



Kansas City Area Transportation Authority

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Table of Contents

Who We Are

KCATA provides more than bus service, owning and operating a number of assets that bring added value to the community.



Fiscal Health

Funding continued to be regional transit's greatest challenge in 2010.



Performance

Customer satisfaction increased in 2010, bucking a nationwide trend among government and public service organizations.



A Good Year

A number of initiatives launched in 2010 aimed at increasing awareness and planning for the future.



Troost MAX *Special Feature*

The Green Line debuted Jan. 1, 2011. The region's second MAX Bus Rapid Transit line garnered several awards even before the first bus rolled.



People

The 800 employees of the KCATA demonstrate their commitment to service 365 days a year, on the road and off the road.



About the Cover

The Kansas City Area Transportation Authority actively supports Tulips on Troost by planting tulips on New Year's Day at its headquarters at 18th & Troost.

Published in September 2011.

Greetings Who We Are Fiscal Health Performance A Good Year Troost MAX Special Feature People



Public transportation makes sense. Money sense, planet sense, good sense.

Kansas City Area Transportation Authority buses were boarded nearly 15 million times in 2010. Most Metro customers own a car, but they choose to ride The Metro. Maybe because riding The Metro can save the average household thousands of dollars compared to driving. Or maybe it's because a 20-mile roundtrip on The Metro saves 4,800 pounds of carbon emissions a year over driving solo. Or maybe it's because The Metro creates opportunities for employment, health care, education and good times. Maybe it just makes sense. Money sense. Planet sense. Good sense.

Whatever the reason customers choose The Metro, KCATA's 800 employees work hard to deliver innovative solutions that result in high levels of customer satisfaction. An onboard survey conducted in April 2010 revealed that 75% of customers rank overall service as excellent or very good.

In 2010 KCATA continued to embrace modern technology to improve the overall transit experience for customers. For example, our GPS-based radio communications system pinpoints the location of every bus every minute of the day. That same technology can be accessed by customers from the comfort of their home or office to find out real-time arrival information for their bus.

Recognizing our environmental responsibility, KCATA forged ahead with a number of initiatives that laid the groundwork for a more sustainable region. Leading the pack was the launch of our second bus rapid transit line, Troost MAX. Troost MAX, or the Green Line, is green in more than name. Featuring a broad menu of environmentally friendly features, the Green Line garnered several awards before the first bus even rolled Jan. 1, 2011.

Look through this 2010 Annual Report and note the many advances made in the delivery of public transportation in our community. We continue to work smarter and more efficiently to exceed our customers' expectations.

Looking forward,

Mark E. Huffer

General Manager





The KCATA was formed by the signing of a bi-state compact created by the Missouri and Kansas legislatures on Dec. 28, 1965. The compact gives the KCATA responsibility for planning, construction, owning and operating passenger transportation systems and facilities within the seven-county metropolitan area.

KCATA is governed by a 10-member Board of Commissioners, five from Missouri and five from Kansas, representing the seven-county metro. Under the umbrella of the KCATA there are three operating divisions.

The Metro

KCATA operates a fleet of 300 buses on 70 routes, logging nearly 52,000 passenger trips every weekday. Service is provided from 4 a.m. to 1 a.m. seven days a week. There are four types of Metro service.

Early Learning Center.

• MAX – The Metro Area Express is Kansas City's brand of the award winning Bus Rapid Transit lines offering faster service and featuring unique branding and technology-based customer amenities.

- Metro Local and Express service provides a network of routes that work together to provide access to employment, school, retail and medical care.
- MetroFlex is demand-response bus service that allows customers to arrange their trips 24 hours in advance and get picked up at home and dropped off right at their destination.
- AdVANtage Vanpool offers shared ride alternatives to people who do not have bus service available where they live. KCATA operated 29 vanpools in 2010.

KCATA Board of Commissioners

FROM LEFT TO RIGHT: James Klobnak (Kansas City, Mo.),
A.J. Dusek (Vice-Chair, Wyandotte County, Ks.), Michael Short
(Platte County, Mo.), Robbie Makinen (Chair, Jackson County,
Mo.), Irene Caudillo (Unified Government of Wyandotte
County, Ks.), James White (Kansas City, Ks.)
ON STEP: George Huvendick (Leavenworth County, Ks.),
Gary Mallory (Cass County, Mo.).
NOT PICTURED: Marge Vogt (Secretary, Johnson County, Ks.),
Juan Manuel Rangel, Jr. (Treasurer, Clay County, Mo.)

