CARSON CITY CONSOLIDATED MUNICIPALITY
NOTICE OF THE MEETING OF THE CARSON AREA METROPOLITAN PLANNING ORGANIZATION

Day: Wednesday
Date: February 11, 2026
Time: Beginning at 4:30 pm
Location: Community Center, Robert 'Bob' Crowell Board Room
851 East William Street
Carson City, Nevada

AGENDA

NOTICE TO THE PUBLIC:
Members of the public who wish to view the meeting may watch the livestream of the Carson Area Metropolitan Planning Organization meeting at www.carsoncity.gov/granicus and by clicking on "In progress" next to the meeting date, or by tuning in to cable channel 191. Livestream of the meeting is provided solely as a courtesy and convenience to the public. Carson City does not give any assurance or guarantee that the livestream or cable channel access will be reliable. Although all reasonable efforts will be made to provide livestream, unanticipated technical difficulties beyond the control of City staff may delay, interrupt, or render unavailable continuous livestream capability.

The public may provide public comment in advance of a meeting by written submission to the following email address: cmartinovich@carsoncity.gov. For inclusion or reference in the minutes of the meeting, your public comment must include your full name and be submitted via email by not later than 3:00 p.m. the day before the meeting. Public comment during a meeting is limited to three minutes for each speaker.

1. Call to Order - Carson Area Metropolitan Planning Organization (CAMPO)

2. Roll Call

3. Public Comment:**
The public is invited at this time to provide comment on any topic that relates to a matter over which this public body has supervision, control, jurisdiction or advisory power, including any such matter that is not specifically included on the agenda as an action item. No action may be taken on a matter raised during this period for public comment.

4. For Possible Action: Approval of Minutes - January 14, 2026

4.A Minutes for January 14, 2026
Click Here for Staff Report

5. Public Meeting Item(s):

5.A For Possible Action – Discussion and possible action regarding the setting of annual Safety Performance Targets for 2026 as required by Federal Highway Administration ("FHWA") regulations. (Kelly Norman, Senior Transportation Planner)
Click Here for Staff Report

5.B For Discussion Only – Discussion and presentation regarding the Draft Transit Development and Coordinated Human Services Plan ("TDCHSP"), which could include discussion on short-and long-term goals, service level alternatives, and other topics related to public transportation in the Carson Area Metropolitan Planning Organization ("CAMPO") region. (Marcus Myers, Transit Coordinator)
Click Here for Staff Report

6. Non-Action Items

6.A Transportation Manager's Report (Chris Martinovich, Transportation Manager)
Click Here for Staff Report

6.B Nevada Department of Transportation Report (Assistant Director of Planning, NDOT)
Click Here for Staff Report

6.C Other comments and reports, which may include future agenda items, status review of additional projects, internal communications and administrative matters, correspondence to CAMPO, project status reports, and comments or other reports from the CAMPO members or staff. (Chris Martinovich, Transportation Manager)
Click Here for Staff Report

7. Public Comment:**
The public is invited at this time to provide comment on any topic that relates to a matter over which this public body has supervision, control, jurisdiction or advisory power, including any such matter that is not specifically included on the agenda as an action item. No action may be taken on a matter raised during this period for public comment.

8. For Possible Action: To Adjourn

PUBLIC COMMENT LIMITATIONS - The CAMPO will provide at least two public comment periods in compliance with the minimum requirements of the Open Meeting Law prior to adjournment. No action may be taken on a matter raised under public comment unless the item has been specifically included on the agenda as an item upon which action may be taken. **Public comment will be limited to three minutes per speaker to facilitate the efficient conduct of a meeting and to provide reasonable opportunity for comment from all members of the public who wish to speak. Testimony from a person who is directly involved with an item, such as City staff, an applicant or a party to an administrative hearing or appeal, is not considered public comment and would not be subject to a three-minute time limitation.

Agenda Management Notice - Items on the agenda may be taken out of order; the public body may combine two or more agenda items for consideration; and the public body may remove an item from the agenda or delay discussion relating to an item on the agenda at any time.

Titles of agenda items are intended to identify specific matters. If you desire detailed information concerning any subject matter itemized within this agenda, including copies of the supporting material

regarding any of the items listed on the agenda, please contact Christopher Martinovich, Transportation Manager, in writing at 3505 Butti Way, Carson City, Nevada, 89701 or at cmartinovich@carsoncity.gov, or by phone at (775) 887-2355. You are encouraged to attend this meeting and participate by commenting on any agendized item.

Notice to persons with disabilities: Members of the public who are disabled and require special assistance or accommodations at the meeting are requested to notify CAMPO staff in writing at 3505 Butti Way, Carson City, Nevada, 89701 or at cmartinovich@carsoncity.gov, or by calling Christopher Martinovich at (775) 887-2355 at least 24 hours in advance of the meeting.

This agenda and backup information are available on the City's website at www.carsoncity.gov/agendas and at the office for Carson City Public Works - 3505 Butti Way, Carson City, Nevada, 89701 (775) 887-2355.

This notice has been posted at the following locations:
Carson City Public Works, 3505 Butti Way
Community Center, 851 East William Street
City Hall, 201 North Carson Street
Carson City Library, 900 North Roop Street
Community Development Permit Center, 108 East Proctor Street
Douglas County Executive Offices, 1594 Esmeralda Avenue, Minden
Lyon County Manager's Office, 27 South Main Street, Yerington
Lyon County Utilities, 34 Lakes Blvd, Dayton
Nevada Department of Transportation, 1263 S. Stewart Street, Carson City
www.carsoncity.gov/agendas
notice.nv.gov

Agenda Item No: 4.A

STAFF REPORT

Report To: **Meeting Date:** February 11, 2026

Staff Contact:

Agenda Title: Minutes for January 14, 2026

Agenda Action: Formal Action / Motion **Time Requested:**

Proposed Motion
I move to approve the minutes, as presented.

Board's Strategic Goal

Previous Action

Background/Issues & Analysis

Applicable Statute, Code, Policy, Rule or Regulation

Financial Information
Is there a fiscal impact? No

If yes, account name/number:

Is it currently budgeted? No

Explanation of Fiscal Impact:

Alternatives

Attachment(s):
1-14-2026 Draft Minutes (CAMPO).pdf

Motion: _____ 1) _____ Aye/Nay
2) _____ _____
_____
_____
_____
_____

_____

(Vote Recorded By)

CARSON AREA METROPOLITAN PLANNING ORGANIZATION
Draft Minutes of the January 14, 2026 Meeting
Page 1

A regular meeting of the Carson Area Metropolitan Planning Organization (CAMPO) was scheduled for 4:30 p.m. on Wednesday, January 14, 2026, in the Community Center, Robert "Bob" Crowell Boardroom, 851 East William Street, Carson City, Nevada.

PRESENT: Chairperson Gregory Novak
Vice Chairperson Lucia Maloney
Member Lori Bagwell
Member John Cassinelli
Member Mark Costa
Member Joshua Nordloh
Member Lisa Schuette
Ex-Officio Member Rebecca Kapuler

STAFF: Darren Schulz, Public Works Director
Chris Martinovich, Transportation Manager
Lucas Burr, Deputy District Attorney
Kelly Norman, Senior Transportation Planner/Analyst
Rebecca Bustos, Grant Analyst
Casey Sylvester, Transportation/Traffic Engineer
Jared Cragun, Transportation Planner/Analyst
Marcus Myers, Transit Coordinator
Briana Munoz, Senior Public Meetings Clerk

NOTE: A recording of these proceedings, the CAMPO's agenda materials, and any written comments or documentation provided to the Clerk during the meeting are part of the public record. These materials are available for review in the Clerk's Office during regular business hours. All approved minutes are posted on https://www.carson.org/government/city-meetings.

1. CALL TO ORDER – CARSON AREA METROPOLITAN PLANNING ORGANIZATION (CAMPO)

(4:30:57) – Chairperson Novak called the meeting to order at 4:30 p.m.

2. ROLL CALL

(4:31:14) – Roll was called, and a quorum was present. Member Josh Nordloh arrived at 4:38 p.m.

3. PUBLIC COMMENT

(4:31:27) – Chairperson Novak entertained public comments; however, none were forthcoming.

4. FOR POSSIBLE ACTION: APPROVAL OF MINUTES

4.A MINUTES FOR DECEMBER 10, 2025

(4:31:48) – Chairperson Novak introduced the item and entertained corrections and/or a motion.

(4:31:59) – MOTION: Vice Chair Maloney moved to approve the minutes of the December 10, 2025, meeting as presented. The motion was seconded by Member Schuette and carried 5-0-1, with Member Costa abstaining.

5. PUBLIC MEETING ITEM(S):

5.A FOR POSSIBLE ACTION – DISCUSSION AND POSSIBLE ACTION REGARDING NOMINATION AND ELECTION OF A CHAIRPERSON AND VICE-CHAIRPERSON FOR THE CARSON AREA METROPOLITAN PLANNING ORGANIZATION ("CAMPO"), WITH TERMS EXPIRING AT THE FIRST REGULAR MEETING OF CAMPO IN 2027.

(4:32:24) – Chairperson Novak introduced the item. Member Bagwell asked Chair Novak and Vice Chair Maloney if they were willing to be nominated as Chair and Vice Chair for CAMPO and both agreed.

(4:33:17) – MOTION: Member Bagwell moved to appoint Gregory Novak as Chairperson for the as Chairperson for a one-year term expiring at the first regular meeting of CAMPO in 2027 and to appoint Lucia Maloney as the Vice Chairperson for a one-year term expiring at the first regular meeting of CAMPO in 2027. The motion was seconded by Member Cassinelli and carried 6-0-0.

5.B FOR POSSIBLE ACTION – DISCUSSION AND POSSIBLE ACTION REGARDING (1) A STATUS UPDATE AND POSSIBLE APPROVAL OF THE CARSON AREA METROPOLITAN PLANNING ORGANIZATION ("CAMPO") 2050 REGIONAL TRANSPORTATION PLAN ("RTP"), AND (2) APPROVAL FOR STAFF TO MAKE ADMINISTRATIVE AND NON-SUBSTANTIVE CHANGES TO THE RTP FOLLOWING SUBMISSION TO AND FORMAL REVIEW BY THE NEVADA DEPARTMENT OF TRANSPORTATION ("NDOT").

(4:34:10) – Chair Novak introduced the item. Senior Transportation Planner Kelly Norman referenced the Staff Report and Supporting Materials, all of which are incorporated into the record, and provided background. Ms. Norman noted edits to the Regional Transportation Plan (RTP), which are incorporated into the record. She stated that a 30-day public comment period was held from November 5, 2025 to December 5, 2025 with 44 comments received, all of which are incorporated into the record.

(4:36:26) – Chair Novak commended staff for the thorough planning process and emphasized the importance of coordination between transportation and land use planning. He highlighted the strong public interest in the Complete Streets program, safety, and future land ownership considerations affecting transportation. Chair Novak noted uncertainties in future federal funding and the importance of Nevada Department of Transportation (NDOT)'s asset management efforts.

(4:41:28) – Member Bagwell sought clarification on the specific language changes referenced in the Late Material. Transportation Manager Christopher Martinovich explained that the Late Material included responses to public comments No. 7 and No. 19 in the response matrix. Ms. Norman confirmed that the edits included the second paragraph of the Federal and Public Land section, which read as: "*Consistent across many federal lands projects was the need to provide a defined trailhead and public-access parking. This would include parking areas large enough for off-highway vehicle (OHV) or equestrian trailers. In terms of accessing public lands, OHV use, coupled with the increase in low-speed electric mobility devices, such as e-bikes and e-scooters, presents challenges to the way agencies typically plan for and design transportation facilities."* Member Bagwell suggested marking or redlining future changes.

(4:47:37) – Member Schuette praised the RTP, noting that it was well-organized and accounted for future growth and changing demographics. She noted that the public surveys and comments were well-reflected and stated that the plan clearly addressed challenges.

(4:48:31) – Vice Chair Maloney stated that the RTP met all federal requirements and captured current conditions and future projections. She commended staff for providing a clear vision that balanced goals while accommodating uncertainties in growth and funding.

(4:49:20) – Member Costa expressed appreciation for staff's response to public comments and shared concerns regarding the long-term funding deficit and deteriorating road conditions.

(4:55:40) – In response to Member Cassinelli's question, Ms. Norman clarified that local public agencies could prioritize projects as they see fit.

(4:57:19) – Ex-Officio Member Kapuler thanked staff for their collaboration with NDOT on the RTP.

(4:57:47) – Chair Novak acknowledged the National Highway System roads and bridges, noting that they improved statewide performance measures. He noted that a public comment was submitted as Late Material, which is incorporated into the record.

(4:58:37) – MOTION: Member Schuette moved to approve the RTP, as presented with the Late Material, and to approve staff to make administrative and non-substantive changes, as required. Vice Chair Maloney seconded the motion. The motion carried 7-0-0.

6. NON-ACTION ITEMS

6.A TRANSPORTATION MANAGER'S REPORT

(4:59:24) – Mr. Martinovich introduced Erica Roselius as the new Safe Routes to School Coordinator for Western Nevada, covering Lyon County, Douglas County, Carson City, and Storey County. He welcomed Member Josh Nordloh of Douglas County and recognized former Member John Erb's retirement, noting his decade-long service on CAMPO. Mr. Martinovich reported that staff began the process for the Fiscal Year (FY) 27-28 Unified Planning Work Program (UPWP) and would meet with NDOT, the Federal Transit Administration, and the Federal Highways Administration (FHWA) to start the process. He noted

an amendment for the current year's UPWP for FY 26 funding. Mr. Martinovich announced his appointment to the Regional Rail Transit Advisory Working Group under Assembly Bill 256.

6.B NEVADA DEPARTMENT OF TRANSPORTATION REPORT

(5:02:52) – Ex-Officio Member Kapuler reported that there were five traffic-related fatalities in Carson City in 2025 and emphasized the ongoing goal of zero fatalities while reducing deaths and injuries on Nevada roads. She noted that two of the fatal crashes involved unbuckled passengers. Ex-Officio Member Kapuler announced that the Strategic Highway Safety Plan had been signed by Governor Lombardo and received verbal FHWA approval, with a kick-off meeting scheduled for January 20, 2026. She highlighted Nevada 511, noting its 333,000 visits and calls in December 2025. Ex-Officio Member Kapuler reported on the State Route 28 Marlette Creek Improvement Project, where NDOT and partners realigned the creek and extended the culvert to address erosion and flow issues. She announced her upcoming retirement in February 2026 and expressed gratitude for her time on the Board. Chair Novak mentioned that Nevada 511 offers real-time statewide traffic camera footage.

(5:07:55) – Vice Chair Maloney thanked Member Kapuler for her time and expressed appreciation for the updates at each meeting. Member Kapuler noted that the updates would continue and NDOT Deputy Director of Planning and Administration Sandra Rosenburg and Chief of Multimodal Program Development Kevin Verre would be available for questions and would attend meetings when possible.

6.C OTHER COMMENTS AND REPORTS

(5:08:56) – Chair Novak entertained comments and reports from Members. He shared that the Tahoe Transportation District would receive $2.9 million as part of the Transportation Department's Safe Street and Roads for All grant program.

7. PUBLIC COMMENT

(5:09:29) – Chairperson Novak entertained final public comments; however, none were forthcoming.

8. FOR POSSIBLE ACTION: TO ADJOURN

(5:09:45) – Chairperson Novak adjourned the meeting at 5:09 p.m.

The Minutes of the January 14, 2026, Carson Area Metropolitan Planning Organization meeting are so approved on this 11th day of February 2026.

CAMPO
CARSON AREA METROPOLITAN PLANNING ORGANIZATION

STAFF REPORT

Report To:	Carson Area Metropolitan Planning Organization	**Meeting Date:**	February 11, 2026
Staff Contact:	Darren Schulz, Public Works Director		
Agenda Title:	For Possible Action – Discussion and possible action regarding the setting of annual Safety Performance Targets for 2026 as required by Federal Highway Administration ("FHWA") regulations. (Kelly Norman, Senior Transportation Planner)		
Agenda Action:	Formal Action / Motion	**Time Requested:**	5 minutes

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Proposed Motion
I move to support the Nevada State Safety Performance Targets for 2026.

Board's Strategic Goal
N/A

Previous Action

Background/Issues & Analysis
Each year, the Nevada Department of Transportation ("NDOT") establishes Safety Performance Targets ("Safety Targets") for the State of Nevada in accordance with 23 CFR § 490.209. That same regulation requires the Carson Area Metropolitan Planning Organization ("CAMPO") to either support the Safety Targets set by NDOT or establish its own specific safety targets. CAMPO has supported the State's Safety Targets since 2021, and staff recommend CAMPO continue to support the State's Safety Targets for 2026.

The FHWA's Safety Performance Measure ("PM") Final Rule establishes requirements for the purpose of assessing fatalities and serious injuries on public roads. Below are the five performance measures, based on a five-year rolling average, per the Final Rule:

1. Number of Fatalities
2. Rate of Fatalities per 100 million Vehicle Miles Traveled ("VMT")
3. Number of Serious Injuries
4. Rate of Serious Injuries per 100 million VMT
5. Number of Non-motorized Fatalities and Non-motorized Serious Injuries

The Fatality Analysis Reporting System ("FARS") and the National Highway Transportation Safety Administration ("NHTSA") provide the data for measuring fatalities and serious injuries, respectively.

The VMT is estimated using the statewide travel demand model maintained by NDOT.

Target-Setting Process - The Safety PM Final Rule establishes the process for State Departments of Transportation and Metropolitan Planning Organizations ("MPO") to establish and report safety targets along with the process FHWA will use to assess progress toward targets. Each MPO shall establish their performance targets for each of the five measures no later than 180 days after the State submits its annual targets. The State's Highway Safety Improvement Program establishes targets on August 31 annually; therefore, Nevada MPOs must establish targets by February 27 of the following year.

CAMPO Requirements for Safety Target-Setting. CAMPO may choose to support the State's Safety Targets or establish CAMPO-specific targets for one or more of the five performance measures noted above. Performance targets must be set annually by the MPO. CAMPO has supported the State's Safety Targets since 2021. The State's Safety Targets for 2024, 2025, and 2026 are shown in Exhibit 1, and CAMPO's past targets and actual performance from the annual CAMPO Network Monitoring Report can be found in Exhibit 2.

The 2025 Nevada Highway Safety Improvement Program ("HSIP") document setting 2026 targets is not yet available on the FHWA website (https://highways.dot.gov/safety/hsip/reporting). Exhibit 3 provides the 2024 Nevada Highway Safety Improvement Program document.

Applicable Statute, Code, Policy, Rule or Regulation
23 U.S.C. 134(h)(2)(C); 23 CFR 490.209

Financial Information
Is there a fiscal impact? No

If yes, account name/number:

Is it currently budgeted? No

Explanation of Fiscal Impact:

Alternatives
Do not support the 2025 Nevada State Safety Performance Targets and provide an alternate direction to staff.

Attachment(s):
5A_CAMPO_Exhibit 1 - Nevada_Safety_Performance Targets.pdf

5A_CAMPO_Exhibit 2 - CAMPO Safety Performance Measures.pdf

5A_CAMPO_Exhibit 3 - HSIP_Report_NEVADA_2024_508.pdf

Motion: _____ 1) _____ Aye/Nay
2) _____ _____
_____
_____
_____
_____

_____

(Vote Recorded By)

2024/2025/2026 Nevada Safety Performance Targets			
Safety Performance Target	**2024**	**2025**	**2026**
Number of Fatalities	387.2	360.6	386.9
Rate of Fatalities per 100 million Vehicle Miles Traveled (VMT)	1.435	1.4	1.316
Number of Serious Injuries	1049.3	1088.5	987.4
Rate of Serious Injuries per 100 million VMT	3.979	4.038	3.687
Number of Non-motorized Fatalities and Non-motorized Serious Injuries	312.9	352.8	366.5

Source information from the 2023, 2024, and 2025 Nevada Highway Safety Improvement Program

Carson Area Metropolitan Planning Organization
MEMORANDUM

TO: CAMPO Board & Public

FROM: Kelly Norman, Senior Transportation Planner

SUBJECT: 5A CAMPO Exhibit 2 CAMPO Safety Targets

DATE: January 28, 2026

Below is a summary of fatalities and serious injuries from 2018 to 2024. 2024 Crash data is still considered preliminary. The targets for 2025 and 2026 are calculated using the five-year rolling average and calculating the reduction based on zero fatalities in 2050.

