridors to higher-capacity modes, such as bus rapid transit (BRT) or rail. This adaptability ensures the network can meet future demand while maintaining a consistent system structure.

FIGURE 13 PREFERRED FUTURE SCENARIO (2050)



6

**MAKING THE VISION
A REALITY**



Making the Vision a Reality

JCT considered two approaches to develop a transit system that aligns with the Preferred Future Scenario of high-frequency routes:

1. The first approach would keep the existing system in place and **increase the operating budget** to fund higher-frequency service—likely starting with one or more of the five key corridors.
2. The second approach would **maintain the existing budget** but reimagine the transit network to deliver higher frequency and greater reliability by reallocating resources to at least one of the key high-frequency corridors.

JCT chose the second approach – keep the budget as is and reimagine the system to gradually transform its existing services toward the Preferred Future Scenario of high-frequency routes. This approach requires difficult trade-offs, but it allows the County to increase frequency in strategic areas, responding immediately to community preferences, and offer a better overall experience for riders that sets a foundation for a more robust and higher-frequency transit system in the future.

A Foundation for Future Success

To realize the 2050 vision of a high-frequency transit network as structured in the Preferred Future Scenario, JCT developed a near-term, cost-neutral strategy that restructures existing services to build a foundation for the future scenario. This Foundational System represents a first step toward building out the Preferred Future Scenario by prioritizing higher-quality service—within the constraints of the current operating budget.

The recommended Foundational System includes four types of services. Figure 14 illustrates the Foundational System proposed for JCT to begin service in 2026.

1. Higher-Frequency Routes:

JCT will launch more frequent service on Metcalf Avenue, which currently carries 30% of all fixed-route ridership. This corridor will operate at every 15 minutes during peak hours and every 30 minutes off-peak, providing faster connections to key destinations such as JCCC, the Metcalf Avenue commercial corridor, downtown Overland Park, Mission Transit Center, and Country Club Plaza-Streetcar. Additionally, a new high-frequency express route will connect the Mission Transit Center to the East Village Transit Center in Kansas City, MO.

2. Standardized Local Routes:

The Foundational System will include five local bus routes. Four of these routes that operate at 60- or 70-minute frequency will be unchanged from the existing service. One route, the 475 (75th Street), will be realigned to operate primarily in an east-west direction on 75th Street with a consistent 60-minute frequency. While these routes will operate at lower frequencies in the Foundational System, they are priorities for higher-frequency service in the future.

3. Consolidated Express Routes:

JCT will consolidate low-ridership express routes to concentrate resources on two high-demand routes – the 510 (K-10 Connector) to Lawrence, KS, and the 520 (Strang Line Express). Frequency will increase from 90-minute to 30-minute on the 520 (Strang Line Express), and the Mission Transit Center will serve as a regional hub for express services (together with the new high-frequency Mission Transit Center to East Village Transit Center route).

4. Right-sized Micro Transit:

To preserve access in areas without fixed-route coverage, Micro Transit zones will operate within a smaller, more focused service area. This on-demand, curb-to-curb service will remain open to the public and complement the fixed-route system (see *Improving Accessibility* section for more details on Micro Transit).

FIGURE 14 FOUNDATIONAL SYSTEM (2026)

High Frequency

- 401 Metcalf-Plaza
- MTC-EVTC Limited

Local

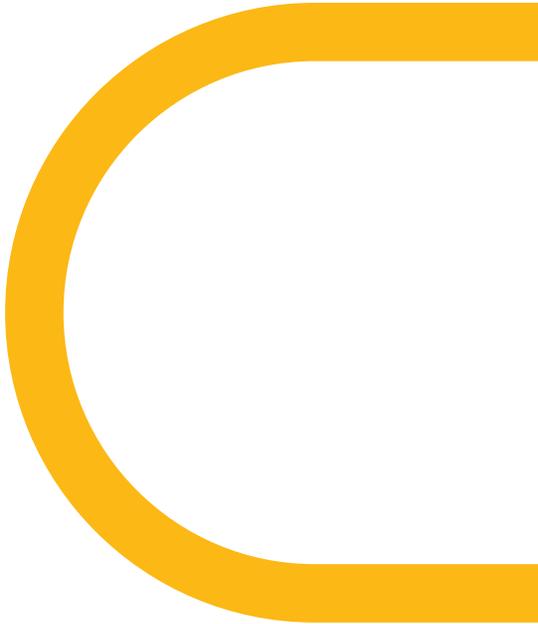
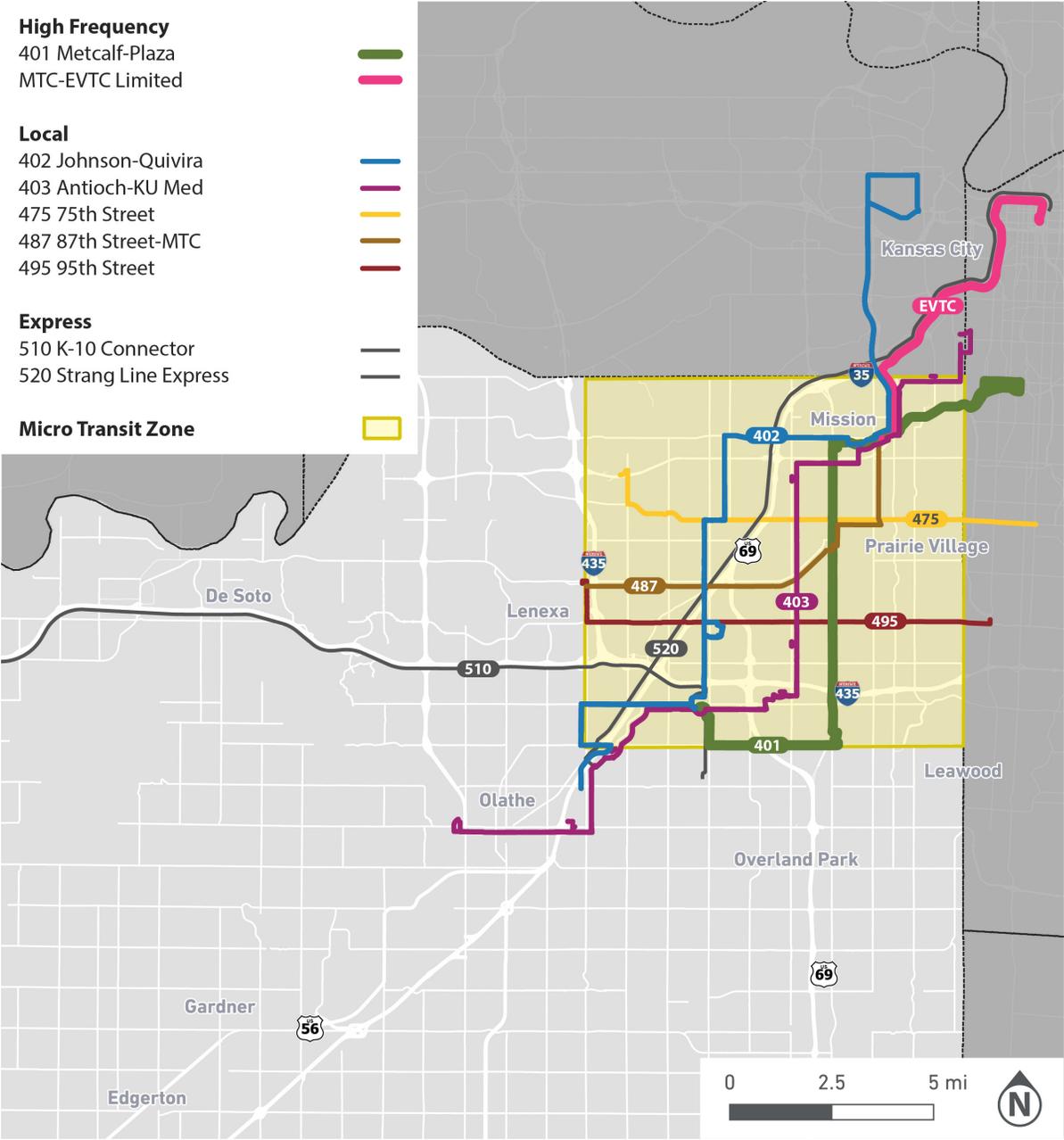
- 402 Johnson-Quivira
- 403 Antioch-KU Med
- 475 75th Street
- 487 87th Street-MTC
- 495 95th Street

Express

- 510 K-10 Connector
- 520 Strang Line Express

Micro Transit Zone

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The Benefits of Building a Foundational System

The Foundational System offers a strategic shift toward a more effective and rider-focused transit network in Johnson County. By concentrating service where demand is highest and streamlining the overall network, this approach positions the County to deliver higher-quality transit service without increasing its operating budget. The benefits fall into four key areas:

Right-Sizes Service to Demand and Cost

The Foundational System realigns service with where and how people travel the most today. By reducing or restructuring routes with lower ridership and focusing on corridors with higher demand, JCT can operate a system that fits current needs and budget realities. This rightsizing makes the transit system more financially sustainable and better equipped to deliver consistent service where it matters most.