Share-A-Fare

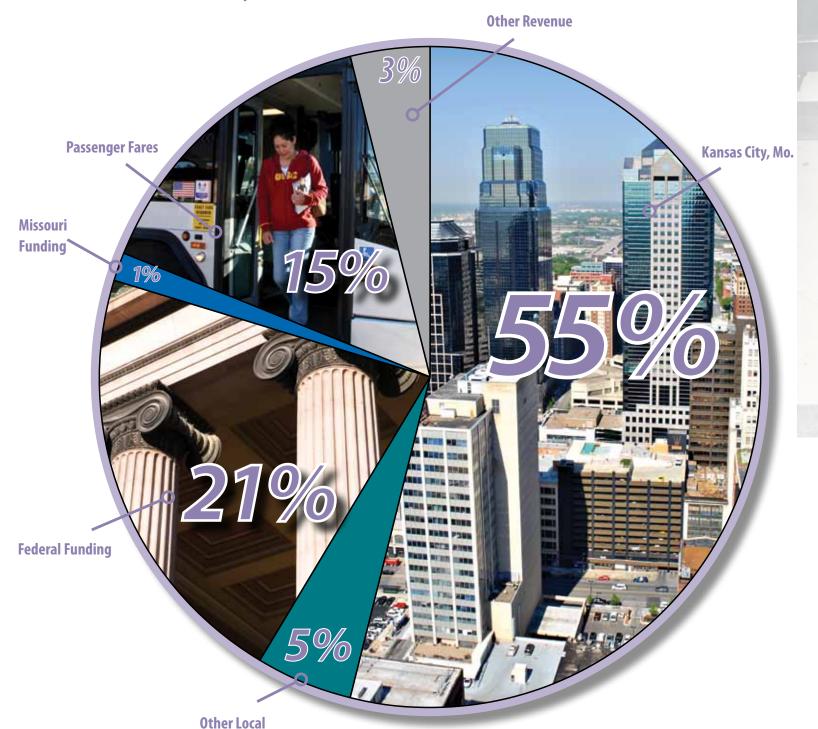
Share-A-Fare offers ADA service for persons with disabilities who cannot use the bus because of their disability, as well as non-ADA service for the elderly and disabled. More than 275,000 Share-A-Fare trips were made in 2010.

Country Club Right-of-Way

The Country Club Right-of-Way is home to the Harry Wiggins Trolley Track Trail. It is a popular recreational facility for walkers, runners and cyclists. The trail is named after the late Missouri State Senator Wiggins in recognition of his many years of support for KCATA.

Fiscal Health

Accountable. Responsible. Resourceful. It all adds up.



Greetings From the GM

Who We Are

Fiscal Health

Performance

A Good Year

Troost MAX Special Feature

People

In 2010, the Kansas City Area Transportation Authority strived to efficiently meet the community's growing public transit needs, despite an ever-sprawling region and unstable funding sources.

The 2010 operating budget of \$80 million was derived from several revenue sources:

Local Funding

Kansas City, Mo., is the primary funder of public transportation in the region. The ongoing recession has adversely impacted sales tax collections, as well as general revenue funds of most governmental entities.

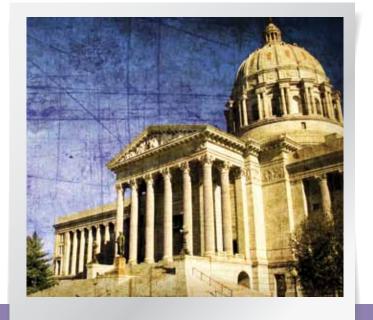
In addition to KCMO, nine other cities in the region contracted with KCATA to provide public transit to their citizens. They are the Unified Government of Wyandotte County in Kansas, Independence, North Kansas City, Gladstone, Riverside, Liberty, Raytown, Blue Springs and Lee's Summit in Missouri. The amount of service available in all 10 communities is determined by those individual municipalities. Most fund transit from general revenues, which means that transit competes with all other city services for already strained resources.

State Funding

Due to the state's economic condition, investment in transit in Kansas City has been reduced from \$2.4 million as recently as 2004, to \$119,000 in the 2010-11 fiscal year. Transit funding reductions have adversely impacted transit systems across the state.

In spite of the recent fiscal struggles, KCATA and The Missouri Public Transit Association continue to enjoy positive relations with state legislators as they pursue alternative funding mechanisms.

The state of Kansas has provided transit funding to the Unified Government for the past several years. The 2010 budget included \$460,462.



07



The Kansas City Area Transportation Authority received \$6 million toward replacing buses that have exceeded their useful life.

Federal Funding

Federal transit funding is provided annually through appropriations approved by Congress. The United States Department of Transportation distributes funds to transit agencies each fiscal year and includes funding for specific capital needs.

While KCATA recognizes the need to expand service in our region, the lack of revenue growth has meant service options have remained stable over the past several years. The need to sustain basic services and maintain existing facilities was the highest priority for 2010 federal discretionary capital funding.

Through a competitive selection process, KCATA was awarded:

- \$38.7 million in Transportation Investment Generating Economic Recovery (TIGER) funds for projects in the Green Impact Zone and transit improvements in the State Avenue, North Oak and Eastern Jackson County corridors.
- \$748,000 in State of Good Repair funds for a more efficient Bus Washer Replacement and Fueling Station upgrade.



New heaters were installed in passenger waiting areas in Independence as part of TIGER funding.



•\$250,000 in Bus and Bus Livability funds for bus stop and access improvements in the urban core.

The 2010 budget also included these federal funds:

- •\$3 million in American Recovery and Reinvestment Act (ARRA stimulus) funds that were used for operating assistance, preventive maintenance for capital assets, bus procurements and capital projects.
- Small Starts Funds were used on Troost MAX construction and to purchase 14 MAX vehicles,

including four hybrid-electric vehicles.