	Fatalities			Serious Injuries			Fatalities and Serious Injuries Non-Motorized			Rate of Fatalities		Rate of Serious Injuries		Vehicles Miles Traveled
	Target	#	Rolling Average	Target	#	Rolling Average	Target	#	Rolling Average	Target	Rate	Target	Rate	(VMT)
2018	5.57	5	5.8	8.25	11	8.6	7.25	4	7	0.8	0.72	1.18	1.58	696,272,881
2019	5.6	7	6.25	8.25	14	8.6	6.75	4	5.2	0.84	1.05	1.24	2.1	665,777,895
2020	5.4	8	6.6	8.5	31	13.6	5.3	6	5.2	0.87	1.3	1.38	5.02	617,009,797
2021	6.3	9	7	13.1	46	20.8	5.2	6	5.2	0.94	1.49	1.95	6.84	673,191,017
2022	6.8	9	7.6	20	35	27.4	5.2	12	6.4	1.04	1.38	3.06	5.36	653,641,290
2023	7.5	8*	8.2	26.5	47	34.6	6.2	16	8.8	1.12	1.19	3.94	7	671,439,516
2024	7.5	5	7.8	34.1	32	38.2	8.6	8	9.6	1.11	0.74	5.06	4.75	674,147,950
2025	7.8			36.7			9.2							
2026	7.8			35.3			8.9							

1. Targets for Fatalities, Serious Injuries, and Non-Motorized Fatalities & Injuries are calculated based on 5-year rolling averages with future years interpolated based on Zero Fatalities in 2050.
2. Rolling averages consist of a five-year rolling average, which includes the reporting year
3. Serious Injuries are when an injured person is unable to leave the crash scene without assistance
4. Rate of Fatalities and Serious Injuries are per 100 million Vehicle Miles Traveled (VMT)- Example: 2021 Target Rate of Fatalities =Target Fatalities*CAMPO VMT/100 million=6.3/6.73=0.94
5. Green shading denotes target was met; red shading denotes target was not met.
6. Since February 2021, CAMPO has supported the State's safety targets in lieu of using CAMPO-specific targets, however, CAMPO continues to track all crashes, fatalities, and serious injuries within the CAMPO area.
7. *According to the Office of Traffic Safety, there were 8 fatalities that met the Fatality Analysis Reporting System (FARS) standards and reported to the National Highway Traffic Safety Administration (NHTSA). Of the 9 total fatalities, one of the crashes was determined to be a medical issue (heart attack) while driving.

3505 Butti Way, Carson City, NV 89701 (775) 887-2355 FAX (775) 887-2112

NEVADA

HIGHWAY SAFETY IMPROVEMENT PROGRAM

2024 ANNUAL REPORT

Disclaimer: This report is the property of the State Department of Transportation (State DOT). The State DOT completes the report by entering applicable information into the Federal Highway Administration's (FHWA) Highway Safety Improvement Program (HSIP) online reporting tool. Once the State DOT completes the report pertaining to its State, it coordinates with its respective FHWA Division Office to ensure the report meets all legislative and regulatory requirements. FHWA's Headquarters Office of Safety then downloads the State's finalized report and posts it to the website (https://highways.dot.gov/safety/hsip/reporting) as required by law (23 U.S.C. 148(h)(3)(A)).

Photo source: Federal Highway Administration

Table of Contents

Disclaimer

Protection of Data from Discovery Admission into Evidence

23 U.S.C. 148(h)(4) states “Notwithstanding any other provision of law, reports, surveys, schedules, lists, or data compiled or collected for any purpose relating to this section[HSIP], shall not be subject to discovery or admitted into evidence in a Federal or State court proceeding or considered for other purposes in any action for damages arising from any occurrence at a location identified or addressed in the reports, surveys, schedules, lists, or other data.”

23 U.S.C. 407 states “Notwithstanding any other provision of law, reports, surveys, schedules, lists, or data compiled or collected for the purpose of identifying, evaluating, or planning the safety enhancement of potential accident sites, hazardous roadway conditions, or railway-highway crossings, pursuant to sections 130, 144, and 148 of this title or for the purpose of developing any highway safety construction improvement project which may be implemented utilizing Federal-aid highway funds shall not be subject to discovery or admitted into evidence in a Federal or State court proceeding or considered for other purposes in any action for damages arising from any occurrence at a location mentioned or addressed in such reports, surveys, schedules, lists, or data.”

Executive Summary

The Nevada Highway Safety Improvement Program (HSIP) report for 2024 summarizes the activities of the Nevada Department of Transportation’s HSIP as required by Infrastructure Investment and Jobs Act (IIJA) (Public Law 117-58, also known as the "Bipartisan Infrastructure Law" (BIL)). The BIL continues the HSIP to achieve a significant reduction in traffic fatalities and serious injuries on all public roads, including non-State-owned public roads and roads on tribal lands. The HSIP requires a data-driven, strategic approach to improving highway safety on all public roads that focuses on performance regulated under Part 924 of Title 23, Code of Federal Regulations (23 CFR Part 924).

Available program funds for the purpose of this report are considered to be those funds obligated during the 2024 Federal Fiscal Year. The activities of the Nevada Department of Transportation (NDOT) are primarily designed to develop safety improvement projects for data driven improvements identified by the best available safety data and systemic solutions, which include, but not limited to: high crash locations (intersections and roadway segments), systemic safety improvements, pedestrian related safety improvements, and rural lane departure crash mitigation.

The crash data on all public roadways contained in this report is extracted from the Nevada Department of Transportation's (NDOT) crash database and the Enforcement Mobile crash databases and prepared for NDOT Traffic Safety Engineering’s analysis as a normalized view. Crash data in the NDOT crash database is processed through geolocation software and is linearly referenced to the statewide street centerline data. The geolocation software tools automate the cleanup of location attributes and assign a spatial location to the crash data through a series of database procedures.

NDOT Traffic Safety Engineering is committed to enhancing local and tribal road safety through technical, financial and strategic support. Local agencies are encouraged to implement a broad range of safety initiatives, including Safe Streets and Roads for All (SS4A) Plans, Safety Management Plans (SMP), Local Road Safety Plans (LRSP), Tribal Transportation Safety Plans, and Vision Zero Plans. NDOT provides direct support for LRSPs and active partnerships in other efforts.

The HSIP program is administered by the NDOT Traffic Safety Engineering division. The methods used by the Traffic Safety Engineering section to identify, select, implement, and evaluate safety improvement projects have been compiled in the NDOT’s HSIP Manual. A copy of the NDOT HSIP Manual and other information can be found on the NDOT website at https://www.dot.nv.gov .

Introduction

The Highway Safety Improvement Program (HSIP) is a core Federal-aid program with the purpose of achieving a significant reduction in fatalities and serious injuries on all public roads. As per 23 U.S.C. 148(h) and 23 CFR 924.15, States are required to report annually on the progress being made to advance HSIP implementation and evaluation efforts. The format of this report is consistent with the HSIP Reporting Guidance dated December 29, 2016 and consists of five sections: program structure, progress in implementing highway safety improvement projects, progress in achieving safety outcomes and performance targets, effectiveness of the improvements and compliance assessment.

Program Structure

Program Administration

Describe the general structure of the HSIP in the State.

The HSIP program is managed by the NDOT Traffic Safety Engineering Team. The team is located in the Planning Division of NDOT.

Where is HSIP staff located within the State DOT?

Planning

How are HSIP funds allocated in a State?

- SHSP Emphasis Area Data

Describe how local and tribal roads are addressed as part of HSIP.

NDOT Traffic Safety Engineering is dedicated to supporting local and tribal road safety through various initiatives. This involves advocating for the use of Local Public Agency processes to access HSIP funds, thereby creating funding avenues for eligible safety plans like Local Road Safety Plans (LRSP), Safe Streets and Roads for All (SS4A) Plans, Safety Management Plans (SMP), Tribal Transportation Safety Plans, and Vision Zero Plans. NDOT Traffic Safety Engineering actively funds LRSPs for interested agencies and shares the best available state-level data to aid in safety planning efforts. Additionally, the division actively participates as stakeholders in local and tribal safety planning endeavors, fostering collaboration, and ensuring comprehensive safety measures are implemented across communities.

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Identify which internal partners (e.g., State departments of transportation (DOTs) Bureaus, Divisions) are involved with HSIP planning.

- Design
- Districts/Regions
- Local Aid Programs Office/Division
- Maintenance
- Operations
- Planning

- Traffic Engineering/Safety

Describe coordination with internal partners.

NDOT Traffic Safety Engineering coordinates with the NDOT Planning and Program Development on a regular basis. Traffic Safety Engineering provides safety improvement guidance and review to the Planning team as projects develop. Traffic Safety Engineering recommends safety improvements for projects in the early stage of development and has supported the One Nevada Transportation Plan for prioritizing projects statewide. The One Nevada Transportation Plan can be found at https://www.dot.nv.gov/projects-programs/road-projects/onenvplan .

NDOT Traffic Safety Engineering is frequently interacting with the NDOT Engineering Division. The Roadway Design and Project Management team are developing plans and specifications to make recommendations from recent Safety Management Plans (SMPs), RSAs, and local planning documents a reality. Engineering teams participate at all levels, ranging from preliminary field design surveys, pre-design, intermediate design, final design, and construction support.

NDOT Traffic Safety Engineering coordinates with Roadway Design to share the latest safety strategies and provide guidance for safety improvement ideas. This includes the utilization of Strategic Highway Safety Plan (SHSP) strategies, Highway Safety Manual (HSM) tools, and other federal guidelines. Traffic Safety Engineering coordinates with the Roadway Design Scoping Section to initiate and recommend safety improvements on projects during the Scoping Phase.

The NDOT Local Aid Programs are in the Roadway Design division. The Traffic Safety Engineering team is working with Roadway Design on Local Aid Programs to deliver projects identified in older NDOT Safety Management Plans, which occurred off system. The NDOT team will use lessons learned in existing efforts to develop a sustainable process that works to serve locals with data driven safety needs.

NDOT Traffic Safety Engineering works with the NDOT District offices to understand locations of concerns. Once the concerns are identified, Traffic Safety Engineering can support the district construction and maintenance teams as they build and maintain safe NDOT infrastructure. NDOT District Operations and Maintenance teams participate in RSAs, SMPs, and miscellaneous field inspections.

NDOT Traffic Safety Engineering collaborates with NDOT Traffic Operations when developing and implementing safety projects. Collaboration includes signal design, lighting design, operational analysis of roadway segments and intersections, and the development and discussion of safety strategies, methodologies and guidelines. Traffic Safety Engineering and Traffic Operations have partnered on the Traffic Incident Management (TIM) program and several interim approval projects with the FHWA. The TIM program has a primary goal of reducing fatalities and serious injuries from secondary crashes. Current interim approval projects include Wrong Way Driver systems with red flashing lights and Rapid Rectangular Flashing Beacon (RRFB) pedestrian crossing enhancements.

Identify which external partners are involved with HSIP planning.

- Academia/University
- FHWA
- Governors Highway Safety Office
- Law Enforcement Agency
- Local Government Agency
- Local Technical Assistance Program
- Regional Planning Organizations (e.g. MPOs, RPOs, COGs)
- Tribal Agency

- Other-Emergency Medical Services

Describe coordination with external partners.

NDOT Traffic Safety Engineering partners with the Nevada Department of Public Safety Office of Traffic Safety (DPS-OTS) on the implementation of the SHSP, the Critical Emphasis Areas (CEAs) identified in the SHSP, the CEA Task Force Committees, and the Zero Fatalities Initiative. DPS-OTS houses Nevada's Governor's Highway Safety Office and is NDOT Traffic Safety Engineering's primary behavioral partner. The teams collaborate frequently, share the best available data and work together to ensure that safety messages reach road users in the State of Nevada. DPS-OTS and NDOT Traffic Safety share goals that are used to develop SHSP and HSIP Performance Measures.

NDOT Traffic Safety Engineering coordinates with the University of Nevada Reno (UNR) and the University of Las Vegas (UNLV) for research projects. Current projects include Traffic Data Collection and an Urban Street Lighting study. The UNLV School of Medicine maintains two (2) crash trauma databases.

NDOT Traffic Safety Engineering team partners with the FHWA. Team members share knowledge with the FHWA by attending webinars, peer-to-peers, and workshops. Traffic Safety Engineering and Traffic Operations leadership meets with the FHWA on a regular basis to discuss the HSIP, interim approval programs, and upcoming plans. The NDOT HSIP team works with the FHWA representative to ensure that any updates in HSIP procedures or best practices are shared and documented. Nevada has been identified as a Focus Approach to Safety in two Focus Area, Pedestrians and Intersections. NDOT collaborates with the FHWA Focus Approach team to bring awareness and education to NDOT and Safe Systems Approach partners.

Representatives from Local Government Agencies partner with the HSIP team by attending the annual Safety Summit hosted by NDOT, contribute and partner on safety initiatives, and participate as team members in the SHSP Task Forces. The NDOT Traffic Safety Engineering team supplies data and acts as a stakeholder in local safety efforts.

NDOT Traffic Safety works with and seeks input from a variety of regional planning organizations, including, but not limited to the Southern Nevada Regional Transportation Commission (RTC), RTC of Washoe County, Carson Area Metropolitan Planning Organization (CAMPO), and Tahoe Regional Planning Authority (TRPA). These organizations are encouraged to attend the Safety Summit, contribute to SMPs, RSAs, and serve as members of SHSP Task Forces.

Representatives from Law Enforcement Agencies and Emergency Medical Services support and participate in the Nevada Safety Summit, contribute to SMPs, RSAs, and serve as members of the SHSP Task Forces and TIM Collation.

Tribal Agency projects are generated by the RSA process or through tribal planning priorities. Projects are developed and executed with tribal input.

Describe other aspects of HSIP Administration on which the State would like to elaborate.

Nevada published the 2021-2025 SHSP in early 2021. The SHSP defines the ongoing commitments of the Nevada Safety Team. The SHSP establishes statewide goals and strategies focusing on the 6 "Es" of traffic safety: Equity, Engineering, Education, Enforcement, Emergency Medical Services/Emergency Response/Incident Management, and Everyone. An addendum to the current SHSP was incorporated in November 2023, which included Nevada's Vulnerable Road Safety Assessment. The assessment provided a detailed analysis of locations throughout the state that are indicative of a crash problem that involves vulnerable road users.

The 81st session of the Nevada Legislature created the Nevada Advisory Committee on Traffic Safety (NVACTS) with the approval of Assembly Bill No. 54 (AB54). NVACTS is working to take traffic safety priority recommendations to the Nevada Legislature in an effort to support the goal of zero fatalities on all state and local roads.

The SHSP team coordinated the 2023 Nevada Traffic Safety Summit. The summit was a three-day event held in person at the Palace Station Hotel and Casino in Las Vegas, Nevada on September 12th, 13th, and 14th. The summit was attended by over 355 traffic safety professionals resulting in another record attendance for the Nevada Traffic Safety Summit. The 2023 Summit had session offerings, which included, child passenger safety and motorcycle safety workshops, Connecting State and Local Traffic Safety Plans and Priorities. Traffic Incident Management (TIM) training, Speed, Work Zones, and Proven Safety Countermeasures, and Young Drivers' View on Traffic Safety. Focused sessions also included presentations on Let's Get Real About Fatalities in Nevada, Traffic Safety Legislative Policy Priorities, and Safety – This is your Life. Keynote sessions featured Dr. Tara Goddard of Texas A&M University, who presented on transportation safety, particularly on intersection of transportation culture, behavior, and infrastructure safety outcomes for people who walk and wheel.

The 1st Rural Traffic Safety Summit was held in Elko, Nevada on July 16*th* and 17*th*, 2024. The Rural Traffic Safety Summit was hosted by NDOT and the Nevada Traffic Incident Management (TIM) Coalition. The 2-day event was attended by over 80 people, which included representatives from Nevada Department of Transportation, Utah Department of Transportation, Nevada Highway Patrol, Utah Highway Patrol, Elko Police Department, University of Nevada Las Vegas, University of Nevada Reno, Department of Public Safety - Office of Traffic Safety, Great Basin College, Pyramid Lake Paiute Tribe, Storey County Sheriff's Office, Capurro Trucking, Coach USA, NHTSA, FHWA, Rail Aware Inc., Nevada EMS Office, Steptoe Valley Volunteer Fire Department, Elko Fire Department, and consultants from Kimley-Horn, Parsons Corporation, CDM Smith, Avenue Consultants, Diversified Consultant Services, and the CA Group.

The event started on Tuesday afternoon and featured a communications update from NDOT Traffic Operations, Vulnerable Road User Safety on Rural Roads, Federal and Local Grants Update, and HAZMAT Command and Control. The all-day event on Wednesday featured Identifying High Risk Areas in the Rurals, Evaluating Road Safety: Contrasting Urban and Rural Areas, Speed in the Rurals, Electric Vehicle Response, Rail Safety Update, a DUI Workshop, and culminated in the outdoor Live Crash Response Demonstration.

The SHSP team is currently planning the 2024 Nevada Traffic Safety Summit. The Summit will be held November 12 through November 14 at the Silver Legacy Resort and Casino in Reno, Nevada. The 2024 Summit is scheduled to be a two and half day, in person event.

NDOT continues to revive its Road Safety Audit (RSA) program. The project kicked off in March 2024. The project will include a literature review of published information on RSAs, conduct interviews with the RSA stakeholders, conduct detailed, in-depth case study analysis of RSA initiatives, organize and facilitate RSA Workshops, create a selection process framework for RSAs on how to prioritize and select roads for a RSA, update and build a RSA Geo-database, and deliver a final User Guidebook Report. This project is scheduled to be completed in March 2025. Once complete, it will be used to support the HSIP program and project prioritization.

NDOT kicked off another project October 2023 to update the Pedestrian Safety Improvement Evaluation Guidelines for Uncontrolled Crossings. The work will consist of a literature review of published information on uncontrolled crossings, collect pertinent data using available data from multiple agencies, create a macro-enabled excel tool that includes a field inventory form and pedestrian crossing countermeasure decision matrix to select and recommend potential countermeasures, and a final User Guidelines Report. This project is scheduled to be completed in October 2024.

NDOT has been using HSIP funds to develop Local Road Safety Plans (LRSP) for local agencies to help reduce fatal and serious injury crashes. The City of North Las Vegas LRSP was completed in March 2024. The Elko LRSP was completed in June 2024, and the Carson Area Metropolitan Planning Organization (CAMPO) LRSP was completed in July 2024. The City of Fernley has shown an interest in developing an LRSP. NDOT shared the cooperative agreement information and is currently waiting for the City of Fernley to reply and sign the agreement. This will initiate the consultant agreement process to select a consultant for developing the LRSP for the City of Fernley.

Safety Management Plans (SMP) are planning studies that focus on safety to reduce the number of fatal and serious injury crashes on Nevada roadways. The NDOT Traffic Safety Engineering team identifies corridors on the roadway network to implement safety improvements. Two SMP locations were selected in the last reporting period. These locations were identified through the NDOT network screening process. The first is in Reno, Nevada on South Virginia Street from SR-431/SR-341 (Veteran's Parkway/Mt Rose Highway) to East Patriot Boulevard. The second is in Las Vegas, Nevada on SR-592 (East Flamingo Road) from South Paradise Road to South Pecos Road. Due to weather, early traffic analysis concerns and the incorporation of the newly published Safe Systems Framework, these SMPs have been extended and are expected to be completed in May 2025.

The goal of a SMP is to ultimately improve the safety, mobility, and connectivity of the area so all road users can securely access and share the road. The SMP identifies short and long-term safety improvement projects that can be eligible for federal Highway Safety Improvement Planning (HSIP) funds. SMPs can also be used to support other agencies to apply for other matching funding sources. The SMP is developed with a Technical Advisory Committee that allows a collaboration of all stakeholders and the public who commit to the entire development of the safety study. A SMP also includes previous relevant studies that have been identified for the area and include the findings from these studies. The SMP process is consistent with the Nevada Strategic Highway Safety Plan goal of reducing the number of fatalities and serious injuries on Nevada's roadways.