Offers a Simpler, More Manageable Network

A tighter, more streamlined set of services will be easier for riders to understand and use. The Foundational System reduces complexity by focusing on high-priority routes and minimizing overlaps, making it easier to understand and navigate. This clearer structure would allow the County to easier brand, market, and promote the more intuitive services.

Delivers Shorter Wait Times and More Reliable Travel

By concentrating resources on fewer, more productive routes, the County can increase bus frequency and reduce wait times—especially during peak travel hours. Riders benefit from shorter waiting times between buses, which makes the system more convenient and reliable – if a rider misses one bus, the wait for another would be short.

Builds Confidence and Supports Long-Term Growth

When the transit system becomes more frequent, easier to use, and reliable, people begin to trust it more for their daily needs. Higher confidence among riders translates into greater satisfaction, increased ridership, and broader public support. The Foundational System creates this positive feedback loop—one where improvements in service quality lead to growth in demand, which in turn justifies future investments. By building trust now, JCT sets the stage for expanded high-frequency service over time.

Improving Accessibility

While fixed-route service forms the core backbone of the network, it cannot serve all areas or meet every rider's needs. Micro Transit and paratransit services will be needed (and in the case of paratransit, are federally required) to provide essential mobility options within the Foundational System. Micro Transit and paratransit fill critical gaps—offering flexible, demand-responsive service that connects people to key destinations and supports access across the county.

As JCT shifts toward a more focused, higher-frequency fixed-route system, the need for these supportive services becomes even more important. These services ensure that residents who live beyond walking distance of fixed routes, or who require additional accommodations, still have access to transit, and in turn destinations that serve daily needs. This section summarizes the recommended Micro Transit and paratransit services for the Foundational System.

Micro Transit

Micro Transit plays a key role in JCT's Foundational System. While use of Micro Transit has been high because of the flexibility and convenience the service offers to residents, the County faces the challenge of delivering this service in a financially sustainable way. In the Foundational System, JCT will right-size Micro Transit to support the fixed-route network more strategically, aligning service levels with available funding and prioritizing geographic areas where the demand is highest.

As part of the Foundational System, JCT will shift the role of Micro Transit from a general-purpose alternative to a targeted connector service that complements fixed routes. This approach ensures that Micro Transit fills service gaps—especially in areas with low density or low ridership—without duplicating core bus services.

To align with fiscal realities and national best practices, JCT will reduce the Micro Transit service area to a more manageable 80 to 85 square miles (Figure 15) and adjust its service days from seven days a week to five days (Monday through Friday) to match fixed-route service days. The updated Micro Transit service will include the following changes in Table 6.

TABLE 6 MICRO TRANSIT SERVICE IN FOUNDATIONAL SYSTEM COMPARED TO EXISTING SERVICE

FEATURE	EXISTING MICRO TRANSIT SERVICE	FOUNDATIONAL SYSTEM MICRO TRANSIT SERVICE
Service Days	7 days a week	5 days a week (Monday to Friday)
Service Area	180 square miles	80 square miles
Boundaries	Includes trips to Kansas City, MO	Stays within Johnson County

Why Right-Size Micro Transit Service?

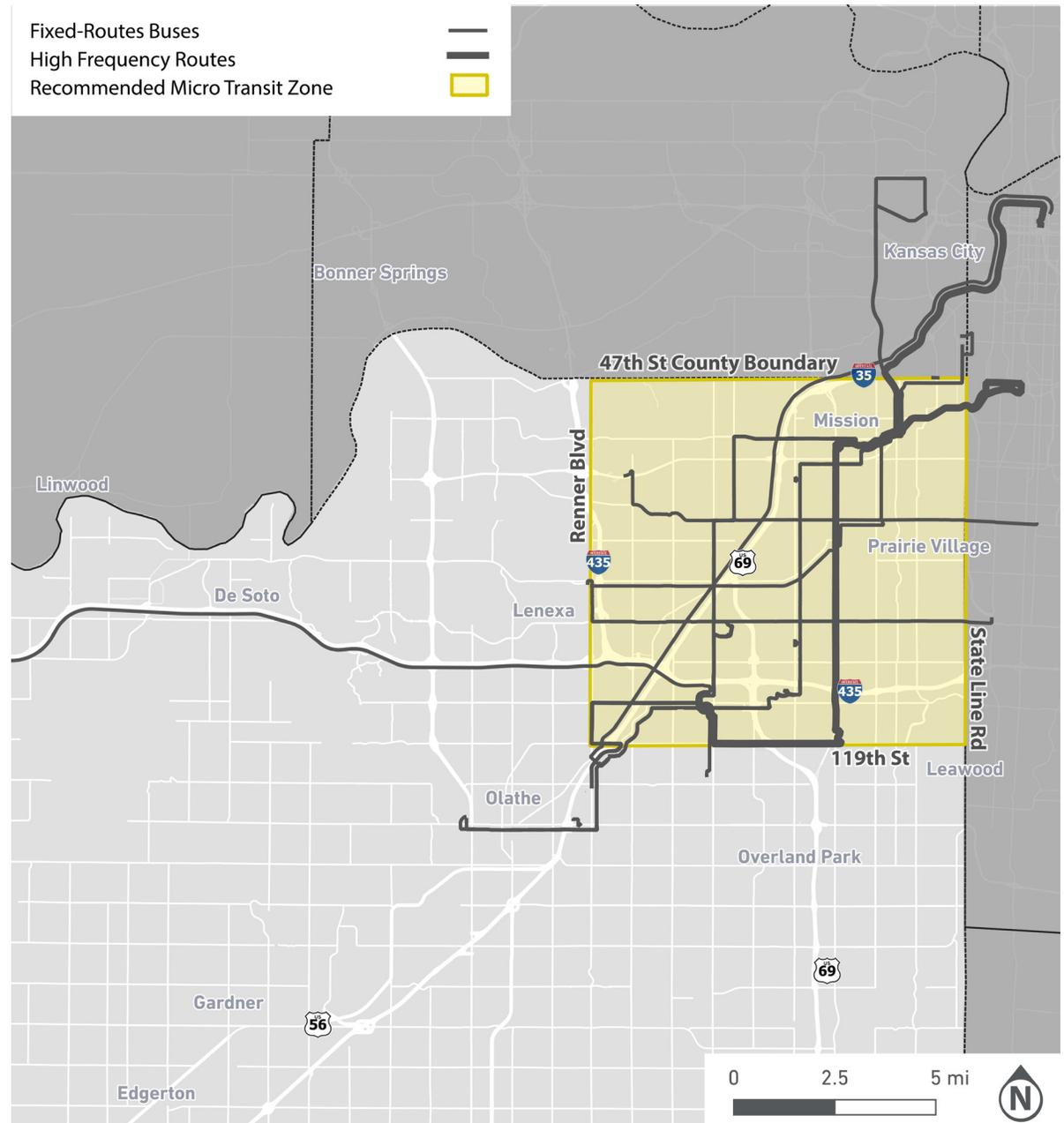
During the COVID-19 pandemic, when annual Micro Transit funding temporarily increased to nearly \$4 million, JCT expanded Micro Transit service to cover approximately 180 square miles, stretching from the northeastern part of the County to Edgerton (Figure 4). The service was provided seven days a week, and trips were offered outside of the county. However, this level of service has proven unsustainable. As federal COVID-related funding phased out, JCT reduced the Micro Transit budget to approximately \$1 million in 2024. At this level, operating an on-demand service over such a large area is not feasible.