- Job Access/Reverse Commute (JARC) and New Freedom funds used for operating assistance on Northland Joblink routes, routes in Kansas City, Ks., Independence, Mo., Bannister/Hillcrest MetroFlex service and on #296 expansion in south Kansas City.
- •Congestion Mitigation Air Quality (CMAQ) funds for the Ozone Alert! program and for enhanced service along the State Ave. corridor in Kansas City, Ks.

Passenger Fares

Many people are surprised to learn that passenger fares generate only 15 percent of KCATA's total revenue. To dramatically impact a budget, fares would have to be raised so high that it would make public transit cost-prohibitive to most.



Letter From the GM Who We Are

Performance

A Good Year

Troost MAX
Special Feature

People

Kansas City Area Transportation Authority

Statements of Revenues, Expenses and Changes in Net Assets Years Ended December 31, 2010 and 2009

Fiscal Health

perating revenues:	2010	2009
Passenger	\$ 11,505,545	\$ 11,686,490
Charter and stadium express	9,520	15,738
Advertising	447,341	274,046
Total operating revenues	11,962,406	11,976,274
perating expenses:		
Transportation	45,858,040	45,345,962
Maintenance	18,568,886	17,741,447
Public liability and property damage claims	1,200,331	1,443,392
General and administrative	11,229,211	10,318,640
Depreciation	10,582,901	10,216,959
Total operating expenses	87,439,369	85,066,400
Operating loss	(75,476,963)	(73,090,126
onoperating revenues (expenses): Operating grants and funding:		
Local governments	48,039,407	51,478,224
State government	891,667	1,050,219
Federal government	15,489,286	14,452,608
Capital related grants and funding	20,461,391	6,417,495
Investment income	1,425,693	735,922
Gain (loss) on disposition of capital assets	(235,911)	42,831
Rental and other nonoperating income	455,581	461,909
Total nonoperating revenues	86,527,114	74,639,208
Change in net assets	11,050,151	1,549,082
The second second		
et assets, beginning of year	155,935,995	154,386,913
et assets, end of year	\$ 166,986,146	\$ 155,935,995

See Notes to Basic Financial Statements.

iabilities	2010	2009	
Current liabilities:			
Accounts payable	\$ 4,267,871	\$ 3,724,311	
Accrued liabilities:			
Payroll and benefits	2,649,744	2,849,879	
Compensated absences	3,749,144	3,434,847	
Other	8,740	8,787	
Public liability and property damage claims	934,280	962,624	
Workers' compensation claims	1,752,985	974,33	
Deferred revenue	1,377,696	3,442,10	
Total current liabilities	14,740,460	15,396,884	
Workers' compensation claims Other post employment benefits obligation Compensated absences	916,287 1,047,397 1,249,718	806,066 607,542 1,160,628	
Total noncurrent liabilities	4,109,784	3,811,330	
Total liabilities	18,850,244	19,208,214	
Net Assets			
Invested in capital assets	90,644,774	76,766,930	
Restricted for capital and operating purposes	60,161,138	62,034,311	
Unrestricted	16,180,234	17,134,754	
Total net assets	\$ 166,986,146	\$ 155,935,995	

See Notes to Basic Financial Statements.

Greetings From the GM	Who We Are	Fiscal Health	Performance	A Good Year	Troost MAX Special Feature	People
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Assets	2010	2009	
Current assets:			
Cash and investments	\$ 5,315,425	\$ 7,416,342	
Accounts receivable	324,277	379,852	
Due from other governments:			
Local governments	748,542	470,188	
State governments	364,950	1,049,76	
Federal government	3,368,064	2,760,399	
Materials and supplies	2,065,556	2,021,148	
Prepaid expenses and other assets	1,158,155	1,034,469	
Designated cash and investments	2,709,339	2,740,148	
Total current assets	16,054,308	17,872,314	
oncurrent assets:			
Restricted cash and investments	60,161,138 62,03		
Designated cash and investments	18,905,149	17,840,440	
Net pension asset	71,021	630,214	
Capital assets:			
Land and other nondepreciable assets	10,069,067	13,282,475	
Other depreciable capital assets, net of depreciation	80,575,707	63,484,455	
Total noncurrent assets	169,782,082	157,271,895	
Total assets	\$ 185,836,390	\$ 175,144,209	

See Notes to Basic Financial Statements.

10



Performance

Our constituents deserve to know what we do well and what we need to improve upon.

In April, Kansas City Area Transportation Authority conducted a Customer Satisfaction Survey that indicated bus riders rated Metro and MAX service higher in 2010 than in 2007. The study was conducted by ETC Institute, an Overland Park market research firm. Chris Tathum, of ETC Institute, said KCATA is bucking the trend of decreasing satisfaction with public services.

addition, satisfaction ratings for MAX continued to be high. More than 75 percent of MAX customers rated all of the aspects of MAX service measured in the survey as "excellent" or "very good."

KCATA gathered information about how customers use the service, as well as demographic data.

While most public and government agencies' satisfaction scores are going down, KCATA's scores are higher than they were in 2007.

"While most public and government agencies' satisfaction scores are going down, KCATA's scores are higher than they were in 2007," Tathum said. "Overall satisfaction with KCATA services improved in almost every area that was rated, which shows the KCATA has done a great job meeting the needs of its customers."