The Speed Management Action Plan (SMAP) published June 2022 characterizes Nevada's speeding-related safety problems and speed management issues; identifies appropriate engineering, enforcement, and educational countermeasures and strategies; and outlines actions that the Nevada Department of Transportation (NDOT) and partner agencies can take to implement these strategies to reduce speeding and speed-related fatal and serious injury crashes. This SMAP will facilitate coordination and cooperation among various agency stakeholders including planners, designers and managers, enforcement officials, public health practitioners, and policymakers to implement a sustainable speed management program, and to target the most cost-effective and feasible countermeasures where they will have the greatest safety benefits.

The safety goals of the SMAP are as follows:

· Reduce fatal and serious injury crashes in support of the Nevada Strategic Highway Safety Plan (SHSP)

· Incorporate the statewide speed management strategies and action items into the SHSP and track progress in the SHSP Action Tracking Tool

· Provide network screening guidance for agencies to determine areas of concern

· Improve compliance with speed limits and set target speed limits using the Countermeasures to Achieve Target Speed

Speed limit review, engineering, and design strategies, enforcement, and educational measures will be implemented through this SMAP. As mentioned, there are three basic approaches to implementation of strategies and countermeasures: proactive, comprehensive, and systematic:

· A **proactive approach** aims to foster creation of self-enforcing roadway designs appropriate to the land use and user needs (functions of the road) to reduce future speeding and injury risk. The approach aims to develop collaborative and consistent policies, procedures, and safety guidance in speed-limit setting and design for new projects and roadway improvements.

· The overarching objectives of the **comprehensive approach** are to seek community support for the program, coordinate various stakeholders and engage the community in setting and enforcing appropriate limits, and to complement and enhance the effectiveness of design and engineering measures with locally tailored communications and educational measures.

· A **systematic approach** is used to identify and coordinate treatment of existing speeding and speed-related safety problems with cost-effective countermeasures (engineering and enforcement-related measures), and to integrate this approach with other safety plans and safety focus areas.

Program Methodology

Does the State have an HSIP manual or similar that clearly describes HSIP planning, implementation and evaluation processes?

Yes

NDOT Traffic Safety Engineering will systematically review this manual and update as appropriate. A full update is to be completed in FFY 2025 as new processes to the HSIP procedures will be completed then.

Select the programs that are administered under the HSIP.

- Horizontal Curve
- HRRR
- Intersection
- Local Safety
- Pedestrian Safety
- Roadway Departure
- Segments
- Other-Safety Management Plans

Program: Horizontal Curve

Date of Program Methodology:2/19/2021

What is the justification for this program?

- Addresses SHSP priority or emphasis area

What is the funding approach for this program?

Competes with all projects

What data types were used in the program methodology?

Crashes	Exposure	Roadway

- Fatal and serious injury crashes only

What project identification methodology was used for this program?

- Crash frequency
- Crash rate

Are local roads (non-state owned and operated) included or addressed in this program?

Yes

Are local road projects identified using the same methodology as state roads?

Yes

How are projects under this program advanced for implementation?

- Other-Department Prioritization

Select the processes used to prioritize projects for implementation. For the methods selected, indicate the relative importance of each process in project prioritization. Enter either the weights or numerical rankings. If weights are entered, the sum must equal 100. If ranks are entered, indicate ties by giving both processes the same rank and skip the next highest rank (as an example: 1, 2, 2, 4).

Program: HRRR

Date of Program Methodology:2/19/2021

What is the justification for this program?

- Addresses SHSP priority or emphasis area

What is the funding approach for this program?

Competes with all projects

What data types were used in the program methodology?

Crashes	Exposure	Roadway

What project identification methodology was used for this program?

- Crash frequency
- Crash rate

Are local roads (non-state owned and operated) included or addressed in this program?

Yes

Are local road projects identified using the same methodology as state roads?

No

Describe the methodology used to identify local road projects as part of this program.

Local Project Identification

How are projects under this program advanced for implementation?

- Other-Department Prioritization

Select the processes used to prioritize projects for implementation. For the methods selected, indicate the relative importance of each process in project prioritization. Enter either the weights or numerical rankings. If weights are entered, the sum must equal 100. If ranks are entered, indicate ties by giving both processes the same rank and skip the next highest rank (as an example: 1, 2, 2, 4).

Program: Intersection

Date of Program Methodology:2/19/2021

What is the justification for this program?

- Addresses SHSP priority or emphasis area
- FHWA focused approach to safety

What is the funding approach for this program?

Competes with all projects

What data types were used in the program methodology?

Crashes	Exposure	Roadway
• Fatal and serious injury crashes only		

What project identification methodology was used for this program?

- Crash frequency
- Crash rate

Are local roads (non-state owned and operated) included or addressed in this program?

Yes

Are local road projects identified using the same methodology as state roads?

No

Describe the methodology used to identify local road projects as part of this program.

Local Project Identification

How are projects under this program advanced for implementation?

- Other-Department Prioritization

Select the processes used to prioritize projects for implementation. For the methods selected, indicate the relative importance of each process in project prioritization. Enter either the weights or numerical rankings. If weights are entered, the sum must equal 100. If ranks are entered, indicate ties by giving both processes the same rank and skip the next highest rank (as an example: 1, 2, 2, 4).

Program: Local Safety

Date of Program Methodology:2/19/2021

What is the justification for this program?

- Addresses SHSP priority or emphasis area
- FHWA focused approach to safety

What is the funding approach for this program?

Other-In development

What data types were used in the program methodology?

Crashes	Exposure	Roadway
• Fatal and serious injury crashes only • Other-Local Input	• Other-Varies with Local Input	

What project identification methodology was used for this program?

- Other-Varies with Local Input

Are local roads (non-state owned and operated) included or addressed in this program?

Yes

Are local road projects identified using the same methodology as state roads?

No

Describe the methodology used to identify local road projects as part of this program.

Varies with Local Input

How are projects under this program advanced for implementation?

- Other-Process in Development

Select the processes used to prioritize projects for implementation. For the methods selected, indicate the relative importance of each process in project prioritization. Enter either the weights or numerical rankings. If weights are entered, the sum must equal 100. If ranks are entered, indicate ties by giving both processes the same rank and skip the next highest rank (as an example: 1, 2, 2, 4).

Rank of Priority Consideration

Program: Pedestrian Safety

Date of Program Methodology:2/19/2021

What is the justification for this program?

- Addresses SHSP priority or emphasis area
- FHWA focused approach to safety

What is the funding approach for this program?

Competes with all projects

What data types were used in the program methodology?

Crashes	Exposure	Roadway
• Fatal and serious injury crashes only		

What project identification methodology was used for this program?

- Crash frequency
- Crash rate

Are local roads (non-state owned and operated) included or addressed in this program?

Yes

Are local road projects identified using the same methodology as state roads?

No

Describe the methodology used to identify local road projects as part of this program.

Local Project Identification

How are projects under this program advanced for implementation?

- Other-Department Prioritization

Select the processes used to prioritize projects for implementation. For the methods selected, indicate the relative importance of each process in project prioritization. Enter either the weights or numerical rankings. If weights are entered, the sum must equal 100. If ranks are entered, indicate ties by giving both processes the same rank and skip the next highest rank (as an example: 1, 2, 2, 4).

The Vulnerable Road User Penalty Funds were obligated in the amount of $4,288,668 on a pedestrian focused project in Ely, Nevada towards a Complete Streets project on US 50 and US 93. As Nevada is a Pedestrian Focused state, NDOT is exploring all avenues to reduce fatal and serious injury crashes that involve all vulnerable road users.

Program: Roadway Departure

Date of Program Methodology:2/19/2021

What is the justification for this program?

- Addresses SHSP priority or emphasis area

What is the funding approach for this program?

Competes with all projects

What data types were used in the program methodology?

Crashes	Exposure	Roadway
• Fatal and serious injury crashes only		

What project identification methodology was used for this program?

- Crash frequency
- Crash rate

Are local roads (non-state owned and operated) included or addressed in this program?

Yes

Are local road projects identified using the same methodology as state roads?

No

Describe the methodology used to identify local road projects as part of this program.

Local Project Identification

How are projects under this program advanced for implementation?

- Other-Department Prioritization

Select the processes used to prioritize projects for implementation. For the methods selected, indicate the relative importance of each process in project prioritization. Enter either the weights or numerical rankings. If weights are entered, the sum must equal 100. If ranks are entered, indicate ties by giving both processes the same rank and skip the next highest rank (as an example: 1, 2, 2, 4).

Program: Segments

Date of Program Methodology:2/19/2021

What is the justification for this program?

- Other-Safety Management Plans

What is the funding approach for this program?

Competes with all projects

What data types were used in the program methodology?

Crashes	Exposure	Roadway
• All crashes • Fatal and serious injury crashes only		

What project identification methodology was used for this program?

- Crash frequency
- Crash rate

Are local roads (non-state owned and operated) included or addressed in this program?

Yes

Are local road projects identified using the same methodology as state roads?

No

Describe the methodology used to identify local road projects as part of this program.

Local Project Identification

How are projects under this program advanced for implementation?

- Other-Department Prioritization

Select the processes used to prioritize projects for implementation. For the methods selected, indicate the relative importance of each process in project prioritization. Enter either the weights or numerical rankings. If weights are entered, the sum must equal 100. If ranks are entered, indicate ties by giving both processes the same rank and skip the next highest rank (as an example: 1, 2, 2, 4).

Program: Other-Safety Management Plans

Date of Program Methodology:7/14/2024

What is the justification for this program?

- Other-High Crash Network

What is the funding approach for this program?

Competes with all projects

What data types were used in the program methodology?

Crashes	Exposure	Roadway
• All crashes • Fatal crashes only		

What project identification methodology was used for this program?

- Crash frequency
- Crash rate

Are local roads (non-state owned and operated) included or addressed in this program?

No

Are local road projects identified using the same methodology as state roads?

How are projects under this program advanced for implementation?

- Other-Department Prioritization

Select the processes used to prioritize projects for implementation. For the methods selected, indicate the relative importance of each process in project prioritization. Enter either the weights or numerical rankings. If weights are entered, the sum must equal 100. If ranks are entered, indicate ties by giving both processes the same rank and skip the next highest rank (as an example: 1, 2, 2, 4).

What percentage of HSIP funds address systemic improvements?

0

HSIP funds are used to address which of the following systemic improvements?

Nevada includes systemic improvements in all projects. The improvements include signage, rumble strips, safety edge, guard rail upgrades, pavement/shoulder widening, and wrong way driving treatments. These are addressed using general project funding without a set aside.

What process is used to identify potential countermeasures?

- Crash data analysis
- Data-driven safety analysis tools (HSM, CMF Clearinghouse, SafetyAnalyst, usRAP)
- Engineering Study
- Road Safety Assessment
- SHSP/Local road safety plan
- Stakeholder input
- Other-Safety Management Plans

Does the State HSIP consider connected vehicles and ITS technologies?

Yes

Describe how the State HSIP considers connected vehicles and ITS technologies.

NDOT is continuously evaluating connected vehicle technologies, has participated in pilot projects focusing on V2I for winter operations, and is anticipating unified national standards along with project or funding opportunities. NDOT is currently supplementing our existing sensor data with near real-time data from a fleetwide AVL platform. As part of this AVL installation, NDOT will also be installing forward facing cameras and evaluating geofenced live video for possible sharing of winter plowing activities through our 511 website. As states coalesce around possible USDOT/OEM standards for connected vehicles, most of our current efforts for the public domain are focused on expanding our underlying enterprise grade communications backbone along Nevada’s roadways. As identified in our Smart Mobility and ITS Master Plans, this will provide a robust and redundant system capable of supporting a wide variety of connected technologies as they become available and are proven safe and effective. Needs and solutions are being evaluated based on desired safety improvements and operational deficiencies. Through both plans and our TSMO selection process, we will evaluate new technology solutions (including C-V2X deployments) as well as expanding current solutions such as Wrong Way Driver (WWD) systems, Variable Speed Limit (VSL) corridors, smart work zone devices, wind and weather warning systems, and Advanced Traveler Information System (ATIS) devices.

Does the State use the Highway Safety Manual to support HSIP efforts?

Yes

Please describe how the State uses the HSM to support HSIP efforts.

The HSM provides a structured process for Network Screening, Project Prioritization, and predictive methodologies. These processes help determine the priority of HSIP projects by analyzing crash data and roadway characteristics, ensuring that the most impactful safety improvements are selected. Project safety effectiveness is calculated using HSM methods, allowing NDOT to conduct benefit-cost analyses and prioritize resources effectively to enhance overall road safety.

Describe other aspects of the HSIP methodology on which the State would like to elaborate.

NDOT Traffic Safety Engineering and Traffic Operations is continuing to expand the TIM program throughout the state. The primary goal of the of the TIM program is to reduce fatalities and serious injuries from secondary crashes by providing coordination and education to all partners, including enforcement, and emergency services.

NDOT recently submitted a HSIP Implementation Plan for FFY25 for FHWA review. The team is actively pursuing opportunities identified in that plan, including, but not limited to ensuring that all data driven safety priorities can be included in the One Nevada Transportation Plan for project prioritization.

Project Implementation

Funds Programmed

Reporting period for HSIP funding.

Federal Fiscal Year

Enter the programmed and obligated funding for each applicable funding category.

FUNDING CATEGORY	PROGRAMMED	OBLIGATED	% OBLIGATED/PROGRAMMED
HSIP (23 U.S.C. 148)	$22,359,690	$22,610,179	101.12%
HRRR Special Rule (23 U.S.C. 148(g)(1))	$0	$31,356	0%
VRU Safety Special Rule (23 U.S.C. 148(g)(3))	$4,288,668	$4,288,668	100%
Penalty Funds (23 U.S.C. 154)	$0	$17,404	0%
Penalty Funds (23 U.S.C. 164)	$7,343,726	$7,343,726	100%
RHCP (for HSIP purposes) (23 U.S.C. 130(e)(2))	$2,104,401	$1,537,979	73.08%
Other Federal-aid Funds (i.e. STBG, NHPP)	$0	$0	0%
State and Local Funds	$0	$0	0%
Totals	$36,096,485	$35,829,312	99.26%

Penalty Funds (23 U.S.C. 154) had a return of $17,404.01 to the code from final vouchers, which was obligated towards EA 74581 OTS-DPS UNLV Trauma Database. This funding code is now closed out.

HRRR Special Rule had a return of $31,356 to the code from final vouchers, which was obligated towards EA 61186 US 95 HSIP Signs and Safety Improvements. This funding code is now closed out.

HSIP Fast Act funding code ZS30 had a return of $950,000 from final vouchers, which was obligated towards EA 74583 UNR CATER Support and Data Services. This funding code is now closed out. This obligation is reflected in the HSIP (23 U.S.C. 148) obligation totals.

Total amount of final vouchers for FFY24 is $669,976 for funds returned to codes MS3E, LS3E, LS30, YS30 and MS30 and are accounted for in HSIP (23 U.S.C. 148) funds above.

RHCP obligations total $1,800,000, final vouchers were a return of $262,021 to the funds, for a total net obligation of $1,537,979.

How much funding is programmed to local (non-state owned and operated) or tribal safety projects?

0%

How much funding is obligated to local or tribal safety projects?

0%

Local road safety projects are currently ongoing, and the DOT is scheduled to obligate its first Local Public Agency project funded with HSIP in FFY 2025.

How much funding is programmed to non-infrastructure safety projects?

50%

How much funding is obligated to non-infrastructure safety projects?

50%

How much funding was transferred in to the HSIP from other core program areas during the reporting period under 23 U.S.C. 126?

0%

How much funding was transferred out of the HSIP to other core program areas during the reporting period under 23 U.S.C. 126?

0%

Discuss impediments to obligating HSIP funds and plans to overcome this challenge in the future.

The NDOT team is working through changes in our programs and how we prioritize projects and following the data driven process in the One Nevada Plan. Leadership is working on prioritizing projects and potentially expedite project based on the Vulnerable Road User Safety Assessment and other screening metrics. Funds for local safety projects were implemented in FFY 2023 with the plans to implement additional projects in FFY 2025.

Describe any other aspects of the State's progress in implementing HSIP projects on which the State would like to elaborate.

NDOT Traffic Safety Engineering is refining the Road Safety Audit (RSA) Guidelines with a focus on developing both the RSA selection process and the implementation process. From the implementation process, the RSA will produce short-term, mid-term, and long-term recommendations and identify the agencies responsible for implementing them. Traffic Safety Engineering is collaborating with the Districts to develop Betterment project processes, which will transform short-term RSA recommendations into deliverable contract projects.

General Listing of Projects

List the projects obligated using HSIP funds for the reporting period.

PROJECT NAME	IMPROVEMENT CATEGORY	SUBCATEGORY	OUTPUTS	OUTPUT TYPE	HSIP PROJECT COST($)	TOTAL PROJECT COST($)	FUNDING CATEGORY	LAND USE/AREA TYPE	FUNCTIONAL CLASSIFICATION	AADT	SPEED OR SPEED RANGE	OWNERSHIP	METHOD FOR SITE SELECTION	SHSP EMPHASIS AREA	SHSP STRATEGY
SR-227 Roundabout	Intersection traffic control	Intersection traffic control - other	1	Intersections	$6967487	$13170761	HSIP (23 U.S.C. 148)	Urban	Multiple/Varies	6,850	45	State Highway Agency	Spot	Intersections	Intersections
Cheyenne and Jones Safety Project	Access management	Access management - other	2.00	Miles	$778197	$818010	HSIP (23 U.S.C. 148)	Urban	Minor Arterial	35,040	45	State Highway Agency	Spot	Roadway	All Emphasis Areas
Winnemucca, Various Locations - Pedestrian	Pedestrians and bicyclists	Pedestrians and bicyclists – other	0.685	Miles	$1667311	$1718830	HSIP (23 U.S.C. 148)	Urban	Multiple/Varies	11,240	25	Other Local Agency	Systemic	Pedestrians	All Emphasis Areas
US 50/US 93 Ely Complete Streets	Miscellaneous	Miscellaneous - other	1.875	Miles	$9653750	$47599952	HSIP (23 U.S.C. 148)	Rural	Principal Arterial-Other	4,987	25	State Highway Agency	Systemic	All Emphasis Areas	All Emphasis Areas
US 95 MP 6.9-69.0 Safety Betterment	Roadway signs and traffic control	Roadway signs and traffic control - other	63.730	Miles	$1784317	$1878228	HSIP (23 U.S.C. 148)	Rural	Principal Arterial-Other	3,226	65	State Highway Agency	Systemic	All Emphasis Areas	All Emphasis Areas
ATCMTD WWD SYSTEM	Advanced technology and ITS	Wrong-way Driving Detection System	32.579	Miles	$1149500	$1207290	Penalty Funds (23 U.S.C. 164)	Multiple/Varies	Principal Arterial-Interstate	0	0	State Highway Agency	Systemic	WRONG WAY DRIVER	All Emphasis Areas
UNR CATER HSIP SUPPORT	Miscellaneous	Data collection	0	Data Study	$950000	$1000000	HSIP (23 U.S.C. 148)	Multiple/Varies	N/A	0	0	State Highway Agency	Systemic	Data	All Emphasis Areas
US 50, Austin, West of Austin to Churchill/Lander County Line - Pavement rehab	Roadway	Pavement surface - other	46.300	Miles	$1098002	$1155792	HSIP (23 U.S.C. 148)	Rural	Principal Arterial-Other	690	70	State Highway Agency	Systemic	All Emphasis Areas	All Emphasis Areas
SR 667, KIETZKE LN, RENO, 600FT N OF GENTRY WAY.	Pedestrians and bicyclists	Pedestrians and bicyclists – other	0.145	Miles	$600000	$600000	Penalty Funds (23 U.S.C. 164)	Urban	Major Collector	23,140	45	State Highway Agency	Spot	Pedestrians	All Emphasis Areas
OTS-DPS Behavioral Campain	Miscellaneous	Transportation safety planning	0	Road User Behavioral Campaign	$3177900	$5400000	Penalty Funds (23 U.S.C. 164)	N/A	N/A	0	0	State Highway Agency	Systemic	All Emphasis Areas	All Emphasis Areas
DPS/OTS for Tyler Technologies	Miscellaneous	Data analysis	0	Data Study	$1330000	$5600000	HSIP (23 U.S.C. 148)	N/A	N/A	0	0	State Highway Agency	Systemic	Data	All Emphasis Areas

PROJECT NAME	IMPROVEMENT CATEGORY	SUBCATEGORY	OUTPUTS	OUTPUT TYPE	HSIP PROJECT COST($)	TOTAL PROJECT COST($)	FUNDING CATEGORY	LAND USE/AREA TYPE	FUNCTIONAL CLASSIFICATION	AADT	SPEED OR SPEED RANGE	OWNERSHIP	METHOD FOR SITE SELECTION	SHSP EMPHASIS AREA	SHSP STRATEGY
Crash Data Management															
AGC Marketing Plan for Work Zones	Miscellaneous	Miscellaneous - other	0	Design Services	$25000	$25000	Penalty Funds (23 U.S.C. 164)	N/A	N/A	0	0	State Highway Agency	Systemic	Work Zones	All Emphasis Areas
OTS-DPS UNLV Trauma Database	Miscellaneous	Data analysis	0	Data Study	$1935941	$2000000	HSIP (23 U.S.C. 148)	N/A	N/A	0	0	State Highway Agency	Systemic	All Emphasis Areas	All Emphasis Areas
ATCMTD - Construction	Advanced technology and ITS	Advanced technology and ITS - other	5.00	Miles	$2850500	$25494374	Penalty Funds (23 U.S.C. 164)	Urban	Principal Arterial-Other Freeways & Expressways	226,000	65	State Highway Agency	Systemic	Roadway	All Emphasis Areas
Statewide At-Grade Railway-Highway Crossings Engineering Design Services (RHCEDS)	Miscellaneous	Miscellaneous - other	0	Engineering Design Services	$1800000	$2000000	RHCP (for HSIP purposes) (23 U.S.C. 130(e)(2))	Multiple/Varies	N/A	0	0	Railroad	Spot	All Emphasis Areas	All Emphasis Areas
SR 169, Clark County, Shoulder Widening and Truck Climbing Lanes	Roadway	Install / remove / modify passing zone	3.470	Miles	$993403	$17341022	HSIP (23 U.S.C. 148)	Rural	Major Collector	4,500	55	State Highway Agency	Systemic	All Emphasis Areas	All Emphasis Areas

The final vouchers total a return of $669,979 for HSIP 23 U.S.C. 148 for funds returned to codes MS3E, LS3E, LS30, YS30, and MS30.