By concentrating service within the yellow zone shown in the Figure 15, JCT will:

- Capture approximately 50% of existing Micro Transit trips.
- Focus on shorter trips, which are less expensive to operate and more sustainable at lower budget levels.
- Connect riders to key destinations and transfer hubs, including the Mission Transit Center and fixed-route corridors like Metcalf Avenue and 75th Street.
- Better align Micro Transit with the goals of the Foundational System and Preferred Future Scenario by serving as a first-mile/last-mile connector to a high-frequency fixed-routes rather than a standalone alternative.

FIGURE 15 MAP OF RECOMMENDED MICRO TRANSIT ZONE IN FOUNDATIONAL SYSTEM



Paratransit

As Johnson County advances a more focused fixed-route network through its Foundational System, it must also adjust its approach to paratransit. This means complying with federal ADA requirements and improving access for residents who face transportation barriers.

JCT aims to build a paratransit system that meets federal requirements while also reflecting the vision and goals of JCT. Paratransit in the Foundational System includes two primary services:

1. Required Federal ADA Complementary Paratransit:

This service operates within ¾ mile of fixed-route bus routes and mirrors the hours and days of the fixed-route services. It provides curb-to-curb service, with assistance provided beyond the curb (i.e., door-to-door) if needed by the rider. If fixed-route services have fares, fares for federal ADA complementary paratransit are capped at no more than twice the fixed-route fare.

2. Non-ADA Countywide Paratransit:

Going above and beyond federal requirements, this program serves eligible riders throughout the county. The County may scale this service to match available funding and prioritize trips based on community needs, such as trips for medical appointments.

Table 7 summarizes the requirements for federal ADA complementary paratransit and the recommended Non-ADA Countywide Paratransit.

TABLE 7 PARATRANSIT SERVICES IN FOUNDATIONAL SYSTEM

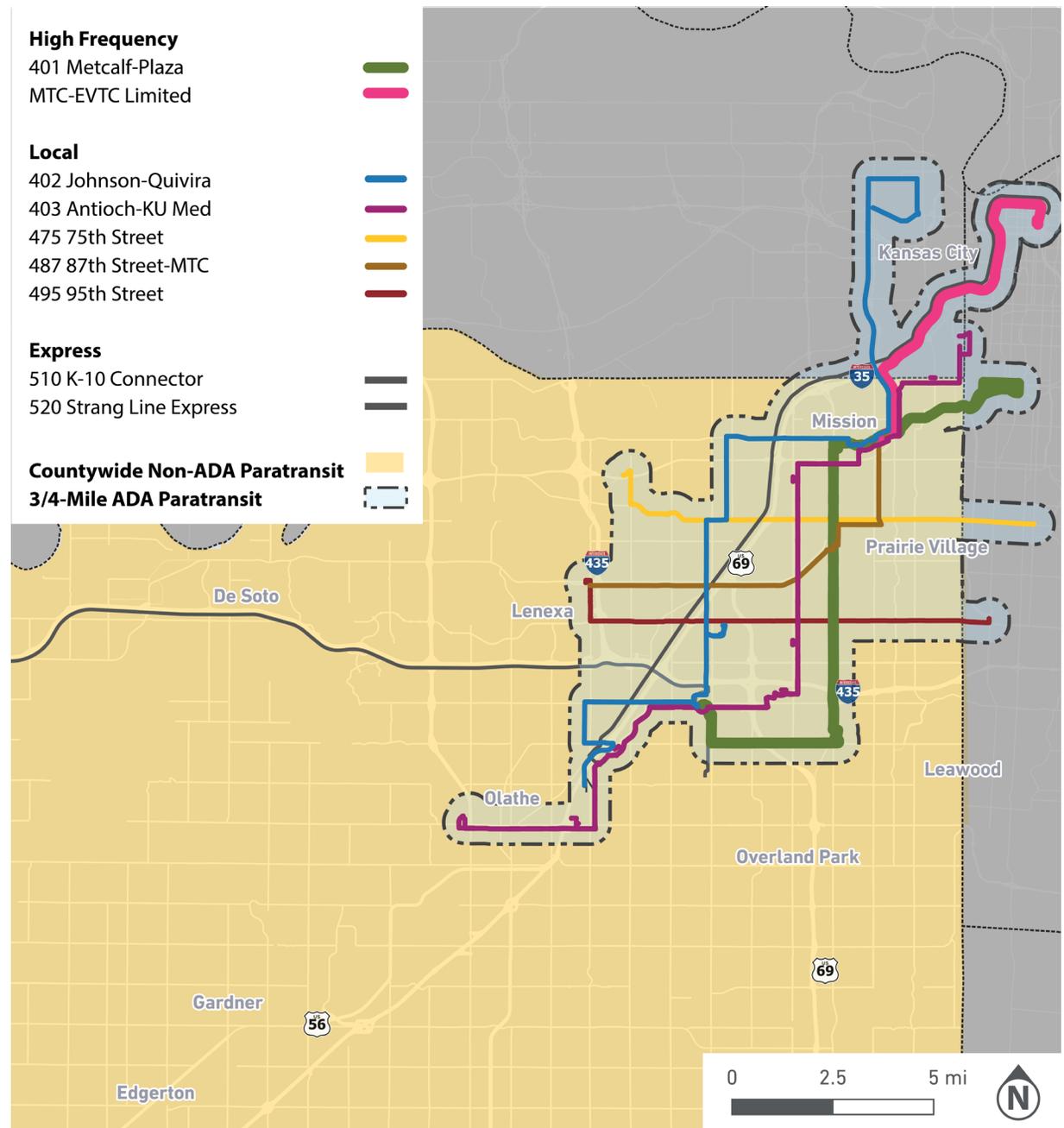
FEATURE	REQUIRED FEDERAL ADA COMPLEMENTARY PARATRANSIT	RECOMMENDED NON-ADA COUNTYWIDE PARATRANSIT
Service Area	Within ¾ -mile of fixed-route bus	Countywide
Service Hours	Same hours and days as fixed routes	May be limited
Fares	Capped at twice the full fixed-route fare	May be higher than ADA paratransit
Personnel Support	Assistance beyond curb if needed (i.e., door-to-door service)	Curb-to-curb
Scheduling	Next-day service minimum	Next-day service minimum
Capacity Constraints	Not allowed to restrict number of trips; untimely pickups; deny trips; excessive trip time	Recommend to cap trips by budget or by trip purposes (e.g., medical trips)
Federal Requirements	Meets federal requirements	Above and beyond federal requirements

The service zones for both paratransit programs are illustrated in the Figure 16 map.

The updated paratransit services will allow JCT to:

- Ensure compliance with federal ADA requirements.
- Increase efficiency and improve paratransit service quality (50% of existing paratransit trips occur within the recommended ¾ mile ADA service zone).
- Improve operational efficiency by refining eligibility, streamlining service design, and focusing paratransit on those who need it most.
- Support as many riders as possible to transition from paratransit to fixed route or Micro Transit as appropriate.
- Manage expected growth in demand—particularly from non-Johnson County residents—through clear eligibility requirements and service boundaries.

FIGURE 16 MAP OF REQUIRED FEDERAL ADA PARATRANSIT AND COUNTYWIDE NON-ADA PARATRANSIT SERVICE ZONES



To deliver this new set of paratransit services in the Foundational System, JCT will implement the following changes:

Create a More Attractive Transit System

JCT seeks to create a system where people with disabilities or limited mobility have real, reliable choices—not just a default reliance on paratransit. Today, many riders depend on paratransit because no other service conveniently meets their needs, even when fixed route or Micro Transit could offer a more efficient and empowering alternative. The objective of the Foundational System and Preferred Future Scenario is not to expand reliance on paratransit but to reduce the need for it by building a higher-quality fixed-route system. Frequent service, shorter wait times, and more reliable operations will give riders confidence and flexibility, making it easier to choose fixed-route options when appropriate. Improvements such as more frequent and reliable bus service as in the Foundational System and Preferred Future Scenario, and clearer communication and training about rider options will help ensure fixed routes and Micro Transit are seen as convenient and dependable choices. This strategy allows JCT to create a transit system where fixed-route service becomes a viable and attractive option for more people with disabilities and limited mobility. These improvements are designed to expand mobility options—not restrict them—so more riders with disabilities or limited mobility can confidently use the broader transit system when appropriate.

Bring Eligibility Back In-House

JCT will transition eligibility assessments from third-party administrators to internal staff. Local, person-centered assessments will better reflect ADA guidelines and align service levels with individual needs. The new eligibility process will include an orientation that introduces all mobility options—fixed-route, Micro Transit, and paratransit—helping residents choose the best fit for their circumstances. This approach ensures residents receive the right service based on their individual needs and abilities while making the process more accessible and easier to navigate.