Of Metro customers surveyed, 70 percent rated overall bus service in 2010 as "excellent" or "very good" compared to 64 percent in 2007. In

As in 2007, transit customers tended to be employed, 54 percent in 2010 compared to 57 percent in 2007. The slight decrease was largely accounted for by a 4 percent increase in riders who used public transportation to look for a job. Unemployment among bus riders doubled in 2010 (16 percent) from 8 percent in 2007, indicative of the 2010 recession.

"Nevertheless, work commuters and job seekers still account for 65 percent of those surveyed," Tathum said. "Clearly, public transit remains vital to the mobility of the labor force in Kansas City."

Key Performance Measures

	2006	2007	2008	2009	2010
Metro Expense/Mile (National Average, 2009 \$9.30 So	\$5.86 urce: National Tra	\$6.06 ansit Database)	\$6.39	\$6.48	\$7.10
On-time Performance				92.6%	92.1%
Passenger Boardings per Customer Complaint	7,382	7,602	6,508	7,539	8,931
Vehicle Accidents/ Million Miles	36.1	35.2	39.2	42.7	36.7
Farebox Recovery Ratio	13.8%	14.5%	15.5%	16.8%	15.9%



KCATA measures performance based on quantifiable criteria. The ridership and key performance measures charts indicate KCATA operations stack up well against other U.S. public transportation agencies.

Ridership

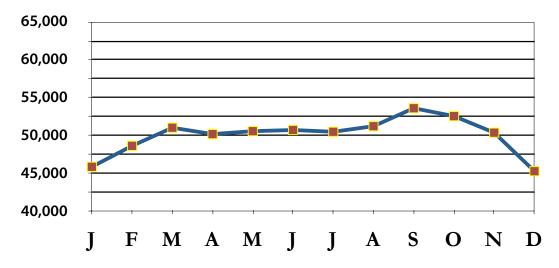
Ridership decreased in 2010, down 2.7 percent to 14.8 million compared to 15.2 million in 2009. Fewer scheduled miles from July 2009 service reductions and persistent unemployment throughout 2010 contributed to the lower ridership. The Bureau of Labor Statistics indicated a

in 2010 for the Kansas City metropolitan area. In addition, 2010 was the first full year of a fare increase from \$1.25 to \$1.50 which impacted

Average weekday ridership decreased from the prior year by 1,149 passengers, or 2.3 percent,

decade-high unemployment rate of 8.8 percent with average Saturday and Sunday ridership decreasing by 3 percent and 9.8 percent respectively. Although total and average weekday ridership was lower for 2010, passengers per scheduled service mile increased 3.4 percent to 1.52 passengers per mile compared to 1.47 passengers per mile in 2009.

2010 Average Weekday Ridership





Planning for the future.

To ensure The Metro system operates at the highest level of efficiency, the Kansas City Area Transportation Authority contracted with Boston-based transit planning consultants Nelson-Nygaard to conduct a Comprehensive Service Analysis (CSA) in Kansas City, Mo. The last CSA was conducted in 1995.

"Due to demographic, geographic and funding shifts in this region, it is important to gather current data," said Geoff Slater, principal, Nelson-Nygaard. "The CSA includes an analysis of the current market,

The study will identify opportunities to improve efficiency and provide better service. Upon completion, KCATA will be well positioned to make informed decisions about the system.

a detailed route-by-route review, and a review of the transit service in the City of Kansas City, Mo. The study will identify opportunities to improve efficiency and provide better service. Upon completion, KCATA will be well positioned to make informed decisions about the system. "

Phase I began in the summer of 2010 and was completed in the spring of



 $\label{lem:KCATA Planning Director Danny O'Connor and Nelson-Nygaard principal Geoff Slater look for opportunities to operate more efficiently. \\$

2011. It includes a **Market Analysis**, which is a review of the conditions and developments in Kansas City that are related to the demand for transit service. It examines population, employment, socio-economic characteristics, major activity centers and local travel patterns. **Route Profiles** assess activity centers along the route, transfer locations, scheduling and frequency, and ridership. Each profile includes options for changes that may reduce KCATA costs, increase costs, or hold costs steady but provide better service. A **Preference Survey** was conducted online and on buses in August and September 2010. It helped determine what is most important to customers, such as when and where Metro service is available.

\$50 Million for Transit, Green Impact Zone Improvements Announced

U.S. Secretary of Transportation Ray LaHood announced that Kansas City would receive \$50 million as part of the Transportation Investment Generating Economic Recovery (TIGER) grant program. This money was designed to create jobs while providing improvements in key transit corridors and the Green Impact Zone of Missouri.

"This infrastructure improvement is designed to make Metro service more attractive to current customers and to draw new people on board The Metro," said Mark Huffer, KCATA general manager. "These funds will help us create transfer centers, build benches and shelters and construct or repair sidewalks at key stops throughout the region."

U.S. Transportation Secretary Ray LaHood visited Kansas City to kick off this local investment.

"TIGER grants will tackle the kind of major transportation projects that have been difficult to build under other funding programs," LaHood said. "This will help us meet the 21st century challenges of improving the environment, making our communities more livable and enhancing safety, all while creating jobs and growing the economy."

Proposed by U.S. Congressman Emanuel Cleaver, II, the Green Impact Zone initiative was hailed by President Obama in July for its focus on "transforming a low-income community into a national model of sustainability by weatherizing homes and building a green local transit system."