HSIP obligations total $34,961,309, final vouchers were a return of $669,979 to the funds, for a total net obligation of $34,291,332.

The final vouchers total a return of $262,021 for RHCP 23 U.S.C. 130 and reflect NDOT fiscal closeouts of older projects.

RHCP obligations total $1,800,000, final vouchers were a return of $262,021 to the funds, for a total net obligation of $1,537,979.

Total net obligations for FFY 24 for HSIP and RHCP is $35,829,312.

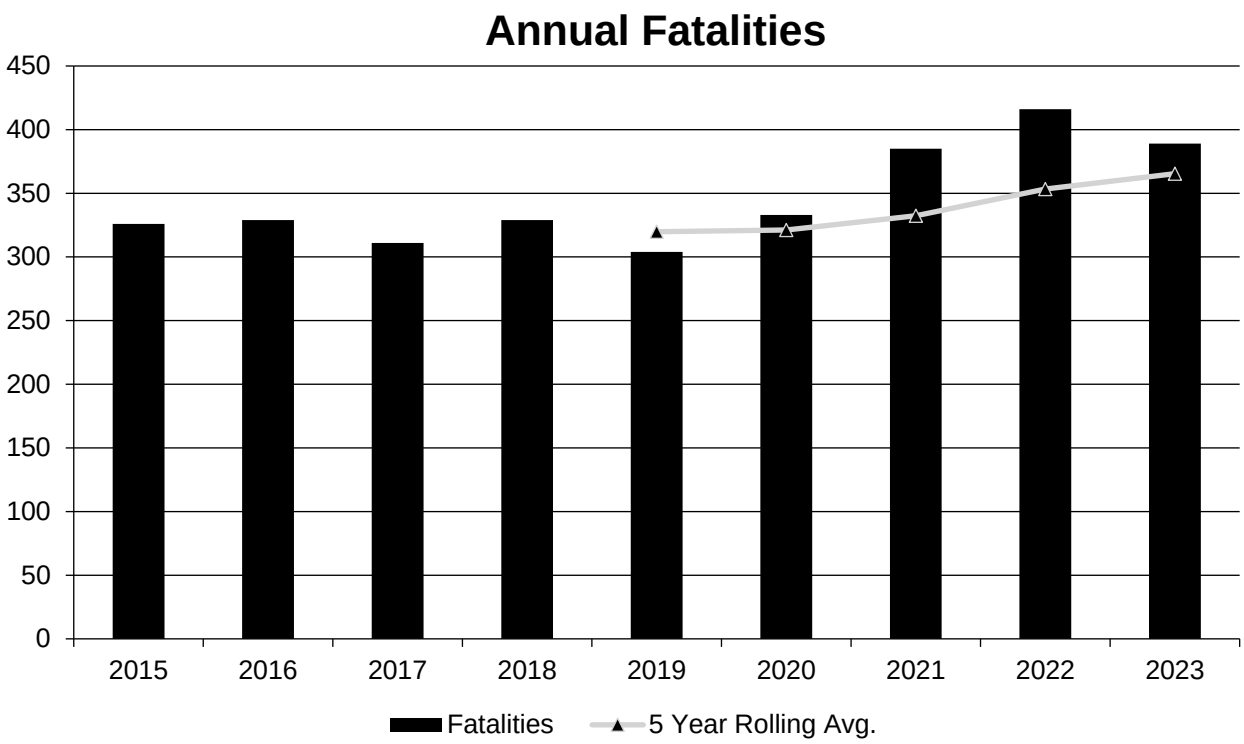
The final voucher total is reflected for all Obligated and programmed HSIP funds in the reporting period.

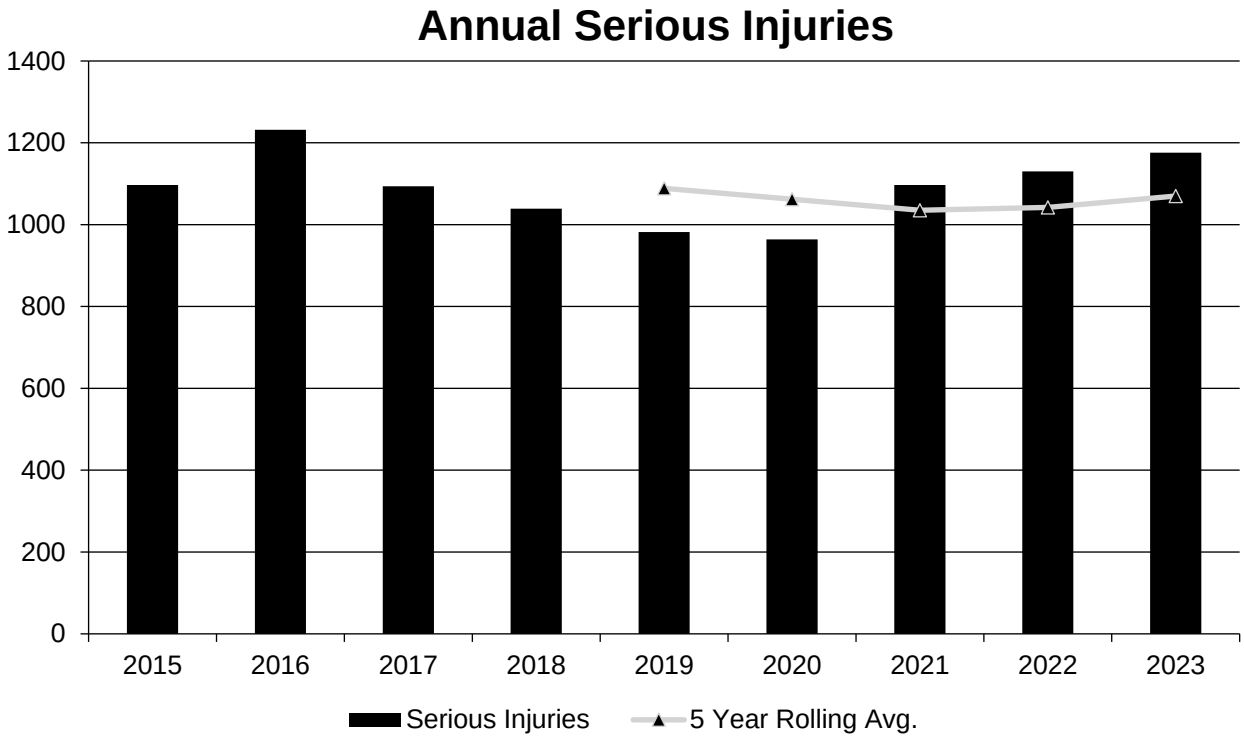
Safety Performance

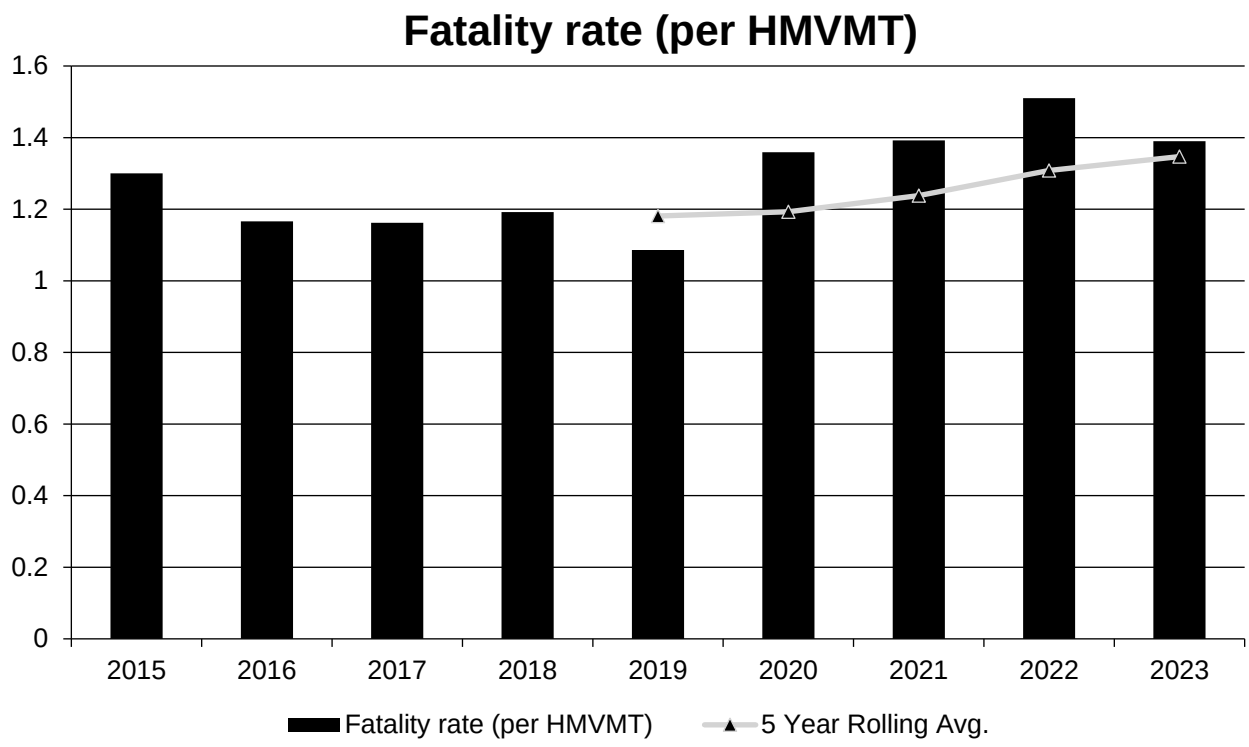
General Highway Safety Trends

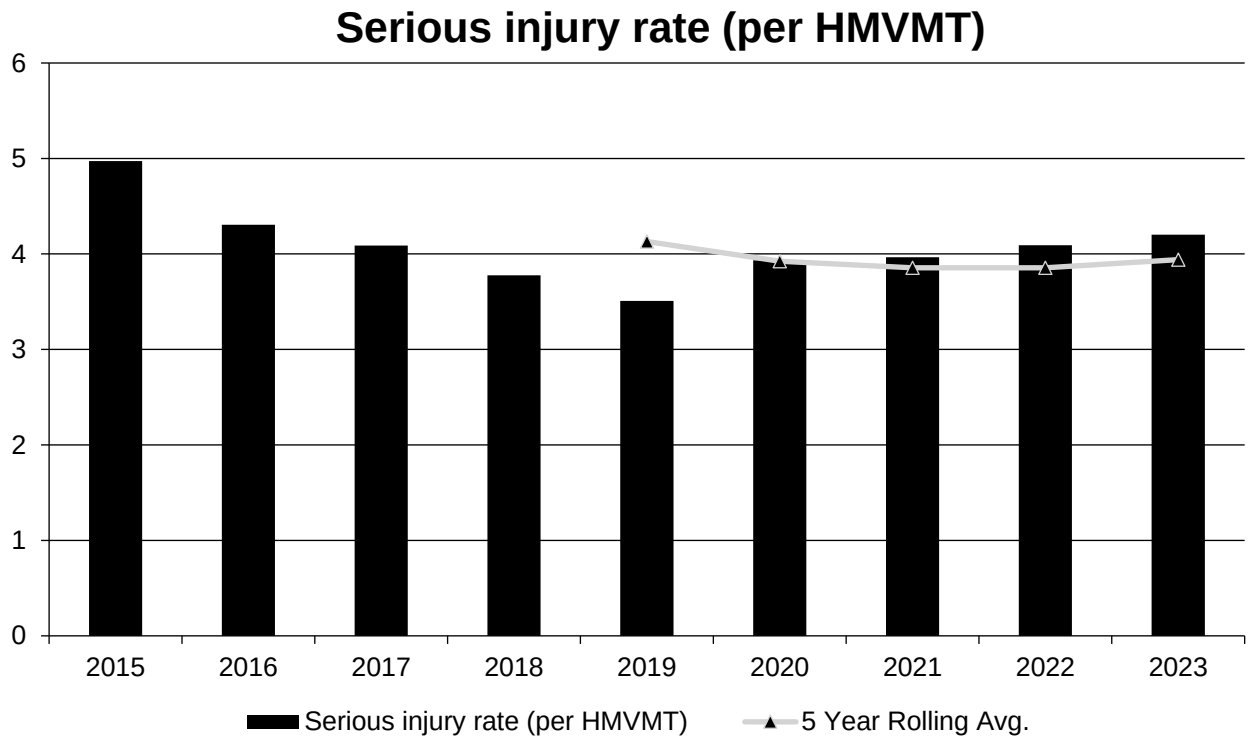
Present data showing the general highway safety trends in the State for the past five years.

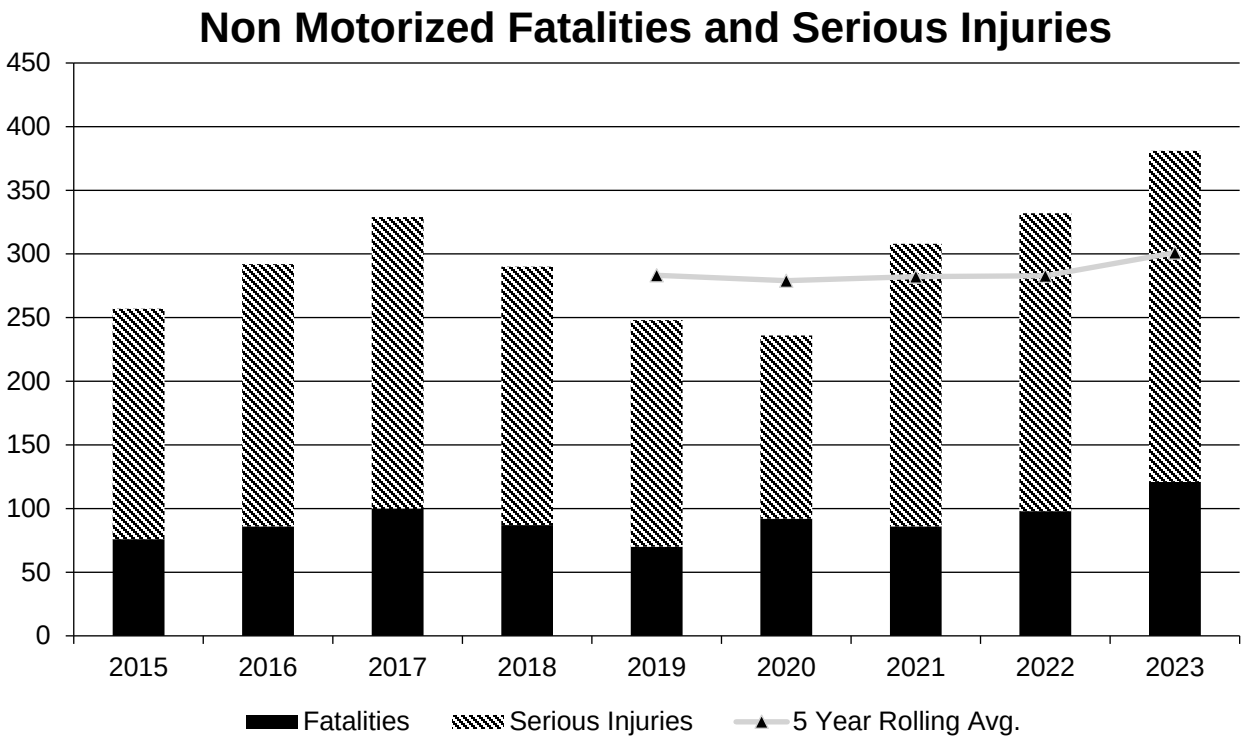
PERFORMANCE MEASURES	2015	2016	2017	2018	2019	2020	2021	2022	2023
Fatalities	326	329	311	329	304	333	385	416	389
Serious Injuries	1,097	1,232	1,094	1,039	982	964	1,097	1,130	1,176
Fatality rate (per HMVMT)	1.300	1.166	1.162	1.192	1.086	1.359	1.392	1.510	1.390
Serious injury rate (per HMVMT)	4.972	4.306	4.088	3.777	3.508	3.934	3.966	4.091	4.202
Number non-motorized fatalities	76	86	100	87	70	92	86	98	121
Number of non-motorized serious injuries	181	206	229	203	178	144	222	234	260


Annual Fatalities
450
400
350
300
250
200
150
100
50
0
2015
2016
2017
2018
2019
2020
2021
2022
2023
Fatalities
5 Year Rolling Avg.


Annual Serious Injuries
1400
1200
1000
800
600
400
200
0
2015
2016
2017
2018
2019
2020
2021
2022
2023
Serious Injuries
5 Year Rolling Avg.


Fatality rate (per HMVMT)
1.6
1.4
1.2
1
0.8
0.6
0.4
0.2
0
2015
2016
2017
2018
2019
2020
2021
2022
2023
Fatality rate (per HMVMT)
5 Year Rolling Avg.


Serious injury rate (per HMVMT)
6
5
4
3
2
1
0
2015
2016
2017
2018
2019
2020
2021
2022
2023
Serious injury rate (per HMVMT)
5 Year Rolling Avg.



Describe fatality data source.

FARS

To the maximum extent possible, present this data by functional classification and ownership.

Year 2022

Functional Classification	Number of Fatalities (5-yr avg)	Number of Serious Injuries (5-yr avg)	Fatality Rate (per HMVMT) (5-yr avg)	Serious Injury Rate (per HMVMT) (5-yr avg)
Rural Principal Arterial (RPA) - Interstate	24	37.2	1	1.51
Rural Principal Arterial (RPA) - Other Freeways and Expressways				
Rural Principal Arterial (RPA) - Other	47	125.4	2.64	6.86
Rural Minor Arterial	10	16.8	2.22	3.69
Rural Minor Collector	3	6.8	2.04	4.47
Rural Major Collector	8.8	14	2.23	3.57
Rural Local Road or Street	4.4	13.2	0.93	2.82
Urban Principal Arterial (UPA) - Interstate	26.6	73	0.59	1.61
Urban Principal Arterial (UPA) - Other Freeways and Expressways	6.8	15	0.38	0.83
Urban Principal Arterial (UPA) - Other	58	154.8	1.76	4.69
Urban Minor Arterial	97.6	243.4	1.98	4.92
Urban Minor Collector	28.2	68.2	1.39	3.35
Urban Major Collector	1	1.2	2.18	2.63
Urban Local Road or Street	28.6	108.6	0.6	2.26

Year 2020

Roadways	Number of Fatalities (5-yr avg)	Number of Serious Injuries (5-yr avg)	Fatality Rate (per HMVMT) (5-yr avg)	Serious Injury Rate (per HMVMT) (5-yr avg)
State Highway Agency	0	0	0	0
County Highway Agency				
Town or Township Highway Agency				
City or Municipal Highway Agency				
State Park, Forest, or Reservation Agency				
Local Park, Forest or Reservation Agency				
Other State Agency				
Other Local Agency				
Private (Other than Railroad)				
Railroad				
State Toll Authority				
Local Toll Authority				
Other Public Instrumentality (e.g. Airport, School, University)				
Indian Tribe Nation				

Safety Performance Targets

Safety Performance Targets

Calendar Year 2025 Targets *

Number of Fatalities:360.6

Describe the basis for established target, including how it supports SHSP goals.