Transition the Developmental Supports Shuttle Program

JCT will coordinate with human service agencies, senior centers, healthcare providers, and disability organizations to address specialized transportation needs. These partnerships will help share costs, align services, and ensure residents with unique mobility needs receive proper care. JCT will provide operational guidance, focusing on public mobility services, while human services professionals will manage specialized rider needs.

Adapting to Growth and Change

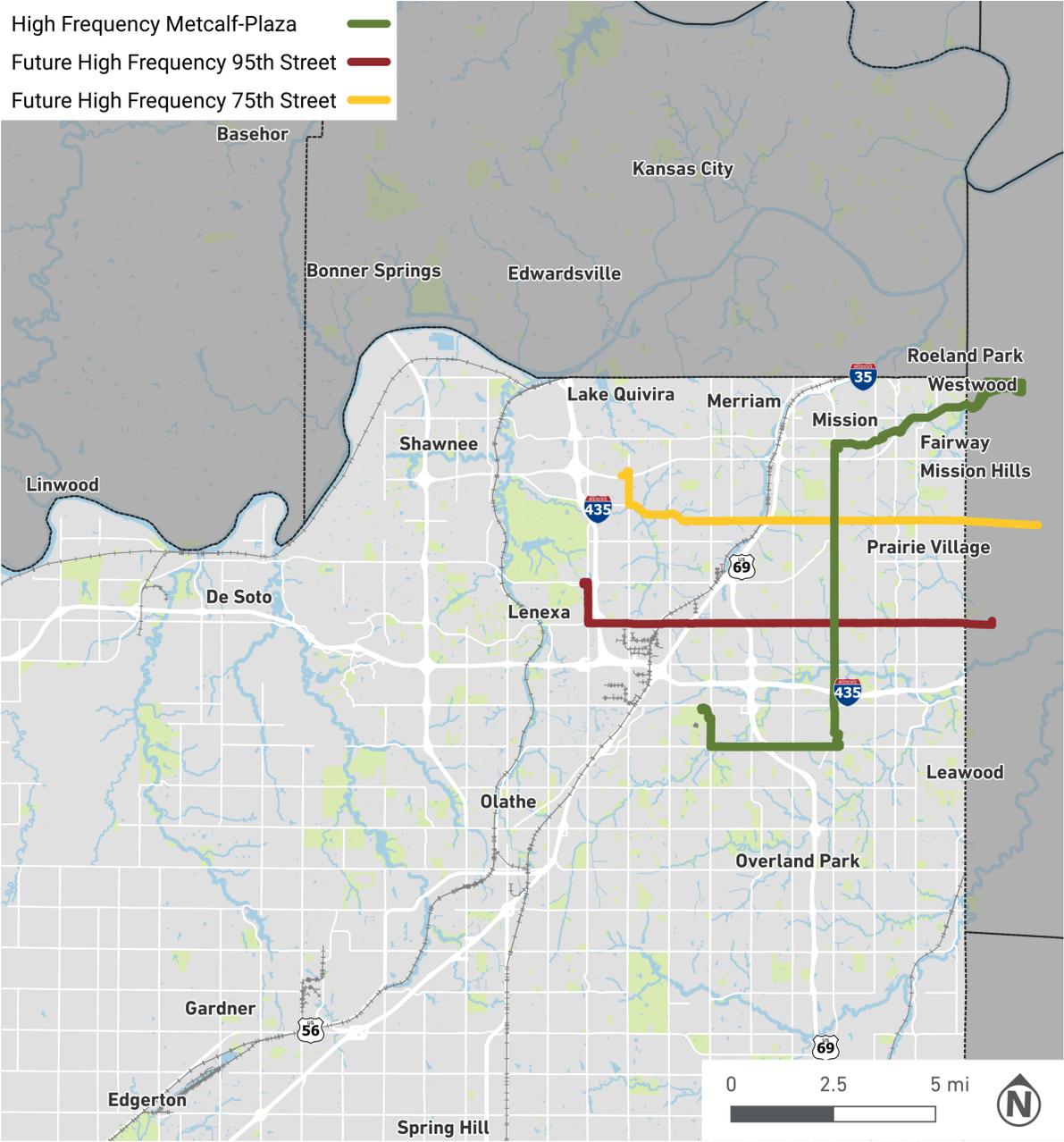
Over time, transit services in Johnson County should evolve to match changing patterns of population and employment and align resources and budget to the ultimate transit services envisioned in the Preferred Future Scenario. Changes to population and employment influence where transit is needed and which types of service are most effective. At the same time, as additional resources become available, the County should continue aligning transit investments to build a system that meets long-term vision. This section provides considerations for JCT to adapt its fixed-route transit and Micro Transit services after implementing the Foundational System.

If requests for new services come from partners, municipalities, employers, etc., JCT should evaluate these requests transparently and strategically. Transit Development Service Guidelines ensure new transit services are meeting the vision and goals established in this Plan. See *Appendix A: Transit Service Development Guidelines* for an outline of the process for evaluating requests for new services.

Target Future High-Frequency Fixed Routes

High-frequency fixed-route service is most effective in areas with higher density, a mix of land uses, and a connected street network. Figure 17 shows future corridors that JCT can target first for increased service: 75th Street and 95th Street. These corridors were selected based on existing ridership, land use, and proximity to key destinations.