Greetings From the GM

Who We Are

Fiscal Health

Performance

A Good Year

Troost MAX Special Feature

People



Earth Day Contest Winners Announced

In honor of Earth Day April 22, KCATA sponsored the "Every Day is Earth Day" competition for students in the Kansas City area. The contest called for themed posters and poetry to raise awareness of transit's environmental benefits through creative, exciting and attention-getting interior bus signs.

Winning submissions were drawn by students from first through ninth grade, and featured a range of environmental themes, from riding the bus to recycling. More than 70 students participated. Seventeen posters were selected to be printed and installed throughout The Metro fleet.

KCATA brought a new hybrid MAX bus to Derrick Thomas Academy for a recognition ceremony. KCATA General Manager Mark Huffer spoke to students, staff and parents. Huffer presented the students with recognition certificates and a copy of their posters. The event concluded with a bus ride on the hybrid MAX bus.

Front Door Service to the Kansas City Zoo

In May, in partnership with the Kansas City
Zoo, The Metro began providing front door
service to the zoo on the #53-Armour-Swope
Park route. Whether a tourist or a Kansas
City resident, The Metro's #53 route offered a
convenient, affordable way to get to the zoo.

New Audio Ads Generate New Revenue for KCATA

In an effort to increase new revenues, KCATA launched a new advertising revenue strategy in January 2010. Audio ads, which are broadcast and text scrolled on Metro buses, link to the vehicle's GPS system. These "ads" can be broadcast based on the location of the bus

and/or the time of day. In addition to broadcasting paid advertisements, The Metro found them to be a valuable way to communicate with customers.

"How-To-Ride" Videos Pass 10,000 Views Milestone

The "How-To-Ride" video series that features instructions on riding The Metro reached a milestone in January 2010. It surpassed 10,000 views, and the series was upgraded to include subtitles.

The YouTube.com videos cover such topics as how to read a schedule, how to use the on-bus bike racks and paying your fare.

To make the videos even more accessible, closed captioning was also added to the video series. The benefits went beyond being accessible for people who are hearing impaired. Now people can watch the subtitled videos when they are in an environment where noise may disturb others, such as a library or office. The captions are also helpful for people who may have challenges with understanding spoken language or understanding accents.



High-impact graphics publicized new front door service to the zoo.

Troost MAX Special Feature

Once an iconic street, Troost Avenue is on the move again, and the Kansas City Area Transportation Authority's second bus rapid transit line is one of the driving forces behind its resurgence.



Expands to Troost Avenue

Troost MAX is KCATA's second Bus Rapid Transit (BRT) line, launched on New Year's Day 2011. From its inception, Troost MAX was expected to do more for this beleaguered corridor than provide limited stops, traffic signal priority and real-time arrival information. Indeed, the people who live and work along Troost Avenue were very clear about their expectations that Troost MAX be creative, innovative, sustainable and even transformative. While bus rapid transit lines are becoming more and more common throughout the United States, Troost MAX Green Line is notable for its commitment to sustainability and its low-cost strategies.

Troost MAX travels between downtown Kansas City, through the city's urban core into Kansas City's first-ring suburbs. The BRT line features limited stops, real-time arrival information, frequent service, urban and suburban park-and-rides, internal and external bus audio announcements, traffic signal priority and lighted stations. Service is provided every 10 minutes on weekdays on the 10-mile route and 15-30 minutes on weekends.

The Troost MAX Green Line builds on the successful MAX brand that was created for the first MAX line in 2005, but is further distinguished by being a truly "green" route and implementing a number of "firsts" in the Kansas City metropolitan area:

- · Kansas City's first hybrid-electric buses
- The city's first commissioned art in transit
- The first all–electric, zero emissions truck servicing transit stations
- The first planned rain gardens at bus stops

This \$30 million project was funded with 80% federal grants from the Federal Transit Administration (FTA) in the form of the nation's first Very Small Starts grant. This grant was secured with the cooperation and strong support from former Senator Kit Bond (R-Mo.) and Congressman Emanuel Cleaver II (D-Mo., 5th District). We also recognize and appreciate the leadership of Mokhtee Ahmad, FTA District VII Regional Administrator.



Deputy Secretary of the Department of Transportation John Porcari was in Kansas City in September 2009 to kick off the investment in the 150-block Green Impact Zone of Missouri.

Troost MAX is a vital part of the initiative. FROM LEFT TO RIGHT: HUD Secretary Shaun Donovan, former Urban Affairs Director Adolfo Carrion, KCATA General Manager Mark Huffer,

USDOT Deputy Secretary John Porcari and Congressman Emanuel Cleaver II (D-MO-5th).

Photo courtesy of Maidhof Photography

Greetings From the GM

Who We Are

Performance

Fiscal Health

A Good Year

Troost MAX

People



KCATA marked the start of construction of Troost MAX with a September 2009 groundbreaking celebration at the Discovery Center, 4750 Troost. FROM LEFT TO RIGHT: Donovan Mouton, former KCATA commissioner, Geoffrey Jolley, district director for Congressman Emanuel Cleaver II, Michael Collins, district office director for former Senator Christopher "Kit" Bond, Anita Maltbia, director of the Green Impact Zone, Carol Grimaldi, executive director of Brush Creek Community Partners, Mokhtee Ahmad, Federal Transit Administration region VII director, and Terry Riley, former Kansas City council member, 5th district.