The target was set based on Nevada's SHSP Goal of Zero Fatalities in 2050. The number of non -motorized fatalities and serious injuries in 2023 was reduced on a straight-line basis to be 0 in 2050.

Number of Serious Injuries:1088.5

Describe the basis for established target, including how it supports SHSP goals.

The target was set based on Nevada's SHSP Goal of Zero Fatalities in 2050. The number of non -motorized fatalities and serious injuries in 2023 was reduced on a straight-line basis to be 0 in 2050.

Fatality Rate:1.400

Describe the basis for established target, including how it supports SHSP goals.

The target was set based on Nevada's SHSP Goal of Zero Fatalities in 2050. The number of non -motorized fatalities and serious injuries in 2023 was reduced on a straight-line basis to be 0 in 2050.

Serious Injury Rate:4.038

Describe the basis for established target, including how it supports SHSP goals.

The target was set based on Nevada's SHSP Goal of Zero Fatalities in 2050. The number of non -motorized fatalities and serious injuries in 2023 was reduced on a straight-line basis to be 0 in 2050.

Total Number of Non-Motorized Fatalities and Serious Injuries:352.8

Describe the basis for established target, including how it supports SHSP goals.

The target was set based on Nevada's SHSP Goal of Zero Fatalities in 2050. The number of non -motorized fatalities and serious injuries in 2023 was reduced on a straight-line basis to be 0 in 2050.

Describe efforts to coordinate with other stakeholders (e.g. MPOs, SHSO) to establish safety performance targets.

Nevada is sharing its methodology with all stakeholders and will support all efforts to align with the SHSP Goal of Zero Fatalities in 2050 by reducing on a straight-line basis to be 0 in 2050.

Does the State want to report additional optional targets?

No

Describe progress toward meeting the State's 2023 Safety Performance Targets (based on data available at the time of reporting). For each target, include a discussion of any reasons for differences in the actual outcomes and targets.

PERFORMANCE MEASURES	TARGETS	ACTUALS
Number of Fatalities	347.8	365.4
Number of Serious Injuries	1021.3	1069.8
Fatality Rate	1.279	1.347
Serious Injury Rate	3.755	3.940
Non-Motorized Fatalities and Serious Injuries	262.6	301.0

Nevada did not meet the targets for Number of Fatalities, Number of Serious Injuries, Fatality Rate, Serious Injury Rate, and Non-Motorized Fatalities and Serious Injuries. Fatal and serious injuries have been increasing in Nevada and across the nation. Nevada is continuing to see the upward trend in these crashes in the 5-year average. NDOT is looking into every avenue to reduce fatal and serious injuries on the road network to decrease the fatal and serious injury rate. Nevada is focusing on intersection related and vulnerable road user involved crashes and is collaborating with all stakeholders in Nevada in a joint effort to reduce this alarming trend.

Applicability of Special Rules

Does the HRRR special rule apply to the State for this reporting period?

No

Does the VRU Safety Special Rule apply to the State for this reporting period?

Yes

Nevada has completed the Vulnerable Road User (VRU) Safety Assessment and is working with all partners and stakeholders in the state to implement project, programs, and strategies to reduce and eliminate VRU crashes on the road network.

Provide the number of older driver and pedestrian fatalities and serious injuries 65 years of age and older for the past seven years.

PERFORMANCE MEASURES	2017	2018	2019	2020	2021	2022	2023
Number of Older Driver and Pedestrian Fatalities	55	61	63	54	71	61	60
Number of Older Driver and Pedestrian Serious Injuries	97	91	110	79	93	94	116

Evaluation

Program Effectiveness

How does the State measure effectiveness of the HSIP?

- Change in fatalities and serious injuries

Based on the measures of effectiveness selected previously, describe the results of the State's program level evaluations.

NDOT Traffic Safety Engineering focuses on developing projects that will reduce the numbers of fatalities and serious injuries. This involves using HSIP funds as outlined in the strategies and action items under the current emphasis areas outlined in the Nevada SHSP. Due to the increased rate of fatal and serious injuries on the road network, NDOT is looking into every resource available to decrease the upward trend.

What other indicators of success does the State use to demonstrate effectiveness and success of the Highway Safety Improvement Program?

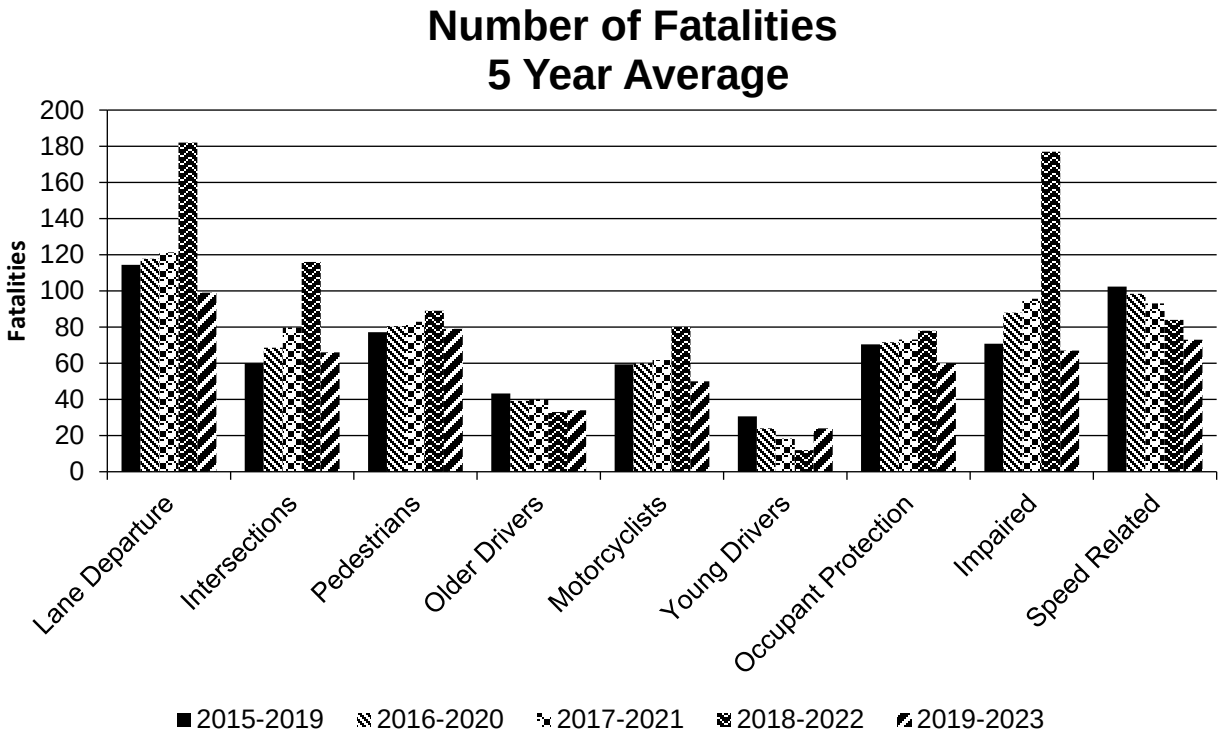
- HSIP Obligations
- Increased awareness of safety and data-driven process
- Increased focus on local road safety
- More systemic programs
- Policy change

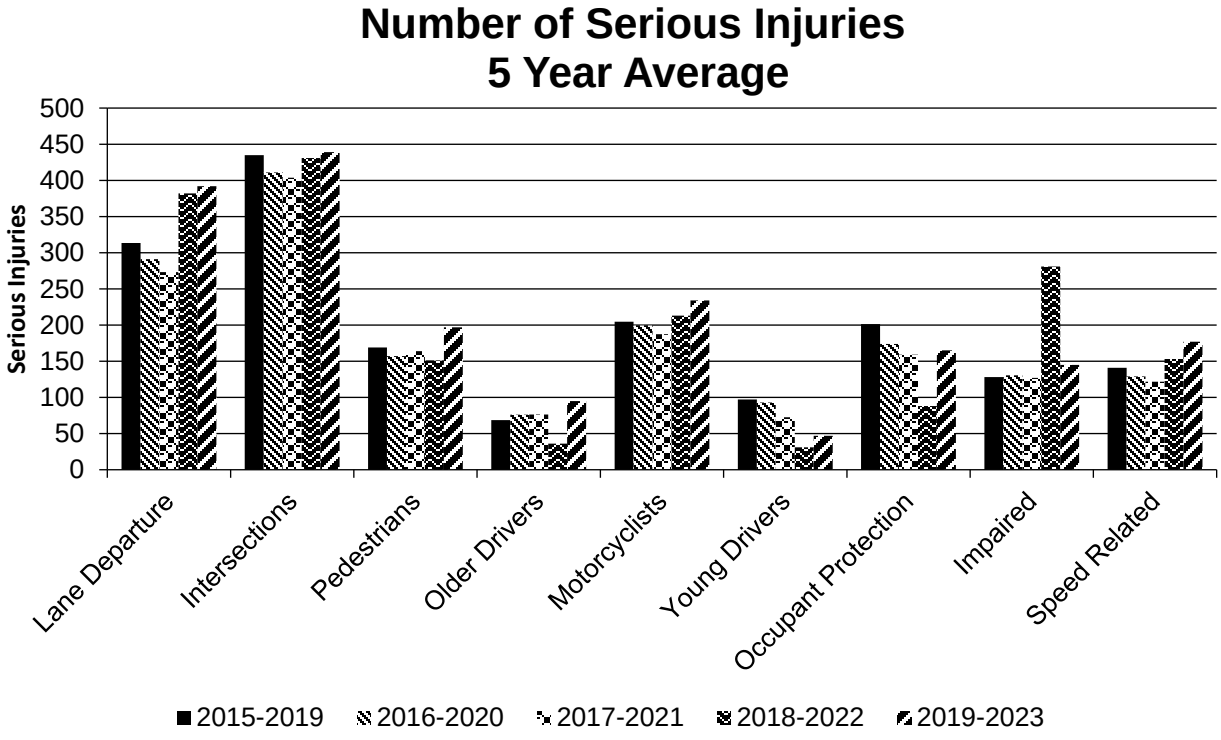
Effectiveness of Groupings or Similar Types of Improvements

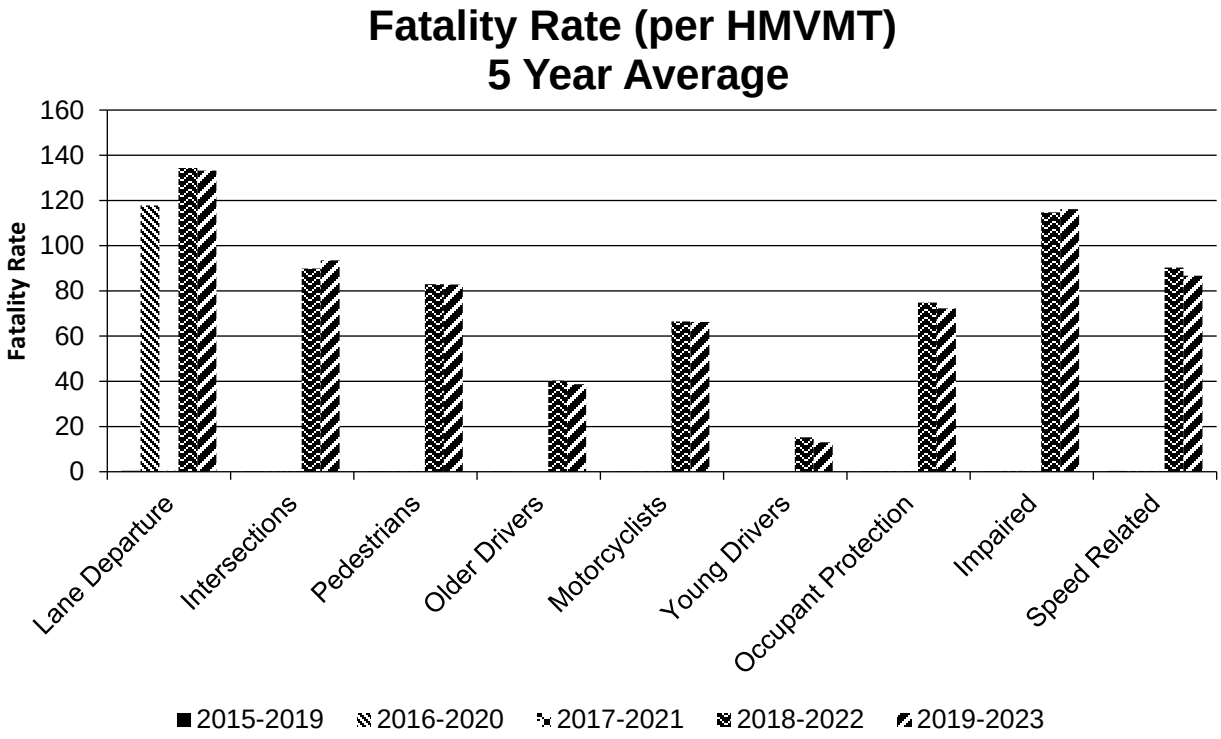
Present and describe trends in SHSP emphasis area performance measures.

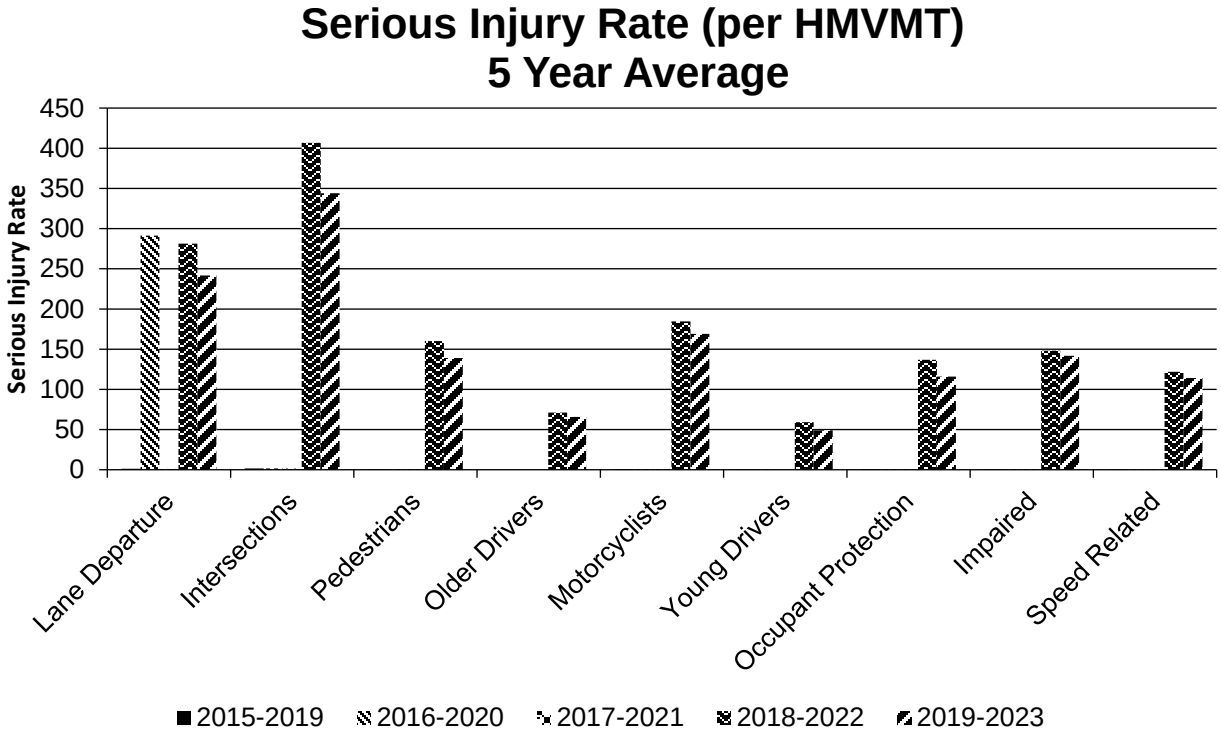
Year 2023

SHSP Emphasis Area	Targeted Crash Type	Number of Fatalities (5-yr avg)	Number of Serious Injuries (5-yr avg)	Fatality Rate (per HMVMT) (5-yr avg)	Serious Injury Rate (per HMVMT) (5-yr avg)
Lane Departure		99	392	133.2	241.67
Intersections		66	439	93.49	343.97
Pedestrians		79	197	82.83	139.02
Older Drivers		34	95	38.72	65.72
Motorcyclists		50	234	66.24	169.08
Young Drivers		24	47	13.04	49.02
Occupant Protection		60	165	72.31	115.92
Impaired		67	145	116.13	141.74
Speed Related		73	177	86.72	114.11


Number of Fatalities
5 Year Average
Fatalities
200
180
160
140
120
100
80
60
40
20
0
Lane Departure
Intersections
Pedestrians
Older Drivers
Motorcyclists
Young Drivers
Occupant Protection
Impaired
Speed Related
2015-2019
2016-2020
2017-2021
2018-2022
2019-2023


Number of Serious Injuries
5 Year Average
Serious Injuries
500
450
400
350
300
250
200
150
100
50
0
Lane Departure
Intersections
Pedestrians
Older Drivers
Motorcyclists
Young Drivers
Occupant Protection
Impaired
Speed Related
2015-2019
2016-2020
2017-2021
2018-2022
2019-2023


Fatality Rate (per HMVMT)
5 Year Average
Fatality Rate
160
140
120
100
80
60
40
20
0
Lane Departure
Intersections
Pedestrians
Older Drivers
Motorcyclists
Young Drivers
Occupant Protection
Impaired
Speed Related
2015-2019
2016-2020
2017-2021
2018-2022
2019-2023


Serious Injury Rate (per HMVMT)
5 Year Average
Serious Injury Rate
450
400
350
300
250
200
150
100
50
0
Lane Departure
Intersections
Pedestrians
Older Drivers
Motorcyclists
Young Drivers
Occupant Protection
Impaired
Speed Related
2015-2019
2016-2020
2017-2021
2018-2022
2019-2023

Project Effectiveness

Provide the following information for previously implemented projects that the State evaluated this reporting period.