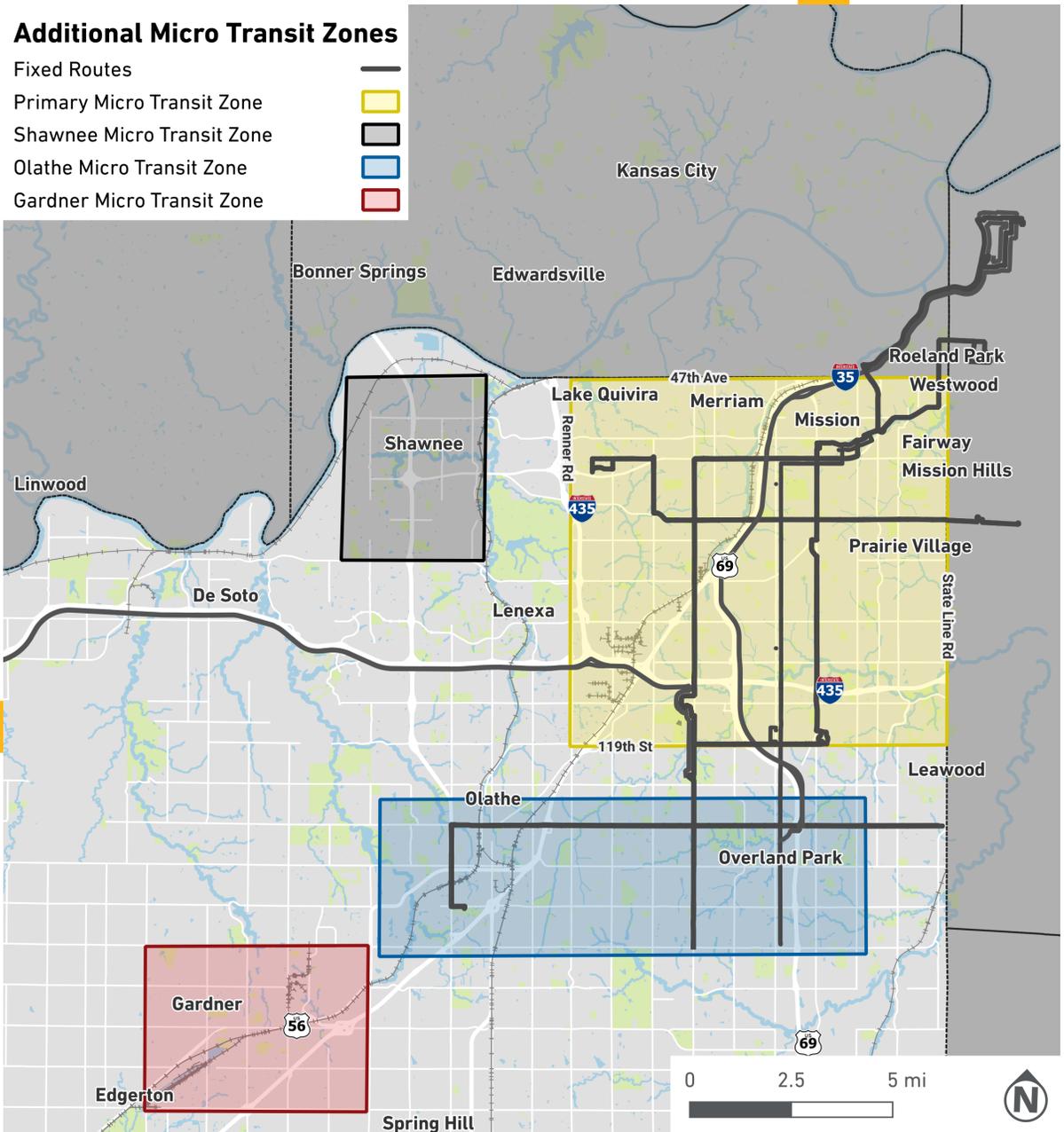
FIGURE 17 THE NEXT STEP: FUTURE HIGH-FREQUENCY FIXED ROUTES



Expand Micro Transit to New Zones

Figure 18 outlines a phased approach for expanding Micro Transit service. The Primary Zone, which would be the first phase, overlays with fixed routes and can support transfers. Additional zones in Shawnee, Olathe, and Gardner can be added based on future ridership, development, and funding availability. Micro Transit in these zones can connect to the Primary Zone and fixed-route services to create more connections for riders looking to access the key destinations and employment centers in the northeast part of the county. Once the additional Micro Transit zones are established, information on ridership and trip demand can help JCT understand when and what levels of fixed-route transit should be implemented to ultimately establish the Preferred Future Scenario.

FIGURE 18 POTENTIAL FUTURE MICRO TRANSIT ZONES





7 POSITIONING FOR FUTURE SUCCESS

Positioning for Future Success

Positioning JCT for long-term success requires more than redesigning routes and services. It also involves strengthening the foundational elements that support a growing, responsive, and efficient transit system. This includes building a clear and recognizable brand that reflects local identity, investing in infrastructure that makes transit more accessible and comfortable, establishing sustainable funding mechanisms and partnerships, and ensuring that the organization itself has the internal capacity to deliver on the goals in this Plan. This section outlines the strategies and tools, such as branding, infrastructure design, financial sustainability, and organizational development, that will enable JCT to implement the Strategic Plan effectively.

Branding and Communications

A clear and consistent identity is essential for the success and growth of transit in the County. Feedback from stakeholders and the broader community revealed a widespread perception that the existing RideKC brand (used across the regional KCATA network) is confusing when applied to JCT services. In the feedback from the community and stakeholders ([Listening to the Community](#)), JCT learned several factors about the current transit system branding:

- The current RideKC branding on buses within the County may create confusion regarding Johnson County's responsibility for the service.
- Riders want a brand that is instantly recognizable and distinct, clearly linked to their community.
- There is a desire for branding that reflects local ownership while maintaining consistency across the regional system.
- Clearer branding was identified as key to improving awareness and confidence in transit by making it easy to find and understand.

To address these factors and lay the groundwork for the future success of the transit system, JCT can consider:

- **Maintaining alignment with the RideKC brand** to preserve regional cohesion but introduce a distinctive sub-brand. For example, while buses will still use the RideKC color scheme and design standards, the County's sub-brand and name would appear prominently on the side of vehicles and signage.
- **Creating a sub-brand**, for example "Ride JoCo", to highlight County-provided services. The County can create a clear and consistent set of materials, such as signage, vehicle decals, bus stops, maps, digital content, and public outreach materials, under the Ride JoCo name. This sub-brand can help make it easier to understand what services are the County's responsibilities, and where the community should go for more information.



JCT created preliminary sub-brand concepts as part of the Strategic Plan to demonstrate how a new logo and visual identity could be implemented across buses, bus stops, and other materials. These concepts can integrate seamlessly with existing RideKC visuals while establishing a bold and distinctive identity for the County. Figure 19 illustrates two sub-brand concepts. The Board of Commissioners preferred Concept 2 (bottom).

FIGURE 19 PRELIMINARY BRAND CONCEPT OPTIONS TO ILLUSTRATE SUB-BRANDS FOR JOHNSON COUNTY TRANSIT



Preliminary Brand Concept 1



Preliminary Brand Concept 2



Infrastructure Considerations

Delivering high-quality, accessible transit requires supporting infrastructure that enhances the rider experience with safe and efficient access to services. JCT and partnering jurisdictions must consider the full spectrum of infrastructure, both at and between bus stops, to meet the needs of current and future riders. This includes a conspicuous and comfortable bus stop design, and safe and comfortable connections for people walking, rolling, and bicycling to and from the bus stops.

Consistent with the Foundational System and the Preferred Future Scenario, JCT should prioritize infrastructure investments on high-frequency corridors and major transfer points since these locations are expected to serve the highest volumes of riders and have the most significant impact on ridership and satisfaction. Stops along Metcalf Avenue, 75th Street, and 95th Street, as well as hubs like Mission Transit Center and JCCC, should be early candidates for enhanced amenities and accessibility features.

This section summarizes the principles that JCT and partnering jurisdictions should consider in the design of bus stops, and pedestrian and bicyclist infrastructure connecting to their origin and destinations and between routes. These best practice principles are primarily based on information from the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA).

Bus Stop Design and Amenities

The placement and accessibility of bus stops influence how easy it is for riders to make trips on transit. Riders are more likely to feel safe and comfortable using transit if stops have amenities such as easy-to-understand route information, shelter from weather, adequate lighting, and seating.

The following principles are amenities and design considerations for bus stops.

Bus Stop Position and Spacing

Bus stops should typically be located at a minimum of quarter-mile intervals in suburban settings to provide efficient walking access while still allowing buses to move efficiently through a corridor. Stops may be positioned closer together in higher-density areas, but doing so can increase travel times. When consolidating stops, placing new stop locations, or moving stops, consider the path riders will take to board or alight the bus (especially people with limited mobility). JCT should work with the road owner to ensure sidewalks and bike lanes are in good condition and free of obstructions, and that crossings are no more than 200 feet from the stop and are visible, protected (e.g., with a signal), and convenient.

Bus Stop Amenities

JCT should work with partners to improve bus stops to make them safer, more accessible, and comfortable. Some high-level examples of improvements are:

- Landing pads for front-door and rear-door boarding and alighting that are at least 8-feet by 5-feet smooth surface (such as concrete)
- Direct access to sidewalk networks that connect to destinations, and at a minimum, to the nearest crossing
- High-visibility crosswalks at signalized intersections and at mid-block locations where an intersection crossing is more than 200 feet from the stop or where there is a high demand for pedestrian crossings

One approach to bus stop design is to develop minimum bus stop amenity guidelines for improved facilities. These can be minimum standards, such as a pole, signage, and landing pad at every stop in the county. These minimum amenities should be expanded to include shelters, seating, route schedules, wayfinding, and more at the highest ridership bus stops, key stops for transfers, and along high-frequency corridors. These higher frequency stops may also become opportunities to bring in advertising revenue via dynamic or static signboards.

Stops can be prioritized based on a tiered approach as shown in Table 8. Figure 20 and Figure 21 illustrate these amenities in two example bus stops.

TABLE 8 TIERED BUS STOP AMENITY RECOMMENDATIONS

	TIER 1: High Priority Stops where improvements should be made	TIER 2: Proactive Stops that merit improvements as funding opportunities are considered	TIER 3: Opportunistic Stops where improvements should be addressed when possible
LANDING PAD	Required	Required	Required
TRANSIT STOP SIGNAGE	Required	Required	Required
SEATING	Required	Recommended	As available
LIGHTING	Required	Recommended	As available
SHELTERS	Required	As available	As available
TACTILE WARNING SURFACES	Required	Recommended	Recommended
ROUTE INFORMATION AND WAYFINDING	Required	Recommended	As available
TRASH CAN	Required	Recommended	As available

FIGURE 20 ILLUSTRATIVE BUS STOP WITH HIGH LEVEL OF AMENITIES (SEATTLE, WASHINGTON)



- 1 Landing Pad
- 2 Transit Stop Signage
- 3 Seating
- 4 Lighting
- 5 Shelter
- 6 Trash Can
- 7 Tactile Warning Surfaces
- 8 Route Information and Wayfinding

FIGURE 21 ILLUSTRATIVE BUS STOP WITH MEDIUM-LEVEL OF AMENITIES (BERKELEY, CALIFORNIA)



- 1 Landing Pad
- 2 Transit Stop Signage
- 3 Seating
- 4 Lighting
- 5 Shelter
- 6 Trash Can

Access for People Walking and Biking

The journey to and from the bus stop should be considered in addition to infrastructure needs at the stop itself. JCT and its partners should treat a half-mile walk and a three-mile bicycle ride to each bus stop as integral to the transit system. If sidewalks are missing, crossings are unsafe, or routes are indirect, the transit system will not be a safe, comfortable, or high-quality experience for riders.