Changing the Face of Troot



Atriving for Sustainability

Kansas City Area Transportation Authority hopes to make Troost MAX the most sustainable bus route in the nation. The Green Line embodies the three legs of sustainability: environment, economy and social equity.

Environment

Troost MAX is the Green Line in more than name. KCATA has incorporated a broad array of environmentally friendly features that earned local and national recognition before the first bus even rolled. Environmental sustainability was not an afterthought, but a critical element planned into every facet of design, construction and operation.

MAX buses have clean diesel engines to reduce nitrous oxide emissions. Five of the MAX buses are hybrid-electric, using battery power from start-up to 25 mph. When the clean diesel engine takes over, it also recharges the batteries. These were the first full-size hybrid electric buses to operate in the Kansas City region. KCATA is recognizing fuel economy of more than 30 percent with the hybrid-electric buses.

Rain gardens were designed into 30 MAX stations to capture and filter water run-off, reducing flooding, erosion and pollutants in rivers and streams. The gardens also help counteract the heat island effect of surrounding asphalt and concrete.

Pervious concrete is used to absorb water and reduce runoff at the 31st Street & Troost Park-and-Ride.

MAX stations include energy-efficient LED lighting. New solar lighting has been installed at many Troost local stops. Benches at Troost MAX stations are made of Ipe wood, a more sustainable hardwood from Brazil. Recycling receptacles, including solar-powered trash compactors, help keep stations clean and reduce trash volume.

For customers who are using more than one green transportation mode, Troost MAX connects with several area walking and biking trails. Concurrent with the construction of MAX, the city of Kansas City began rebuilding the Troost Bridge. When completed in December of 2011, this project will include pedestrian walkways on the bridge and a new trail expansion along Brush Creek. Troost MAX also connects with KCATA's popular 4.5-mile Trolley Track Trail and the 17-mile, bi-state Indian Creek Trail. All MAX vehicles include bike racks. Construction for the line included the replacement of sidewalks and pedestrian crossings at intersections, making Troost safer and more pedestrian-friendly.

Economy

By leveraging local and federal dollars, this project provides vital access to quality of life opportunities: job centers, small businesses, health care, major universities and affordable neighborhoods. This transit access provides support for an area working toward economic recovery and growth.

Troost MAX works in tandem with the Green Impact Zone of Missouri, a 150-square block area of Kansas City that has experienced severe abandonment and economic decline. The project, proposed by Congressman Emanuel Cleaver II, puts people and dollars to work to strengthen neighborhoods, create jobs and improve the environment. In addition to upgraded transit for the Green Impact Zone, the initiative includes housing rehab and weatherization programs, community policing and services, job training and placement, and health and wellness programs, all built around a comprehensive neighborhood outreach program and using sustainability as a catalyst for this transformation.

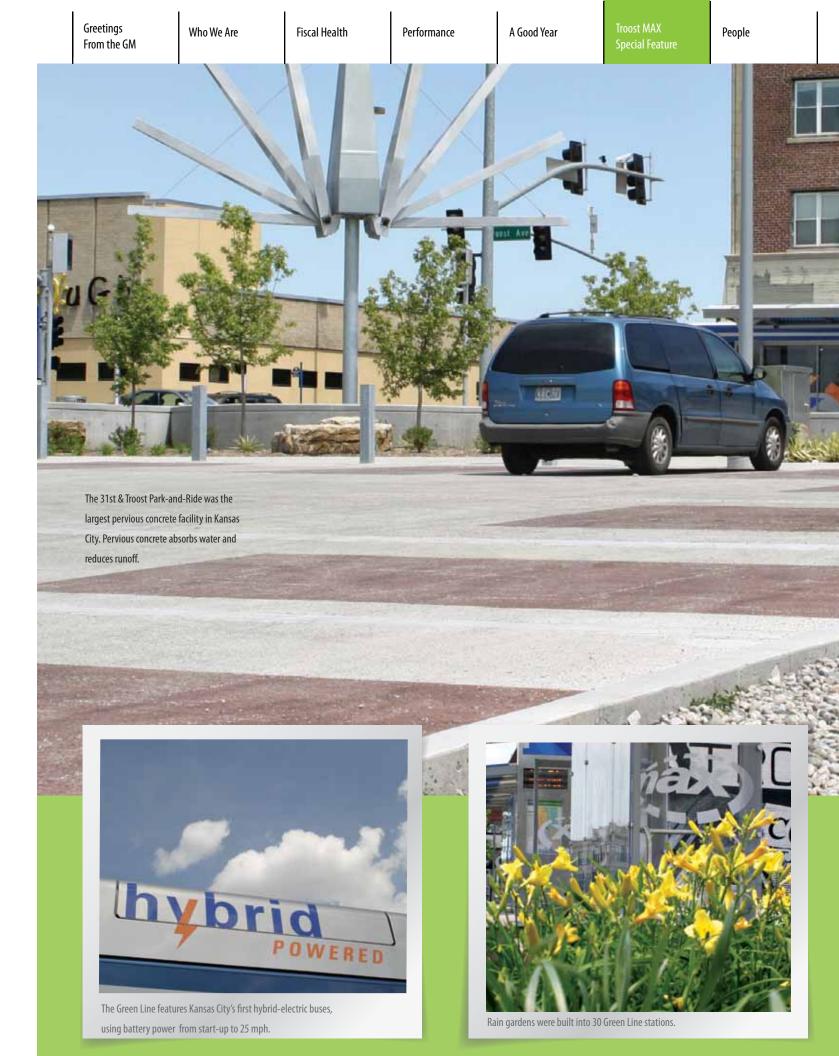
Design and construction of the Green Line provided work for many local firms. Additionally, KCATA has been a good steward of public funds, and the line was built at a low cost per mile with several energy-efficient, cost-saving features.