LOCATION	FUNCTIONAL CLASS	IMPROVEMENT CATEGORY	IMPROVEMENT TYPE	PDO BEFORE	PDO AFTER	FATALITY BEFORE	FATALITY AFTER	SERIOUS INJURY BEFORE	SERIOUS INJURY AFTER	ALL OTHER INJURY BEFORE	ALL OTHER INJURY AFTER	TOTAL BEFORE	TOTAL AFTER	EVALUATION RESULTS (BENEFIT/COST RATIO)
US 95, FROM THE INTERSECTION OF US95/US95A SOUTH OF SCHURZ TO 2.43 MN OF CHURCHILL COUNTY LINE MP MI 83.94 TO MI 92.26, MP LY 0.00 TO 2.82, MP CH 0.00	Rural Principal Arterial (RPA) - Other	Roadway	Roadway widening - add lane(s) along segment	7.00	14.00		1.00	2.00		3.00	1.00	12.00	16.00	-3.58852336
US 93, ELKO COUNTY, MP EL 101.09 TO MP EL 107.11	Rural Principal Arterial (RPA) - Other	Roadway	Roadway widening - add lane(s) along segment	6.00	5.00		1.00			1.00	2.00	7.00	8.00	-3.42994845
US 95 FROM 12.16 MILES NORTH OF BEATTY TO 3.67 MILES SOUTH OF THE NYE/ES COUNTY LINE. NY 72.036 TO NY 103.552	Rural Principal Arterial (RPA) - Other	Shoulder treatments	Widen shoulder – paved or other (includes add shoulder)	30.00	31.00	3.00	4.00	1.00	1.00	11.00	14.00	45.00	50.00	-4.49284324
VARIOUS LOCATIONS IN DISTRICT 3 EA # 73976	Rural Minor Arterial	Miscellaneous	Miscellaneous - other	68.00	53.00	2.00	1.00	1.00	4.00	17.00	12.00	88.00	70.00	12.5417973
WASHOE COUNTY, MACCARRAN BLVD (GREG TO PRATER WAY) WA MP 16.350 TO MP 17.850	Urban Principal Arterial (UPA) - Other	Pedestrians and bicyclists	Medians and pedestrian refuge areas	248.00	127.00	1.00		6.00	6.00	134.00	57.00	389.00	190.00	42.1775894
WASHOE COUNTY, SR 447, PYRAMID	Rural Minor Arterial	Pedestrians and bicyclists	Pedestrians and bicyclists – other	1.00								1.00		0.01170927

LOCATION	FUNCTIONAL CLASS	IMPROVEMENT CATEGORY	IMPROVEMENT TYPE	PDO BEFORE	PDO AFTER	FATALITY BEFORE	FATALITY AFTER	SERIOUS INJURY BEFORE	SERIOUS INJURY AFTER	ALL OTHER INJURY BEFORE	ALL OTHER INJURY AFTER	TOTAL BEFORE	TOTAL AFTER	EVALUATION RESULTS (BENEFIT/COST RATIO)
LAKE PAIUTE TRIBE COMMUNITY OF WADSWORTH, WA MP 0.150 TO MP 0.530														
CLARK COUNTY, EASTERN AVENUE/CIVIC CENTER DRIVE (CHEYENNE TO US 95)	Urban Principal Arterial (UPA) - Other	Intersection geometry	Intersection geometry - other	324.00	262.00	3.00	3.00	8.00	12.00	334.00	246.00	669.00	523.00	6.2992566

Compliance Assessment

What date was the State's current SHSP approved by the Governor or designated State representative?

01/26/2021

What are the years being covered by the current SHSP?

From: 2021 To: 2025

When does the State anticipate completing its next SHSP update?

2026

Provide the current status (percent complete) of MIRE fundamental data elements collection efforts using the table below.

*Based on Functional Classification (MIRE 1.0 Element Number) [MIRE 2.0 Element Number]

ROAD TYPE	*MIRE NAME (MIRE NO.)	NON LOCAL PAVED ROADS - SEGMENT		NON LOCAL PAVED ROADS - INTERSECTION		NON LOCAL PAVED ROADS - RAMPS		LOCAL PAVED ROADS		UNPAVED ROADS	
		STATE	NON-STATE	STATE	NON-STATE	STATE	NON-STATE	STATE	NON-STATE	STATE	NON-STATE
ROADWAY SEGMENT	Segment Identifier (12) [12]	100	100					100	100	100	100
	Route Number (8) [8]	100	100								
	Route/Street Name (9) [9]	100	100								
	Federal Aid/Route Type (21) [21]	100	100								
	Rural/Urban Designation (20) [20]	100	100					100	100		
	Surface Type (23) [24]	100	100					90	100		
	Begin Point Segment Descriptor (10) [10]	100	100					100	100	100	100
	End Point Segment Descriptor (11) [11]	100	100					100	100	100	100
	Segment Length (13) [13]	100	100								
	Direction of Inventory (18) [18]	100	100								
	Functional Class (19) [19]	100	100					100	100	100	100

ROAD TYPE	*MIRE NAME (MIRE NO.)	NON LOCAL PAVED ROADS - SEGMENT		NON LOCAL PAVED ROADS - INTERSECTION		NON LOCAL PAVED ROADS - RAMPS		LOCAL PAVED ROADS		UNPAVED ROADS	
		STATE	NON-STATE	STATE	NON-STATE	STATE	NON-STATE	STATE	NON-STATE	STATE	NON-STATE
	Median Type (54) [55]	80	80								
	Access Control (22) [23]	100	100								
	One/Two Way Operations (91) [93]	100	100								
	Number of Through Lanes (31) [32]	100	100					90	100		
	Average Annual Daily Traffic (79) [81]	100	100					100	100		
	AADT Year (80) [82]	100	100								
	Type of Governmental Ownership (4) [4]	100	100					100	100	100	100
INTERSECTION	Unique Junction Identifier (120) [110]			100	100						
	Location Identifier for Road 1 Crossing Point (122) [112]			100	100						
	Location Identifier for Road 2 Crossing Point (123) [113]			100	100						
	Intersection/Junction Geometry (126) [116]			95	95						
	Intersection/Junction Traffic Control (131) [131]			95	95						
	AADT for Each Intersecting Road (79) [81]			100	100						
	AADT Year (80) [82]			100	100						
	Unique Approach Identifier (139) [129]			100	100						
INTERCHANGE/RAMP	Unique Interchange Identifier (178) [168]					100	100				
	Location Identifier for Roadway at					100	100				

ROAD TYPE	*MIRE NAME (MIRE NO.)	NON LOCAL PAVED ROADS - SEGMENT		NON LOCAL PAVED ROADS - INTERSECTION		NON LOCAL PAVED ROADS - RAMPS		LOCAL PAVED ROADS		UNPAVED ROADS	
		STATE	NON-STATE	STATE	NON-STATE	STATE	NON-STATE	STATE	NON-STATE	STATE	NON-STATE
	Beginning of Ramp Terminal (197) [187]										
	Location Identifier for Roadway at Ending Ramp Terminal (201) [191]					100	100				
	Ramp Length (187) [177]					100	100				
	Roadway Type at Beginning of Ramp Terminal (195) [185]					100	100				
	Roadway Type at End Ramp Terminal (199) [189]										
	Interchange Type (182) [172]					100	100				
	Ramp AADT (191) [181]					100	100				
	Year of Ramp AADT (192) [182]					100	100				
	Functional Class (19) [19]					100	100				
	Type of Governmental Ownership (4) [4]					100	100				
Totals (Average Percent Complete):		**98.89**	**98.89**	**98.75**	**98.75**	**90.91**	**90.91**	**97.78**	**100.00**	**100.00**	**100.00**

*Based on Functional Classification (MIRE 1.0 Element Number) [MIRE 2.0 Element Number]

NDOT has collected nearly 100% of the FDE's. Once the data is checked for QA/QC, the MIRE FDEs will be at 100% by FFY 2025.

Describe actions the State will take moving forward to meet the requirement to have complete access to the MIRE fundamental data elements on all public roads by September 30, 2026.

Nevada expects to meet the MIRE Fundamental Data Elements (FDEs) deadline of September 30, 2026. Completed actions (to date) include: mapping subsequent overlap between HPMS and MIRE data elements, as well as, participation in Federal Highway Administration FDEs mapping report, the investigation of database management system to create a MIRE repository, and the collection and identification of safety gaps not addressed by MIRE, State, or Federal guidance. Data extraction from the Road Video Lidar system is underway, and once completed, data will be utilized in safety tools and/or other tools. Nevada participated in the MIRE Peer Exchange in Washington D.C. Aug 9th and 10th, 2023 to gain valuable insight on best practices of collecting and analyzing MIRE data. Lastly, evaluation shall include Highway Safety Improvement Program quality control, ensuring the accuracy of safety data.

Optional Attachments

Program Structure:

HSIP Procedure Manual July 2020.pdf
Project Implementation:

Safety Performance:

Evaluation:

Compliance Assessment:

Glossary

5 year rolling average: means the average of five individuals, consecutive annual points of data (e.g. annual fatality rate).

Emphasis area: means a highway safety priority in a State's SHSP, identified through a data-driven, collaborative process.

Highway safety improvement project: means strategies, activities and projects on a public road that are consistent with a State strategic highway safety plan and corrects or improves a hazardous road location or feature or addresses a highway safety problem.

HMVMT: means hundred million vehicle miles traveled.

Non-infrastructure projects: are projects that do not result in construction. Examples of non-infrastructure projects include road safety audits, transportation safety planning activities, improvements in the collection and analysis of data, education and outreach, and enforcement activities.

Older driver special rule: applies if traffic fatalities and serious injuries per capita for drivers and pedestrians over the age of 65 in a State increases during the most recent 2-year period for which data are available, as defined in the Older Driver and Pedestrian Special Rule Interim Guidance dated February 13, 2013.

Performance measure: means indicators that enable decision-makers and other stakeholders to monitor changes in system condition and performance against established visions, goals, and objectives.

Programmed funds: mean those funds that have been programmed in the Statewide Transportation Improvement Program (STIP) to be expended on highway safety improvement projects.

Roadway Functional Classification: means the process by which streets and highways are grouped into classes, or systems, according to the character of service they are intended to provide.

Strategic Highway Safety Plan (SHSP): means a comprehensive, multi-disciplinary plan, based on safety data developed by a State Department of Transportation in accordance with 23 U.S.C. 148.

Systematic: refers to an approach where an agency deploys countermeasures at all locations across a system.

Systemic safety improvement: means an improvement that is widely implemented based on high risk roadway features that are correlated with specific severe crash types.

Transfer: means, in accordance with provisions of 23 U.S.C. 126, a State may transfer from an apportionment under section 104(b) not to exceed 50 percent of the amount apportioned for the fiscal year to any other apportionment of the State under that section.

CAMPO
CARSON AREA METROPOLITAN PLANNING ORGANIZATION

STAFF REPORT

Report To: Carson Area Metropolitan Planning Organization **Meeting Date:** February 11, 2026

Staff Contact: Darren Schulz, Public Works Director

Agenda Title: For Discussion Only – Discussion and presentation regarding the Draft Transit Development and Coordinated Human Services Plan ("TDCHSP"), which could include discussion on short-and long-term goals, service level alternatives, and other topics related to public transportation in the Carson Area Metropolitan Planning Organization ("CAMPO") region. (Marcus Myers, Transit Coordinator)

Agenda Action: Other / Presentation **Time Requested:** 15 minutes

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Proposed Motion
N/A

Board's Strategic Goal
N/A

Previous Action
December 10, 2025 (Item 5.C) – Staff presented potential recommendations for the TDCHSP to the Regional Transportation Commission ("RTC"), which included recommendations and potential service level tradeoffs to allow Jump Around Carson ("JAC") to remain fiscally constrained through 2050.

August 13, 2025 (Item 5.A) – Staff presented a status overview of the CAMPO Regional Transportation Plan ("RTP") and TDCHSP, including the results of the public survey and agency coordination meetings, planned public outreach activities, and TDCHSP considerations.

April 9, 2025 (Item 5.B) – CAMPO staff presented information regarding the TDCHSP, including the schedule of events, planned public outreach activities, draft table of contents, goals and vision, and other topics.

February 12, 2025 (Item 5.B) – CAMPO approved Contact 25300288 with Parametrix, Inc. for the Unified Planning Work Program ("UPWP") Staff Support Services Project, which included consultant support for developing the TDCHSP.

Background/Issues & Analysis
The TDCHSP consists of two components and serves two primary objectives: (1) as the short-term transit plan ("STTP") covering short-term (1-5 year) and long-term (10 -20 year) projects and priorities; and (2) a coordinated public transit-human services ("CHSP") planning document.

The STTP is a document required for agencies that receive Federal Transit Administration ("FTA") Section 5307 Urbanized Area formula funding. The STTP includes an evaluation of the current system and its procedures, suggested short-term and long-term improvements, a forecast of how changes may impact ridership and the administrative and operational structure, and a broad vision of capital requirements to meet recommended changes in both the short- and long-term. It also includes a financial plan that examines financially constrained operating and capital budgets, identifying current and future financial needs.

A CHSP is a required document for agencies that receive FTA Section 5310 funding for Enhanced Mobility of Seniors and Individuals with Disabilities. The CHSP is a strategic document that identifies the transportation needs of specific groups, such as seniors and individuals with disabilities, and outlines strategies to address them.

Since February 2025, staff has worked with a consultant for efforts relating to the TDCHSP as well as the RTP. Over the last 11 months, these efforts have included numerous stakeholder interviews, public outreach, and stakeholder workshops to determine Carson City's transit needs. Furthermore, concerns about current and future funding constraints have been analyzed to determine where and how improvements can be made, and what future tradeoffs may be required to remain within fiscal constraints. Staff will present the draft TDCHSP to the CAMPO Board, outlining the goals, strategies, and recommendations developed, as well as possible alternatives and route modifications to address stakeholder feedback, improve transit efficiency, and enhance the rider experience. Staff is seeking input from the CAMPO Board for consideration in the final TDCHSP document.

The draft TDCHSP has been released for a 15-day public comment period from February 6 through February 20, 2026. A press release was issued, and a legal advertisement was placed in the Nevada Appeal announcing the opening of the public comment period. The draft TDCHSP is available online at https://CarsonAreaMPO.com. Printed copies are available by request. Requests for copies can be made at 3505 Butti Way, Carson City, or by contacting CAMPO staff at 775-887-2355, or by email at comments@CarsonAreaMPO.com. The final draft of the TDCHSP is tentatively scheduled for presentation to the RTC in April 2026.

Applicable Statute, Code, Policy, Rule or Regulation
49 USC 5307 & 5310

Financial Information
Is there a fiscal impact? No

If yes, account name/number:

Is it currently budgeted? Yes

Explanation of Fiscal Impact: Funding for updating the TDCHSP is budgeted in CAMPO's UPWP under Work Element 4.0, which is reimbursable with Federal Consolidated Planning Grant funds at a rate of 95%. The 5% local match has been budgeted within CAMPO's approved UPWP for Fiscal Years 2025 & 2026.

Alternatives

Attachment(s):

5B_CAMPO_Exhibit 1 - Draft TDCHSP.pdf

Motion: _____	1) _____	Aye/Nay
	2) _____	_____
		_____
		_____
		_____
		_____

_____
(Vote Recorded By)

JAC Transit Development and Coordinated Human Services Plan

February 4, 2026

Table of Contents

Tables

SECTION 1: INTRODUCTION AND BACKGROUND

Introduction

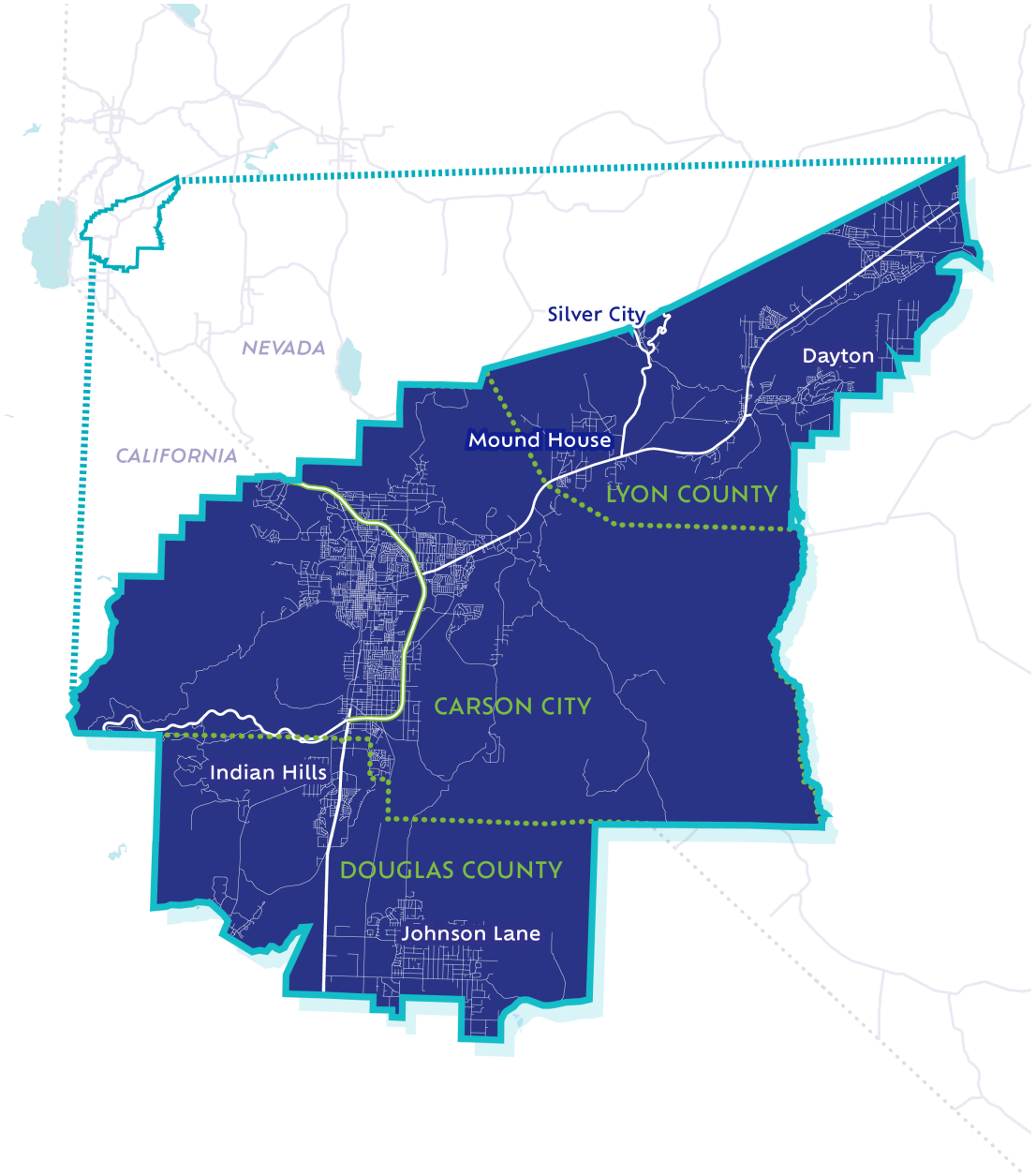
This document represents both the Jump around Carson (JAC) Transit Development and Coordinated Human Services Plan. Each plan has its own set of required elements as defined by the Federal Transit Administration (FTA), though some are common to both. While there are many similar themes and contexts, each of these plans serve different purposes, and thus have unique strategies and actions for making progress toward goals and recommendations. However, both plans share the overall goal of providing effective, efficient, and sustainable public transportation options for community residents and visitors in the CAMPO region.

Carson Area Metropolitan Planning Organization

CAMPO is the federally recognized Metropolitan Planning Organization (MPO) responsible for transportation planning in the Carson City urbanized area. CAMPO was formed on February 26, 2003, after the Carson City urbanized area surpassed the MPO population threshold of 50,000 based on the 2000 Decennial Census. CAMPO is governed by a seven-member board consisting of five members of the Carson City Regional Transportation Commission (RTC), one member representing Douglas County, and one member representing Lyon County. A representative from the Nevada Department of Transportation (NDOT) sits on the board serving as an ex officio, non-voting member.

The metropolitan planning area (MPA) boundary encompasses nearly all of Carson City (except for the area within the Tahoe Basin, which is included in the Tahoe MPA) and portions of northern Douglas County, including Indian Hills and Johnson Lane, and western Lyon County, including Mound House, Silver City, and Dayton, as shown in Figure 1.

Figure 1. Metropolitan Planning Area



The Carson City RTC oversees the administration of the JAC transit service, and as such, the five members also serve as transit representatives on the CAMPO Board. CAMPO is housed within the Carson City Public Works Department, whose employees provide the staffing for the CAMPO operations. The Transportation Manager is the Public Works Division Manager and serves as the CAMPO agency director responsible for administering all CAMPO activities. Day-to-day operations of JAC are overseen by the Transit Coordinator, who is responsible for applying and administering FTA funds and is the primary contact person for duties related to CAMPO's role as the FTA Designated Recipient and Grantee.

Jump Around Carson

The Carson City RTC operates JAC, a public bus service featuring four fixed routes which operates entirely within Carson City, as well as JAC Assist, an Americans with Disabilities Act (ADA) paratransit service. JAC Assist provides curb-to-curb transportation for eligible people with disabilities who cannot use the fixed route bus service. JAC Assist operates during the same days and hours as the fixed route system, with an origin and destination within ¾ mile of any fixed route. As a matter of local policy, extended paratransit service is provided for an additional ¼-mile (total of 1 mile from any fixed route). JAC has been operating in Carson City since October 2005.