Considerations for People Walking

The following improvements will help provide pedestrians with safer and more comfortable walking conditions to bus stops and destinations. Providing a safe, comfortable, and connected network can significantly increase access to fixed-route transit for a wider user range, including riders who may otherwise need to rely on Micro Transit or paratransit. Key pedestrian infrastructure improvements include:

- Fill sidewalk gaps and maintain sidewalks in good condition. Prioritize both sides of the street where feasible.
- Ensure sidewalks are at least five feet wide for accessibility, and six feet or more in denser or high-traffic areas.
- Include sidewalk buffers (e.g., landscaping) to separate pedestrians from traffic, enhance comfort, and help reduce vehicle speeds.
- Provide safe, well-lit crossings at intersections or mid-block, within 200 feet of the bus stop. Prioritize crossings where riders transfer between routes.
- Use features like pedestrian hybrid beacons and refuge islands to improve crossing safety and visibility at mid-block locations.

- Use traffic-calming features such as raised crosswalks, curb extensions, and leading pedestrian intervals to slow vehicles, shorten crossing distances, and improve visibility.

Considerations for People Biking

To improve connections to transit for people who ride bicycles, infrastructure should be oriented toward younger, older, new, and novice bicycle riders. Research suggests that more than 50% of people fall into this group of potential bicycle riders, which creates a notable opportunity for increased transit ridership via bike-to-bus trips. That said, to feel safe and encouraged to ride a bicycle, these older, younger, new, and novice bicycle riders require more comfortable places to ride. Key bicyclist infrastructure improvements include:

- Separated bicycle lanes or shared-use paths on arterial roads.
- Secure bike parking at or adjacent to major stops and transit centers, ranging from racks to lockable cages.
- Integration with micromobility providers such as rentable e-scooters or bicycles, if appropriate, including designated parking for shared bikes or scooters.

Bus Stop Access Policy and Program Considerations

To deliver a safe and connected transit system, JCT and its partners must implement supportive policies and programs that leverage diverse funding and regulatory tools. The following strategies are essential for enabling and sustaining infrastructure improvements.

1. Codify Minimum Bus Stop Standards:

Develop design guidelines that specify minimum infrastructure at all bus stops and enhanced features for high-ridership stops. These standards should be incorporated into the planning and development of future stops and the retrofitting of existing stops.

2. Build Partnerships:

Cross-jurisdictional planning and partnerships are key to expanding multimodal access. JCT should work closely with the municipalities to align plans, share resources, and formalize responsibilities for infrastructure implementation and maintenance. Municipalities could ensure that private developments contribute to creating a safer and more transit accessible environment by integrating requirements for bicycle and pedestrian-friendly infrastructure and connectivity into zoning regulations and development agreements.

3. Leverage Funding Sources:

FHWA and FTA offer programs that fund bicycle and pedestrian infrastructure when linked to transit. The FHWA maintains a comprehensive matrix of funding opportunities across federal programs. FTA funding is eligible for projects within a half-mile pedestrian and three-mile bicycle access shed that benefit transit users.

4. Use Demonstration and Quick-Build Projects:

Pilot or temporary projects allow JCT and its partners to test new configurations, engage the public, and collect feedback before making permanent changes. These low-cost, short-term projects provide data and community feedback before committing to long-term infrastructure.

Financial Considerations

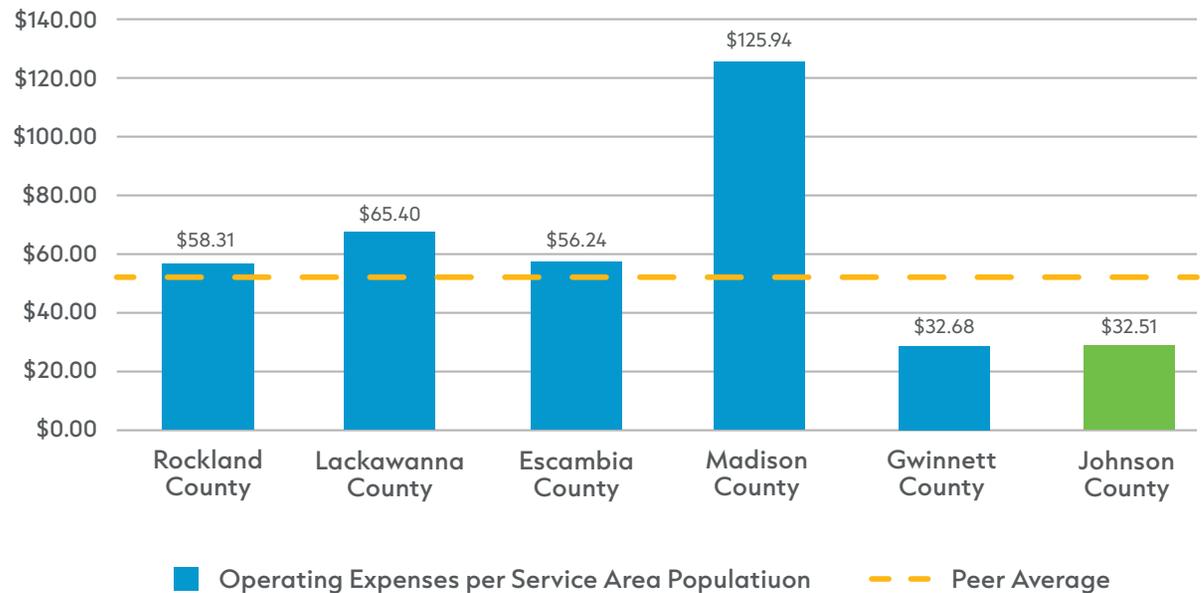
Sustainable funding is essential to realize the vision outlined in this Strategic Plan. While JCT has crafted a fiscally constrained Foundational System to begin implementation in 2026, advancing to the Preferred Future Scenario will require significant new investment. Transit in the KCATA system is governed by a bi-state compact between the states of Kansas and Missouri. This governance can create complexities in the allocation of funding for transit across the region. See Appendix B for a summary other bi-state compacts across the country and how they are funded.

This section outlines how transit is currently funded, how Johnson County compares to peer transit agencies, the cost of delivering future services, and the funding mechanisms that could position the County for long-term success.

How Transit is Funded Today

JCT's annual transit operating budget is approximately \$17 million. Compared to peer transit agencies in counties with similar service types and service area population sizes, Johnson County has less funding budgeted for transit. On average, these peers spend about \$53 per capita on transit annually, while Johnson County spends roughly \$33 per capita. Figure 22 compares the annual transit operating budget per capita for the County (all funding sources) to peer agencies.

FIGURE 22 TRANSIT OPERATING EXPENSES PER CAPITA FOR JOHNSON COUNTY AND PEER COUNTIES (NATIONAL TRANSIT DATABASE, 2022)



In addition to a smaller transit budget per capita, Johnson County also has a relatively less diversified funding portfolio. About 60% of the \$17 million comes from County ad valorem (property) taxes, with the remaining 40% is from federal sources. Peer agencies leverage multiple revenue streams such as state funds, sales taxes, fares, advertising, and interlocal agreements. The County's reliance on federal funding makes JCT vulnerable to shifts in federal policy and limits the ability to scale service in response to demand. JCT will need sustainable and consistent funding to grow services.

The Cost of Future Transit Services

The estimated probable cost of the recommended Foundational System, planned for implementation in 2026, is \$14.6 million in 2025 dollars, which fits within the County’s current budget for transit operations.

FOUNDATIONAL SERVICES	PROBABLE COST
Fixed-Routes (High-Frequency, Local, and Express)	\$9,775,000
ADA-Paratransit	\$2,050,000
Non-ADA Paratransit	\$1,370,000
Swift	\$650,000
Micro Transit	\$800,000
TOTAL	\$14,645,500

The probable costs for additional service improvements that JCT may implement next, after establishing the Foundational System, could include:

- Increasing 75th Street and 95th Street services to **high-frequency**, 15–30 minute routes: \$3.3 million combined
- Introducing **weekend service** on all local routes: \$4.6 million
- **Expanding Micro Transit** to new zones (up to): \$400,00 per zone

To move toward the full Preferred Future Scenario, additional investments will be necessary. The estimated annual probable cost of the Preferred Future Scenario is \$45.1 million.