Social Equity

Troost MAX is an important connector in Kansas City. The route links downtown, the urban core, and Kansas City's first-ring suburbs. The Green Line brought upgraded transit and access to opportunities to a corridor that, like many central cities, has been battered by social changes of the last 50 to 60 years.

The three commissioned pieces of public artwork and the MAX stations are generating pride in the surrounding neighborhoods and creating a sense of place and ownership. KCATA has developed a GO TROOST. GO MAX marketing campaign which celebrates the unique character and optimism of the avenue.

Finally, our extensive public involvement process continually solicited feedback, impacted our plans and provided updates to the affected communities.





When the Kansas City Area Transportation Authority embarked on implementation of our second MAX line, we couldn't anticipate the relationships we would build and the strong community response we would enjoy from concept to execution.

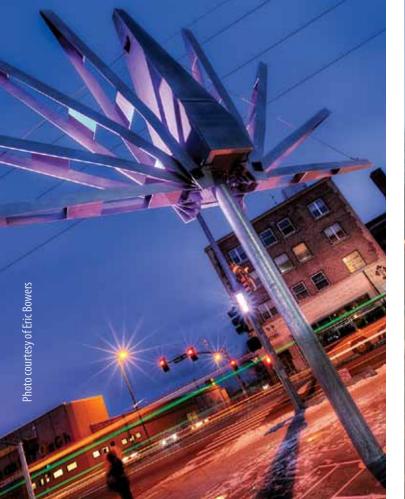
For more than two years, KCATA met with communities along the future MAX line. In addition to an ongoing Troost MAX Advisory Committee, KCATA partnered with local businesses, universities, neighborhood organizations, community groups, health facilities, business associations, city government and the Green Impact Zone.

The community told us again and again that they were looking for a unique project that would unite the community, and that was environmentally responsible. KCATA continually sought community input, refined plans for the Green Line, and communicated progress back to stakeholders.

KCATA and Kansas City worked together to coordinate public improvements. In addition to rebuilding the Troost Bridge, the Water Services and Parks and Recreation departments agreed to maintain the rain gardens and trees within the public right-of-way. Partnerships with the University of Missouri-Kansas City, Rockhurst University, Truman Medical Center, U.S. General Services Administration, 31st & Troost Community and St. James Church allowed significant enhancements to several MAX stations, such as park-and-rides, landscaping and more spacious stations.

"We believe we've already started to see the economic benefits of Troost MAX," said KCATA General Manager Mark Huffer. "It's been demonstrated through the years that when you provide great transportation infrastructure in urban corridors, they thrive. We believe MAX will be an integral part of the ongoing revitalization of the Troost corridor."







Greetings From the GM

Who We Are

Fiscal Health

Performance

A Good Year

Troost MAX Special Feature

People

arts in Transit Generates Pride

For the first time, the Kansas City Area Transportation Authority commissioned original public art at key stations. Artists drew upon community input and local history to create compelling original works.

Catalyst

Matt Dehaemers

31st & Troost

This large-scale kinetic sculpture was designed to move in relationship to arriving buses. Dehaemers, a Kansas City, Ks., native, incorporated linguistic history in the design.

Resembling a tree, "Catalyst" plays off one origin of the word "Troost." The motion of the structure results in a creation that is constantly in flux, much like the history of Troost.

Unite Jefrë

39th & Troost

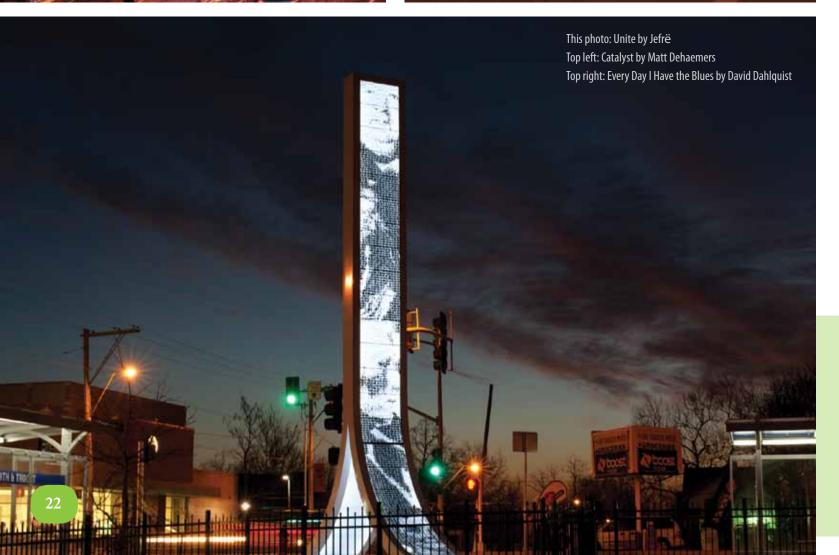
Jefrë, Miami, Fl., created a sculpture that draws on the image of hands coming together, evoking a joining together or way to cross a divide. He worked with area children, gathering drawings of what the children wanted to be when they grew up. These drawings of doctors, firefighters, engineers and other vocations are incorporated into the sculpture.