CAMPO staff works closely with JAC to increase mobility for all users, enabling independent mobility and expanding mobility options beyond single-occupancy vehicles. Additionally, CAMPO facilitates and advocates for regional transit options between Reno, Douglas County, Lyon County, and the Tahoe Basin. An example of improving regional transit options and reducing vehicle use include the creation of mobility centers near CAMPO boundaries, where vehicles can park to ride transit, carpool, or ride-share.

Existing Planning Documents

The development of this plan recognizes the local, regional, and national context in which it exists. Plans referenced during the development of this plan included:

- CAMPO 2050 Regional Transportation Plan (2026)
- JAC Transit Development and Coordinated Human Services Plan (2019)
- FY2023, 2024 and FY2025 JAC Monitoring Reports
- Title VI Program for Jump Around Carson Federal Fiscal Year 2026-2028 (2025)
- Envision Carson City Master Plan (2025)
- 2024 ADA Transition Plan for Carson City's Pedestrian Facilities in the Public Right-of-Way
- Carson City Safe Routes to School Action Plan (2025)
- JAC Transit Asset Management Plan for Federal Fiscal Year 2023 – 2026
- CAMPO Zero-Emissions Transition Plan (2024)
- Carson City JAC Transfer Center Study (2023)

SECTION 2. EXISTING CONDITIONS

The region's urban center, Carson City, is surrounded by public lands and scenic desert valleys, offering recreational access and a growing multimodal trail system. This balance of urban and rural character creates both unique opportunities and challenges in planning a connected and coordinated transportation system that meets the needs of all residents, including older adults, people with disabilities, veterans, and low-income households in the CAMPO region, and a public transit system that can be supported in more densely populated areas in Carson City.

Demographics

Demographic trends help to anticipate and plan for the future. For coordinated human services planning, the CAMPO region is used. For short term transit planning, the JAC service boundary is used, though regional travel needs are considered as part of the process. Population size and population density are associated with transit efficiency and effectiveness because more people translates to more trips across all modes of travel, and higher density supports transit services that can meet the needs of many people at the same time. The more dispersed that people and destinations are, the more expensive it is to operate at service levels that are viewed as a viable alternative to other modes. Where people live and want to travel plays a crucial role in the ability of public transit to conveniently and safely meet demand within available funding constraints.

Population growth in the CAMPO region is projected to slow over the next 25 years, with Douglas County projected to lose population, according to the Nevada Department of Taxation. The total population of the CAMPO MPA is anticipated to reach approximately 97,000 people by 2050. Changes at the county and state levels are highlighted below.

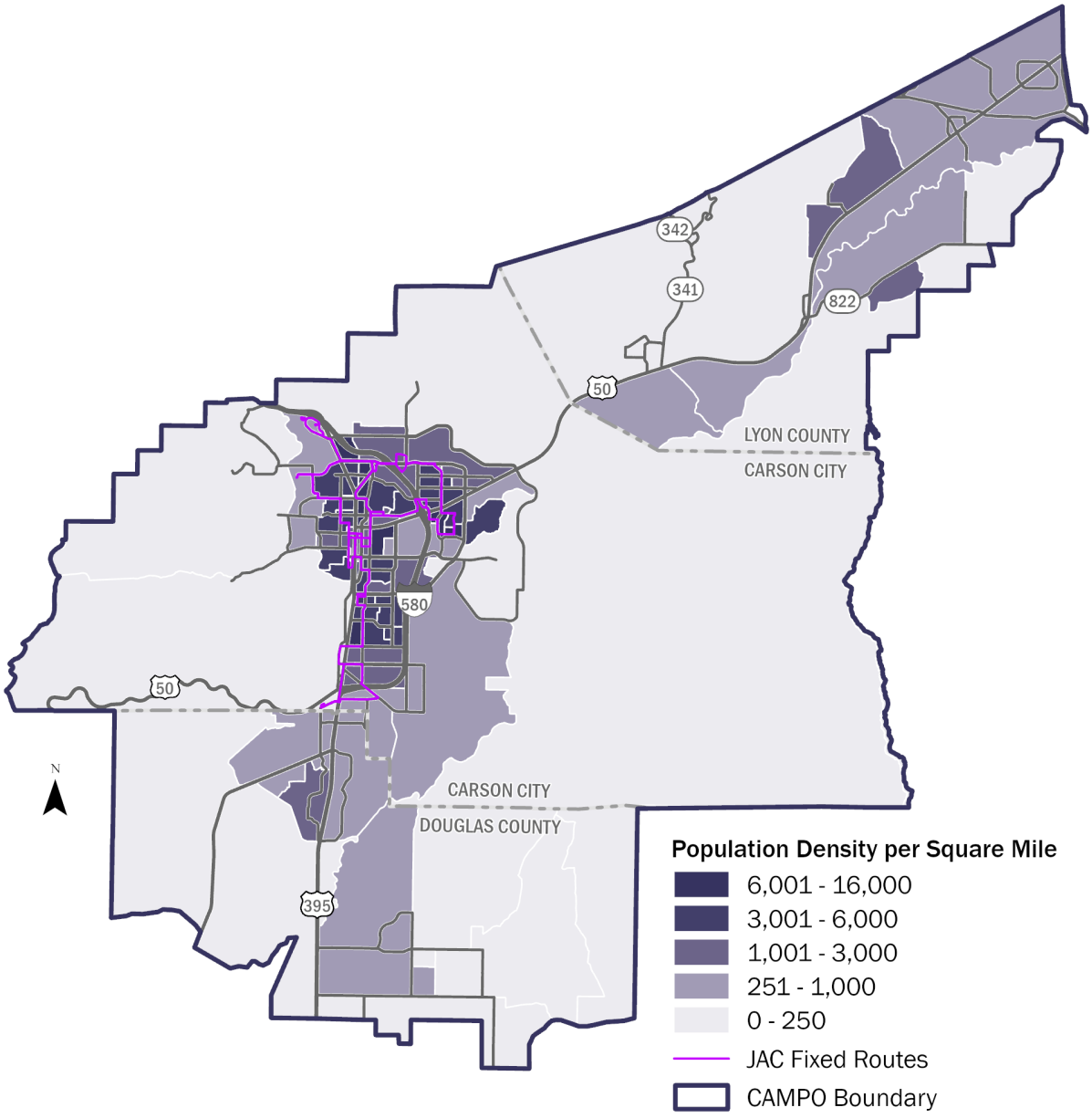
Table 1 shows the changes at the county and state levels. Figure 2 shows the population density distribution by US Census Tract in 2023.

Table 1. Historic and Projected Populations

	Historic					Current	Projected	
	1980	1990	2000	2010	2020	2025	2035	2044
Carson City	32,022	40,443	52,457	55,274	58,639	60,829	64,068	64,275
Annual Change	--	2.40%	2.60%	0.50%	0.57%	0.36%	0.51%	0.03%
10-Year Change	--	26%	30%	5%	6%	4%	5%	0%
Douglas County	19,421	27,637	41,259	46,997	49,488	56,052	57,221	55,768
Annual Change	--	3.60%	4.10%	1.30%	0.50%	1.17%	0.20%	-0.26%
10-Year Change	--	42%	49%	14%	5%	13%	2%	-3%
Lyon County	13,594	20,001	34,501	51,980	59,235	66,358	74,504	77,099
Annual Change	--	3.90%	5.60%	4.20%	1.22%	1.07%	1.09%	0.34%
10-Year Change	--	47%	72%	51%	14%	12%	12%	3%
State of Nevada	800,493	1,201,833	1,998,257	2,700,551	3,104,614	3,326,902	3,569,882	3,699,249
Annual Change	--	4.10%	5.20%	3.10%	1.30%	0.67%	0.68%	0.35%
10-Year Change	--	50%	66%	35%	15%	7%	7%	4%

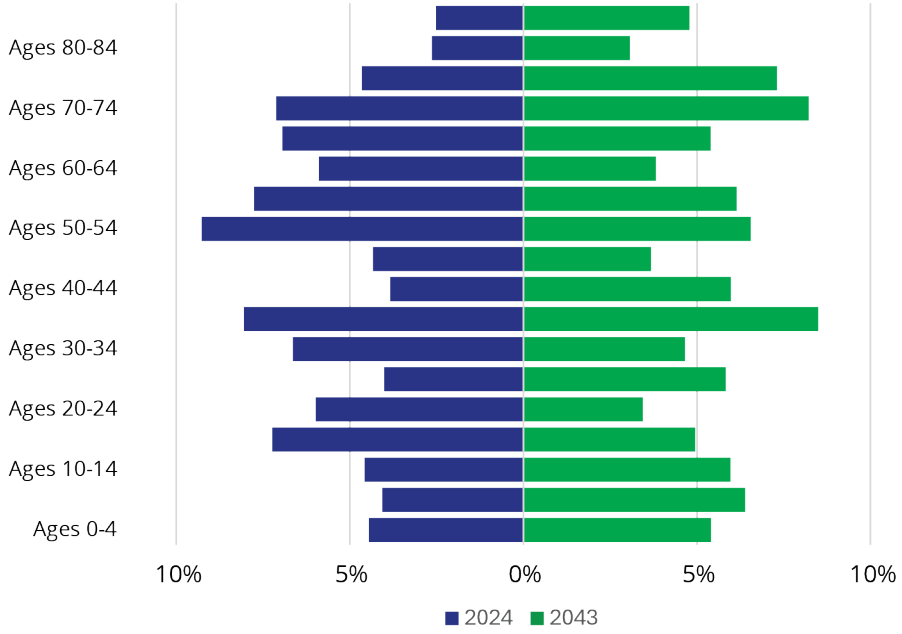
Source: US Census Bureau and ASRHO Estimates and Projections Summary, State of Nevada Demographer, 2025

Figure 2. Population Density



Between 2024 and 2043, the older adult population is expected to grow as a percentage of the total population in Carson City, Douglas County, and Lyon County, as shown in Figure 3 through Figure 5.[1] This has implications for future transportation needs such as a potential increase in the percentage of the transit-dependent population as older drivers become unable to or uncomfortable operating a personal vehicle. Additionally, there may be more demand for transportation to services such as health care and senior services.

Figure 3. Carson City Projected Population by Age



[1] Data is from the ASRHO Estimates and Projections Summary, State of Nevada Demographer, 2025

Figure 4. Douglas County Projected Population by Age

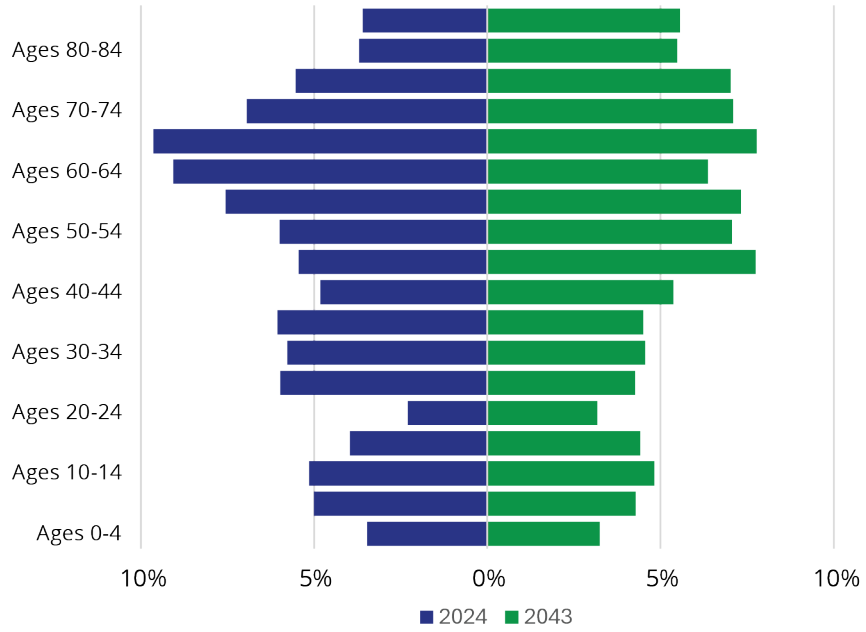
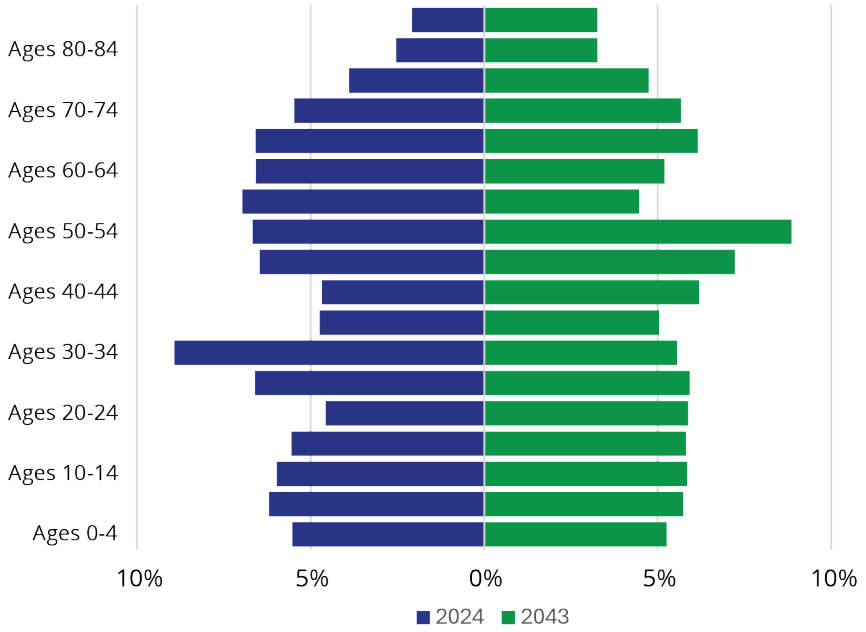


Figure 5. Lyon County Projected Population by Age



Transit Propensity

Transit propensity refers to the likelihood a person or group of people will use public transit. Demographic indicators of demand for transit include people who are low-income, older than 65, under 18, disabled, individuals who have limited English proficiency, and/or those who do not drive or don't have access to a car. These individuals are more likely than the general population to access transit services. Table 2 highlights changes in key demographic variables in Carson City since 2017.

Table 2. Carson City Demographic Trends

Indicator	2017	2023	Change	Percent Change
Population	54,219	58,364	4,145	8%
Employed Population	24,354	24,931	577	2%
Low-Income Households	7,698	6,183	-1,515	-20%
Youth (<18)	8,320	8,789	469	6%
Older Adults (65+)	10,499	12,128	1,629	16%
People with Disabilities	12,197	9,059	-3,138	-26%
Limited English Proficiency Households	1,075	523	-549	-51%
Renter-Occupied Households	9,830	8,704	-1,126	-11%
Zero-Vehicle Households	1,513	1,464	-49	-3%
Source: 2017: US Census American Community Survey 2017 5-Year Estimates. 2023: US Census American Community Survey 2023 5-Year Estimates				

During this time, the population increased by 8% and employment by 2%. The number of people under 18 and over 65 has also grown. There are fewer low-income households, people with disabilities, people who rent, and households without a vehicle.

JAC staff provided maps to show the geographical distribution across the CAMPO region detailing density of low-income households, older adults over 60, people with disabilities, and zero car households by census tract. They are shown in Figure 6 through Figure 9. Figure 10 shows the resulting transit propensity by block group. The transit propensity score is the sum of the score of each indicator, which was ranked by quartile at the block group level, except for zero-car households, in which there were three categories for 0, 1, or 2 or more cars available. Higher scores indicate block groups who have higher densities of multiple populations or households than the average.