PREFERRED FUTURE SCENARIO SERVICES	PROBABLE COST
High-Frequency Routes	\$19,638,000
Local	\$16,664,000
Express	\$8,796,000
TOTAL	\$45,098,000

The Preferred Future Scenario cost is the estimated amount to establish the fixed-route buses into a high-frequency service. This cost is a 360% increase over the fixed-routes costs in the Foundational Services (\$9.8 million to \$45.1 million).

Planning-level opinion of probable cost in 2025 dollars (rounded to nearest \$10,000). Final costs will be adjusted to factors such as operating hours. Probable cost estimates are based on a transit model using \$190 per revenue hour. Micro Transit probable cost is based on factors of existing service zone size, population, households, and jobs.

Potential Funding Sources

To support future service expansion, JCT could explore the following options to increase and diversify funding streams to stay financially sustainable. Appendix C summarizes an evaluation of different funding mechanisms and their applicability to JCT.

Transit Fares:

In 2020, fixed-route transit fares were eliminated in the KCATA region, including Johnson County. However, there have been discussions that KCATA could reinstitute fares to help fund transit. Reinstating fares will increase revenue and can help supplement ongoing service costs. However, there are potential drawbacks: 1) it may decrease ridership as it introduces a barrier for riders, especially lower-income residents; and 2) the region and the County will have to make an investment to reinstate fare collection systems and pay for ongoing collection. KCATA and JCT could consider methods that include the traditional farebox with cash or going cash-free. A cash-free system requires riders to use a tap card or their phone to pay. The benefits of going cash-free include reduced cost for fare collection, reduced delays during boarding, ease-of-use for riders, and potential for fare-capping to reduce the cost for low-income residents. However, transit providers need to consider that everyone may not have access to a smartphone, and that some riders may have trouble navigating a cash-free system.

For illustrative purposes, reinstating fares at a rate of \$2 per boarding could generate between \$892,000 and \$1.1 million annually, based on existing ridership. This includes approximately \$700,000 to \$900,000 from fixed-route services and \$192,000 from Micro Transit and Freedom On-Demand services.

Partnerships:

Public and private partnerships are a common strategy to generate funding for transit. Partnerships often are in the form of interlocal agreements between a county and municipalities. Costs of operating the system within a city's limits may be shared with the cities where the service is provided. Partnerships with municipalities can also focus on identifying and implementing city-led improvements around mobility barriers near transit stops. Contributions from major institutions could help fund the operation of specific services to areas such as school districts, colleges, healthcare institutions, and major employers (Appendix D summarizes a few examples of transit systems that provide service for second- and third-shift workers). These interlocal agreements and public-private contributions, such as those used by LYNX in Orlando, Florida, can help fund services to specific destinations.

Sales Tax:

Sales tax is one of the most important sources of funding that many transit systems frequently use to fund major transit expansions and operations. These sales taxes are typically levied at the local level and devote a percentage of the local sales tax to transportation purposes, generally or to a prescribed program of projects with a defined expenditure plan. A sales tax similar to the "Penny for Pasco" model in the Tampa-St. Petersburg, Florida region, could provide a dependable source of operating revenue. In Pasco County, FL, this tax funds approximately 20% of total transit operations and was recently renewed by voters with strong support.



Recommendations

To position the County for sustainable and scalable transit investment, JCT should pursue a layered funding strategy that includes:

Reinstate fares in coordination with the regional RideKC system. While the specific fare amount and collection method will be determined through future analyses, the County recognizes the importance of balancing revenue generation with affordability and community impact. Affordability must be central to the fare policy, therefore, discounted or free fares should be targeted to low-income residents through a fare structure that is aligned with the regional system. JCT should conduct a detailed fare analysis to understand the burden on different populations and to design fare structures that are fair, transparent, and effective. Fare collection technology and policies should also align with regional practices to promote seamlessness, ease of use, administrative efficiency, and operator safety.

Adopt Service Development Guidelines. These guidelines will help ensure that new fixed-route transit investments are aligned with both demand and available funding. Service Development Guidelines will establish clear, data-informed thresholds to evaluate where and when new services should be considered. Under this policy, fixed-route service would only be implemented in areas that meet minimum standards for population and employment density, and include considerations for pedestrian environment and walkability, zoning, and high-priority transit corridors (e.g., Metcalf Avenue, 75th Street, and 95th Street). The guidelines will provide a transparent process for evaluating service expansion requests. They will also help JCT respond more effectively to future growth, development, and community priorities by aligning services with measurable local conditions. See *Appendix A* for draft service development guidelines.

Form interlocal agreements and partnerships.

JCT should establish a practice of forming partnerships through which municipalities or institutions contribute to the cost of service operating within their boundaries or to key destinations. If a desired fixed-route service does not meet minimum service thresholds established in the Service Development Guidelines, municipalities or institutions can purchase service from the County equivalent to the operating cost of the service. This can be estimated by determining number of revenue hours in operation and anticipated deadhead.

Why Invest in Transit?

Every \$1 invested in transit yields an additional \$2.60 of economic activity in Johnson County.

- Transit investment can have significant impacts on the economy and thus represents a smart public policy.
- Transit supports local jobs and industries with spending and provides savings for households and businesses through improvements in mobility and access.
- Transit investments support cost savings for both transit users *and* non-users.
- Efficient transit may enable more households to reduce multiple car ownership. Owning one fewer car and transitioning to transit can save a household approximately \$9,800 annually.

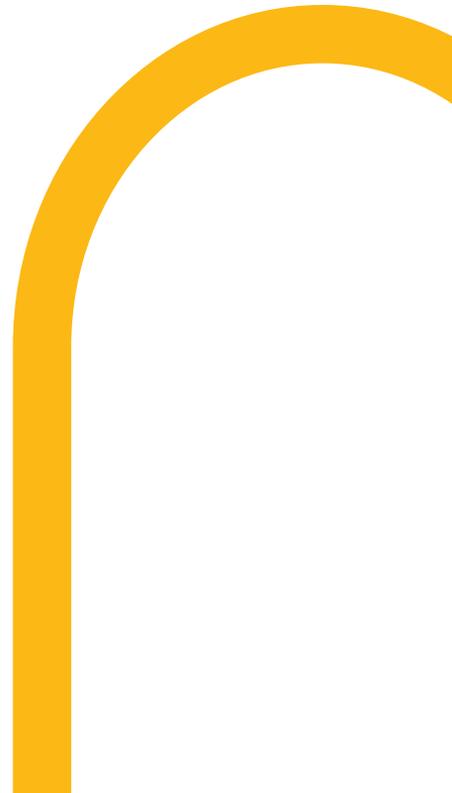
These estimates are based on a return on investment (ROI) analysis using IMPLAN, the American Public Transportation Association (APTA) economic impact analysis tool (www.implan.com). This metric uses Johnson County's current investment in transit, with direct labor costs and value-added removed.

Organizational Considerations

As JCT sets its course for the future, the strength of its internal capacity (of its people, structure, and systems) will be essential to delivering on the vision, goals, and Preferred Future Scenario outlined in this Strategic Plan. To understand how well positioned the organization is to advance this work, JCT completed an Organizational Development Assessment in late 2024.

The assessment provided foundational insight for a broader strengths, weaknesses, opportunities, and threats (SWOT) analysis. It examined the underlying capabilities and resources that support implementation, evaluation, and long-term effectiveness. The assessment was based on a structured review of internal documents, interviews with JCT staff and the Board of County Commissioners, and a standardized analysis of organizational capacity. JCT's capabilities were assessed across thirteen categories considered essential for long-term success, including, strategic clarity and governance, leadership and management culture, and financial systems and human resources. Each capability was evaluated using a five-point Likert scale, ranging from 1 (Unsatisfactory) to 5 (Outstanding), based on how well the current structure and resources meet the needs of a growing transit agency.

The results of the assessment show that JCT is in strong shape to move forward. While some areas are already meeting or exceeding expectations, others present opportunities to enhance capacity through investment, coordination, or updated systems. Overall, the findings indicate a solid foundation—one that will support the County's evolving transit goals and its ability to deliver more frequent, accessible, and responsive service. The assessment underscores the importance of maintaining a focus on organizational development alongside service delivery. As JCT grows the transit system and pursues expanded funding, its internal structure must be equipped to manage new partnerships, communicate effectively with the public, monitor performance, and steward public investments with transparency and efficiency.