Every Day I Have the Blues

David Dahlquist

75th & Troost

An oversized piano structure with LED lighting pays tribute to Kansas City's rich jazz history at the 75th & Troost MetroStation. Created by David Dahlquist, Des Moines, Iowa, the sculpture is a powerful red epoxy-painted steel and aluminum structure. The open, cantilevered framework suggests the raised lid of a grand piano. Pedestrians can walk under the structure on a keyboard walkway.







The first 200 customers on Iroost MAX received "I Was First t-shirts.

"Living in cities is an art, and we need the vocabulary of art, of style, to describe the peculiar relationship between man and material that exists in the continual creative play of urban living."



Greetings From the GM

Who We Are

Fiscal Health

Performance

A Good Year

Troost MAX Special Feature

People

2010 Employee of the Year – Dean Berkley

Dean Berkley, a bus operator with more than 30 years of service, was named 2010 Employee of the Year. Berkley joined the KCATA in 1977. During his 34 years at the KCATA, he has been honored many times, including: Employee of the Month, Perfect Attendance Award 30 times, Safe Driving Award for 30 years, and Distinguished Driver Award an astounding 24 times. Only two other



Dean Berkley is congratulated by Bob Kohler, KCATA director of transportation.

drivers have more than 20 Distinguished Driver Awards, and no one has earned more than 24.

Berkley consistently provides superior customer service and has a personnel file thick with glowing commendations, including everything from "he always waits on transfers," "he's on time," he's very polite and helpful," to "he's safe and smooth," "he avoided a three-car pileup" and "he saved a man from being killed."

"Dean is the epitome of a professional Metro operator," said Mark Huffer, KCATA General Manager. "Customers are in the best of hands when Dean is at the wheel."

Destiny may have been at play in Berkley's career. His father retired from the Kansas City Public Service Company in 1963 as a streetcar man turned bus operator. Berkley hung out with his dad and the other operators, and knew public transit was for him.

Year-long Giving

Here are just a few examples of the yearlong giving by KCATA employees in 2010:

- \$1,565 raised for the Haiti Relief Fund.
- \$23,700 raised for the United Way through annual giving, cookouts, cake auction and other activities.
- 300 pounds of food donated to Harvesters.
- · Operators gave up their Thanksgiving and Christmas with their families to drive senior citizens to dinner.
- Many families were adopted through Operation Breakthrough's Christmas project.
- Thousands of tulips were planted on New Year's Day as part of Tulips on Troost.

190 KCATA Employees Honored As the Best in Safety and Customer Service

One hundred ninety Metro employees were honored in September.

One hundred and one full- and part-time bus operators were recognized at the 26th annual Distinguished Drivers Awards Ceremony. Honorees met rigid criteria that emphasize driver safety, customer service, reliability and attendance. Special recognition is given to bus operators who achieve multiple years of service as Distinguished Drivers. Meritorious Drivers have met the high standards required of a distinguished driver for 15 years. Grand Master Driver awards were presented to operators who have earned distinguished driver status 10 years, and the Master Driver recognition was awarded to operators earning five years as a distinguished driver.

Eighty-nine employees in the Vehicle Maintenance, Procurement and Plant Management departments earned the Maintenance Plus award. Maintenance Plus recognizes employees for safety, attendance and reliability.



Director of Transportation Bob Kohler congratulates Operator Judy Greve on earning a distinguished driver award.

People



Monthly C.A.R.E. Meetings Recognize Employees

Every month KCATA employees gather at C.A.R.E. meetings to recognize employees who have been Caught in the Act of providing exemplary service, to celebrate co-worker's Anniversaries and Retirements, and to wait in anticipation for the announcement of Employee of the Month.

In 2010, 508 Caught in the Acts were awarded to employees for performing their jobs in exemplary fashion or going above and beyond their routine job duties. For example:

"A customer would like to thank an unsung hero. A heavy rain started while the customer was going to a gym. The customer uses a wheelchair and would have been soaked. Operator Thomas Crawford gave her his umbrella." – October 2010



"A customer noticed a passenger having a seizure and Carl Millbrooks acted very calm and professional and did a wonderful job. Due to the quick actions of Mr. Millbrooks, a passenger's life was saved." – July 2010

"A customer states **Anjulette Washington** was very nice to her. She has arthritis, and has trouble getting to her stop on time. Aujulette waits for her and she truly appreciates her thoughtfulness." – June 2010



Operator Fred Ersery is congratulated by Director of Transportation Bob Kohler and 2010 KCATA Board Chair Gary Mallory for being named December Employee of the Month.



Bryan Beck, Director of ADA Compliance and Customer Service, introduces Glyndia Lang as February Employee of the Month.



Jim Irving, Maintenance, earned Employee of the Month honors in January.