8

**PUTTING THE PLAN
INTO ACTION**



Action Item Matrix

This Strategic Plan lays out clear goals and future services that JCT envisions for 2050, but turning that vision into reality requires structured follow-through. The Action Item Matrix (AIM) translates the Plan into a practical roadmap for the next three years. It outlines the specific steps JCT will take to implement the Foundational System and build toward the Preferred Future Scenario.

The AIM framework is organized into five categories of action:

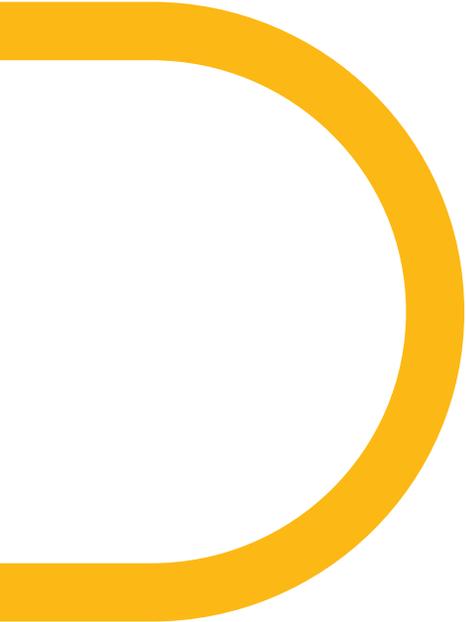
- **Transit Service Improvements:** Foundational service changes, performance monitoring, and phased implementation toward the Preferred Future Scenario.
- **Marketing and Communications:** Campaigns to promote the new vision and service changes for JCT, including a Johnson County-specific transit sub-brand.
- **Supportive Infrastructure:** Bus stop improvements prioritized by ridership and visibility.
- **Funding and Partnerships:** Strategies to reinstitute fares, and pursue diversified, sustainable revenue sources, including partnerships with municipalities and institutions.
- **Other:** Strategies include strengthening internal capabilities through staffing alignment and frequent plan updates to meet changing service expectations.

Each action is assigned a general timeline: either ongoing, tied to one of the first five years of the Plan, or in the following five-year increments after Plan adoption.

ACTION	DESCRIPTION	TIMELINE									
		ONGOING	YEAR 1 2025-2026	YEAR 2 2027	YEAR 3 2028	YEAR 4 2029	YEAR 5 2030	YEARS 6-10 2031-2035	YEARS 11-15 2036-2040	YEARS 16-20 2041-2045	YEARS 21-25 2046-2050
A	TRANSIT SERVICE IMPROVEMENTS										
A1	Monitor and Document Transit System Performance	X	X	X	X	X	X	X	X	X	X
A2	Monitor Demographic Shifts and Land Use Growth	X	X	X	X	X	X	X	X	X	X
A3	Implement Service to KCI Airport		X								
A4	Implement Foundational System Services		X								
A5	Adopt Service Development Guidelines		X								
A6	Implement High-Frequency Service on the 75th Street Corridor				X						
A7	Monitor Micro Transit Trips for Fixed Route Planning					X					

ACTION		DESCRIPTION	TIMELINE											
			ONGOING	YEAR 1 2025-2026	YEAR 2 2027	YEAR 3 2028	YEAR 4 2029	YEAR 5 2030	YEARS 6-10 2031-2035	YEARS 11-15 2036-2040	YEARS 16-20 2041-2045	YEARS 21-25 2046-2050		
A8	Monitor Growth and Plan New Micro Transit Zones	Introduce 7-day and/or extended-hours service across high-demand, high-frequency fixed routes and Micro Transit zones.					X							
A9	Upgrade Local Routes to a Higher Level of Service	Incrementally increase local route services to 30-minute peak service based on ridership, performance, and land use/demographics demand (A1 and A2)						X	X	X	X	X	X	X
A10	Plan and Implement New Fixed-Route Services	Study the propensity for new transit services in emerging markets and plan new services based on Micro Transit trips, development, population, and employment shifts.						X	X	X	X	X	X	X
A11	Expand Regional / Express Service Connections	Plan and implement new or expand existing inter-county transit services, especially to employment centers, regional institutions, or destinations in adjacent counties, based on ridership demand, and service performance data (A1 and A2).						X	X	X	X	X	X	X
A12	Implement New Circulators or Micro Transit Services	Design and implement new Micro Transit zones or circulator routes where fixed-route service is not feasible. Use land use context, ridership demand, and service performance data (A1 and A2) to determine mode.							X	X	X	X	X	X
A13	Implement High-Frequency Service on the Quivira Road and 135th Street Corridors	Implement high-frequency service along Quivira Road and 135th Street as funding and ridership/travel patterns monitoring allow (A1 and A2).									X	X		
A14	Explore Opportunities to Further Develop High-Frequency Bus Corridors	Study long-term opportunities to evolve high-frequency corridors (e.g., Metcalf, 75th, 95th, 135th) into Bus Rapid Transit (BRT) routes. Assess the feasibility of enhanced speed, reliability, and rider experience through features such as bus-only lanes, queue jumps, signal priority, off-board fare collection, and enhanced stations.									X	X	X	X

ACTION	DESCRIPTION	TIMELINE									
		ONGOING	YEAR 1 2025-2026	YEAR 2 2027	YEAR 3 2028	YEAR 4 2029	YEAR 5 2030	YEARS 6-10 2031-2035	YEARS 11-15 2036-2040	YEARS 16-20 2041-2045	YEARS 21-25 2046-2050
B	MARKETING AND COMMUNICATIONS										
B1	Market Transit Services	X	X	X	X	X	X	X	X	X	X
B2	Launch a Communications Campaign		X								
B3	Develop Transit Services Sub-Brand		X								
C	SUPPORTIVE INFRASTRUCTURE										
C1	Upgrade Tier 1 Bus Stops		X								
C2	Upgrade Tier 2 and Opportunistic Bus Stops				X	X	X	X	X	X	X



	ACTION	DESCRIPTION	TIMELINE									
			ONGOING	YEAR 1 2025-2026	YEAR 2 2027	YEAR 3 2028	YEAR 4 2029	YEAR 5 2030	YEARS 6-10 2031-2035	YEARS 11-15 2036-2040	YEARS 16-20 2041-2045	YEARS 21-25 2046-2050
D	FUNDING AND PARTNERSHIPS											
D1	Build Municipal and Institutional Partnerships	Negotiate interlocal agreements and contributions for service to schools, healthcare facilities, major employers, and cities.	X	X	X	X	X	X	X	X	X	X
D2	Develop a Fare Policy Strategy	Coordinate regionally to analyze fare reinstatement scenarios, fare impacts, and implement policies aligned with regional standards and rider affordability.		X								
D3	Conduct a Detailed Analysis of Transit Return on Investment	Evaluate the economic, social, and environmental benefits of JCT services, including cost savings to riders, reduced vehicle miles traveled, improved access to jobs, and potential local economic development. Use results to support communications and funding efforts. Repeat every two years at a minimum.			X		X			X	X	X
D4	Pursue Funding Diversification Strategy	Explore sales tax, and funding partnerships to support the continued development of transit services. Support the launch of a public communications campaign if a sales tax ballot measure is pursued.				X	X	X	X	X	X	X
D5	Align Land Use and Development with Service Development Guidelines	Coordinate with municipal partners to develop zoning guidance, planning tools, and development incentives that support compact, mixed-use, and walkable land use near existing or future high-frequency bus corridors. Emphasize aligning local land use decisions with transit thresholds established in the Service Development Guidelines (e.g., density, connectivity, sidewalk access).						X	X	X	X	X
E	OTHER											
E1	Strengthen Organizational Capacity	Align staffing with growing transit needs, such as planning, finance, communications, and customer service roles.	X	X	X	X	X	X	X	X	X	X
E2	Update Strategic Plan	Institutionalize a process to update the Strategic Plan every 5 years, incorporating data from performance metrics and community feedback.						X	X	X	X	X

The image features two thick yellow lines that curve from the corners towards the center. One line starts at the top right corner and curves down and left. The other starts at the bottom left corner and curves up and right. They meet towards the center of the page.

JOHNSON
COUNTY
KANSAS