Figure 6. Density of Low-Income Households

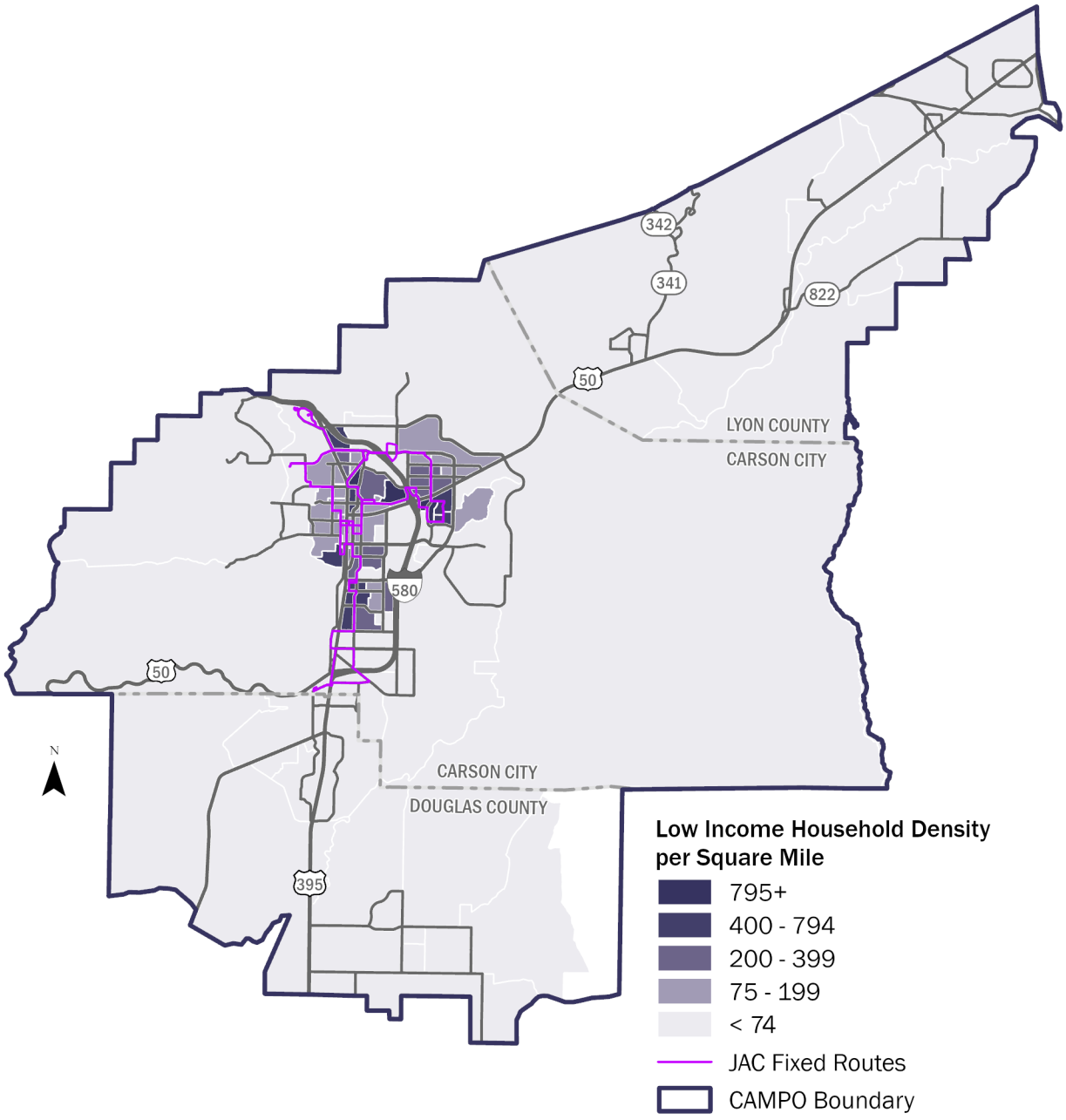


Figure 7. Population Density of People 60 and Older

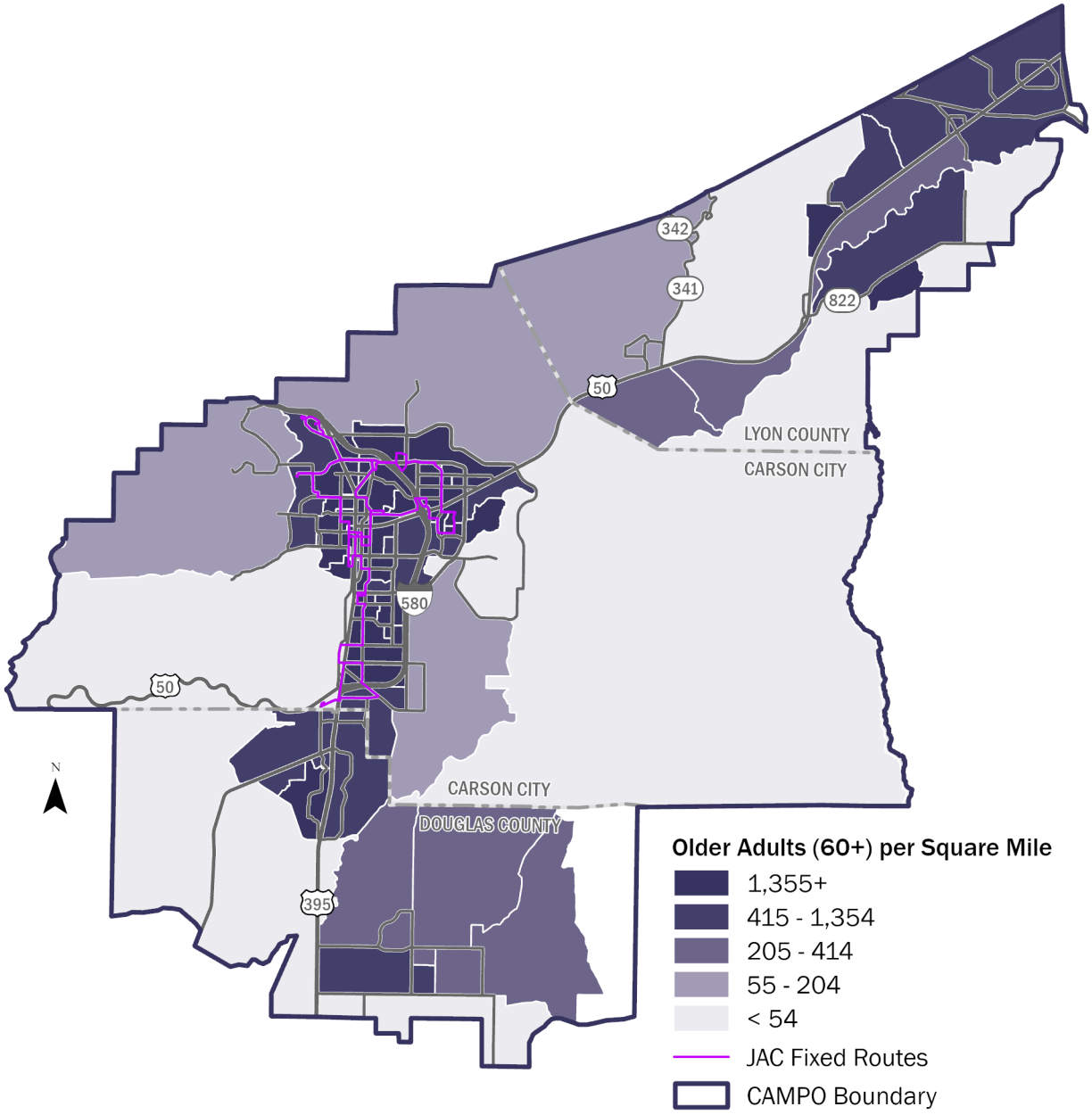


Figure 8. Population Density of People with Disabilities

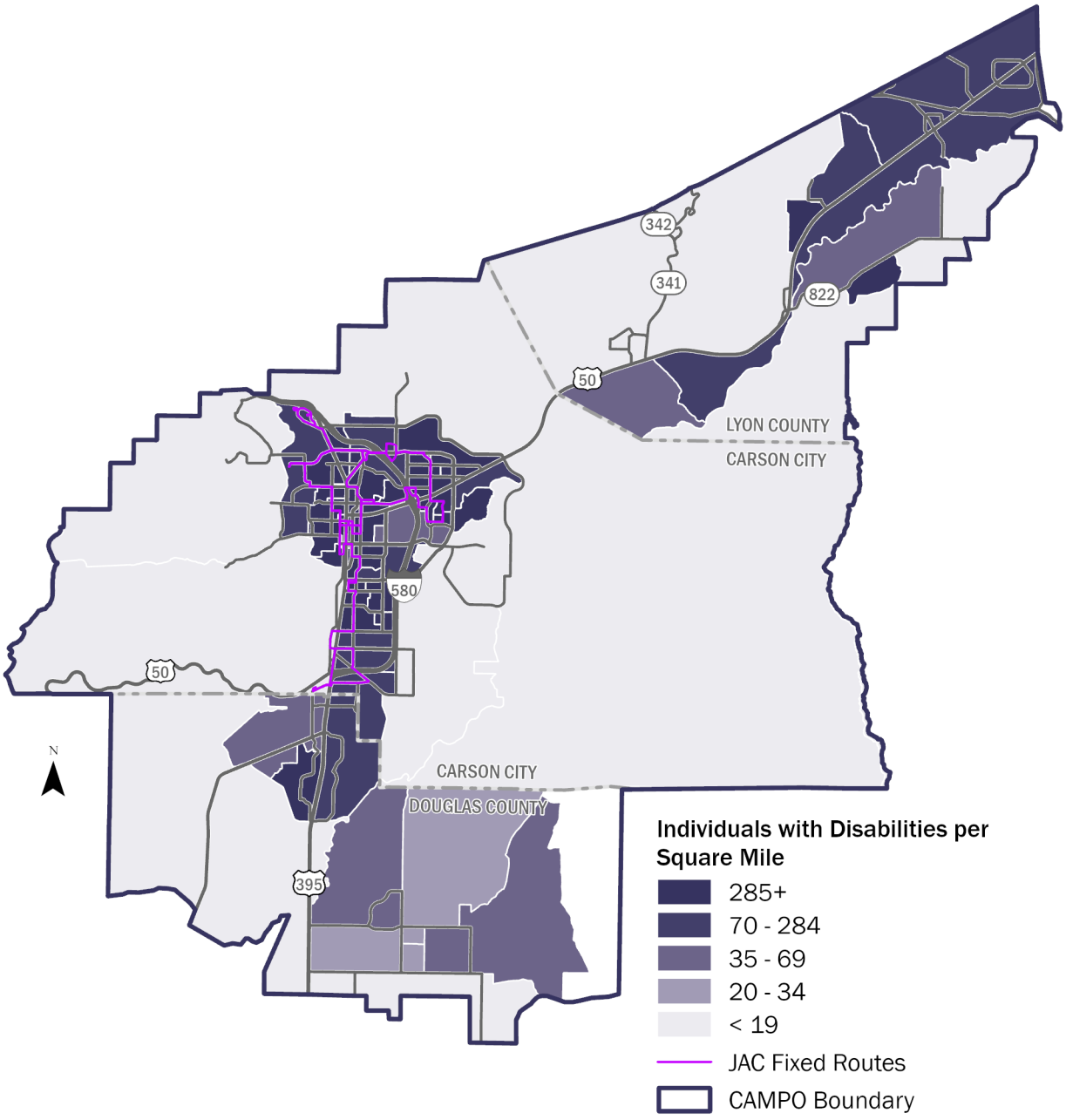


Figure 9. Density of Zero-Car Households

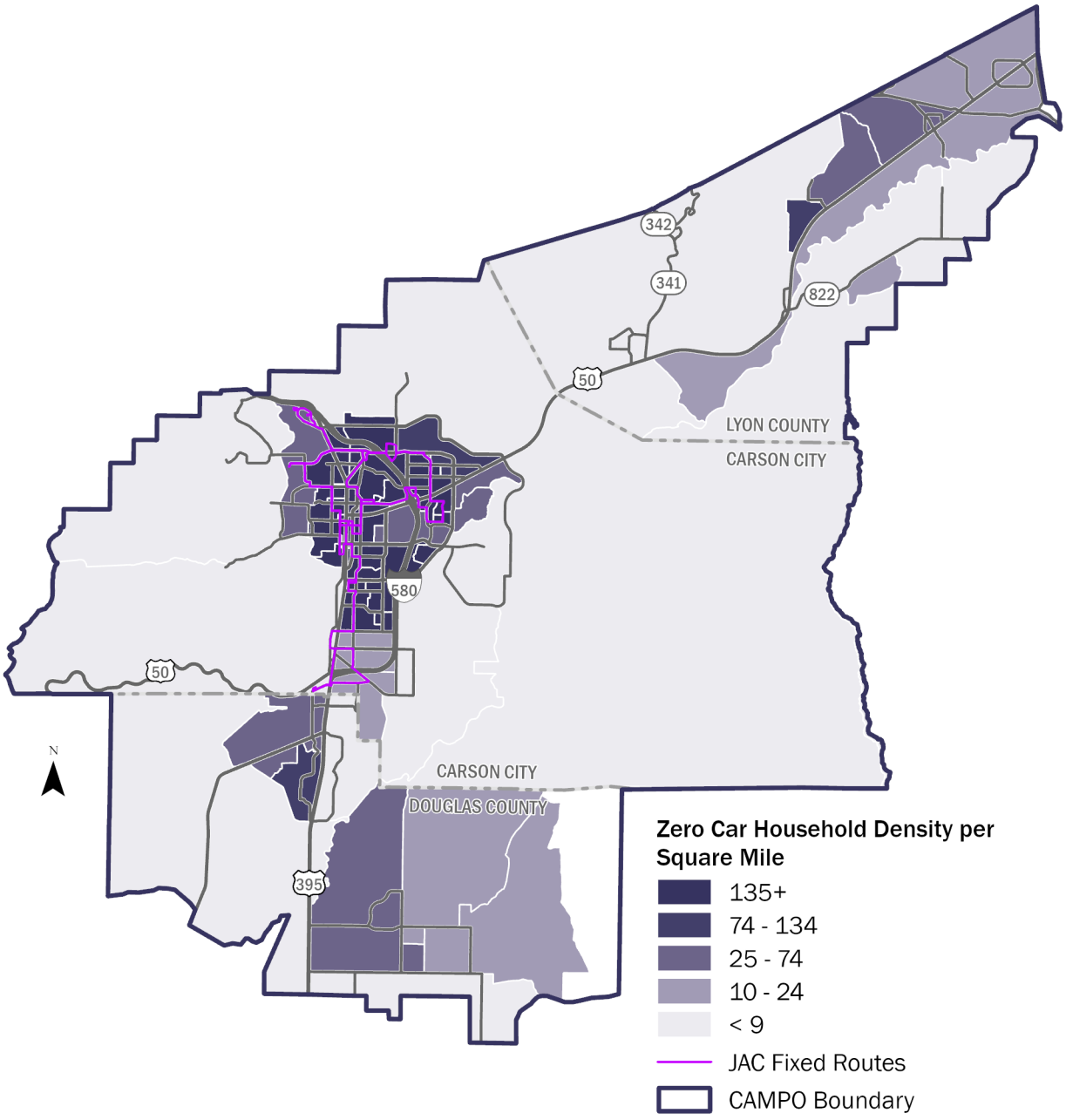
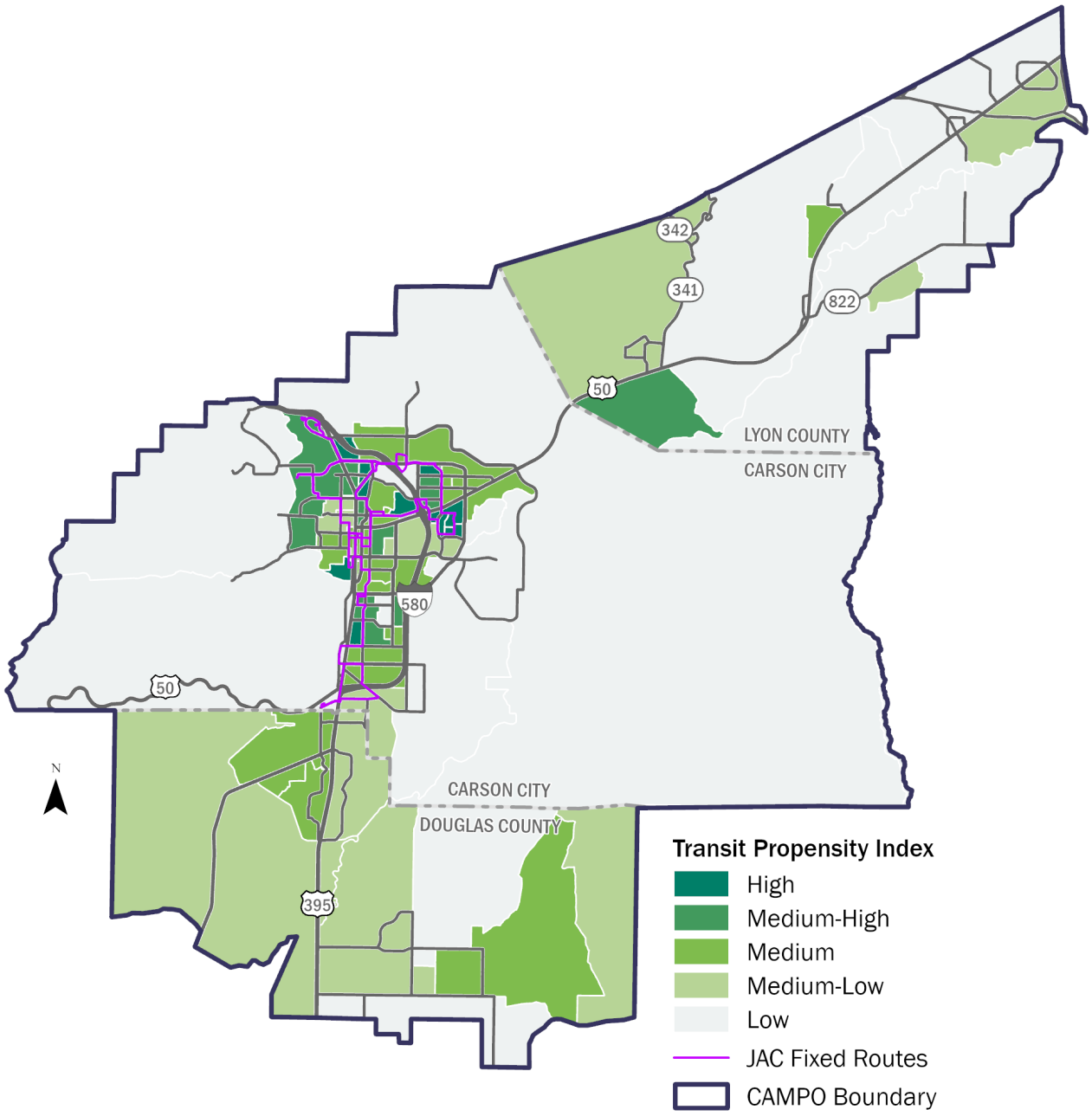


Figure 10. Transit Propensity Index



Employment

In the United States, commuting to or from work was a key driver in transit ridership before the COVID-19 pandemic. Although work trips are still an important source of ridership for agencies, national trends show that trips taken during non-peak times and weekends have grown. In Carson City, American Community Survey (ACS) Census 5-year estimates indicate commuting by public transportation makes up a very small percentage of commuters. The 2017 ACS 5-year estimates indicate that only 0.28% (68 individuals) of workers age 16 and over who commuted to work did so by public transportation. The 2023 ACS 5-year estimates show this percentage at 1.51% (402 individuals). Though still a relatively small percentage of the commuting population, this represents almost a sixfold increase in the number of individuals who commute by public transportation.

The size of the workforce and employment density can still be an indicator of latent demand for transit ridership or areas where future emphasis on service could increase ridership. In 2023, the largest industries in Carson City were public administration, health care and social assistance, and retail trade.[2]

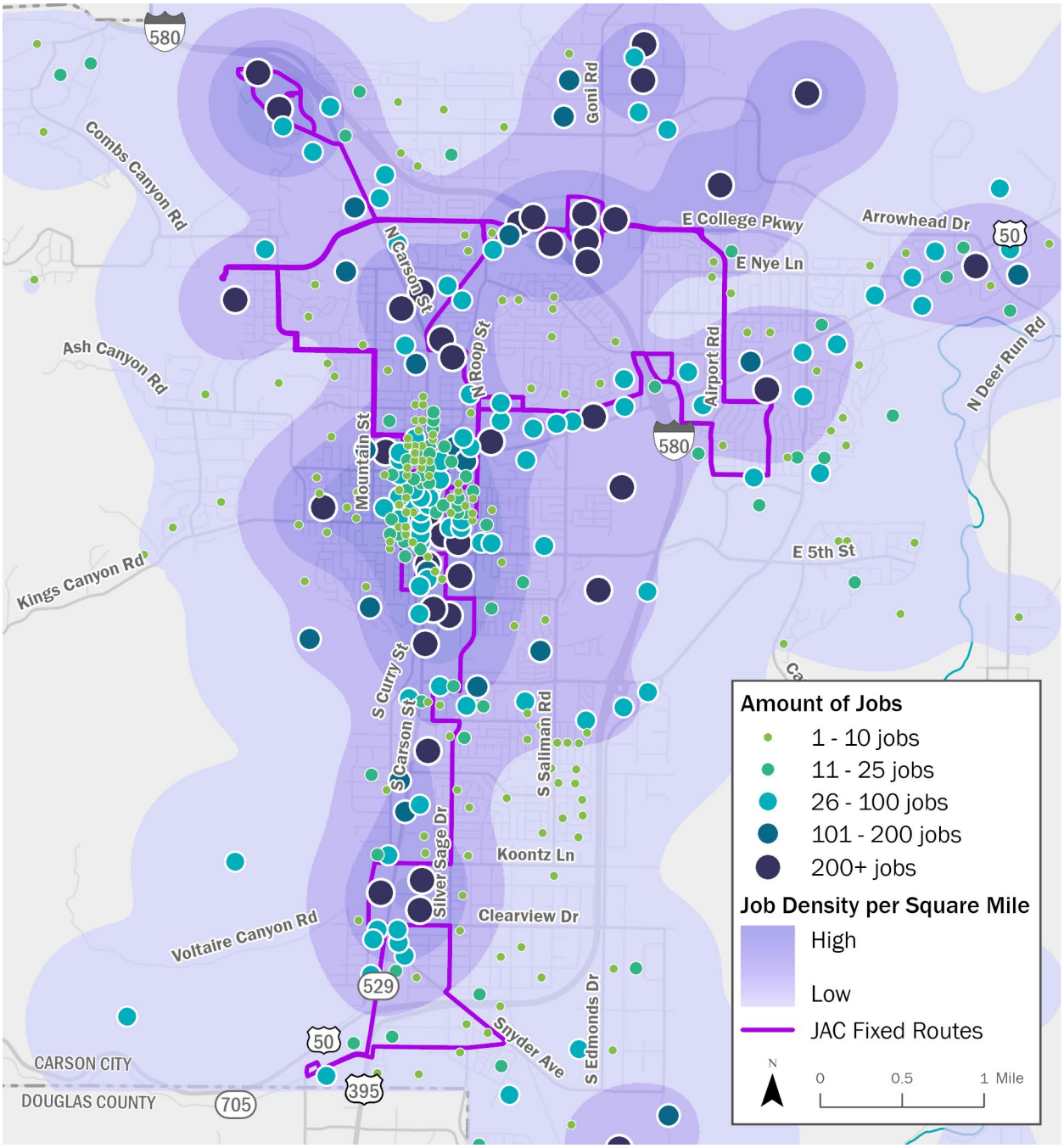
Table 3 lists employment status in the CAMPO area by census tract, and Figure 11 shows employment density across the JAC service area, based on Census Longitudinal Employer-Household Dynamics data.

[2] https://datausa.io/profile/geo/carson-city-nv#occupations

Table 3. CAMPO Employment Status 2023

Census Tract	Population in Labor Force	Population Employed	Population Unemployed	Unemployment Rate	Population Not in Labor Force
Carson City					
1	2,537	1,393	175	6.9%	969
2	3,499	1,917	234	6.7%	1,347
3	3,811	1,627	191	5.0%	1,993
4	3,188	1,549	0	0.0%	1,639
5.01	4,935	3,405	296	6.0%	1,234
5.02	2,403	1,175	24	1.0%	1,204
6.01	2,414	706	169	7.0%	1,539
6.02	2,151	1,398	112	5.2%	641
7.01	3,397	2,337	54	1.6%	1,006
7.02	2,846	1,713	159	5.6%	973
8	4,942	1,917	193	3.9%	2,832
9	4,632	2,575	269	5.8%	1,788
10.01	3,507	2,181	284	8.1%	1,042
10.02	3,844	2,572	88	2.3%	1,184
Subtotal	48,106	26,468	2,249	5.0%	19,390
Douglas County Within CAMPO					
19	1,464	572	108	7.4%	783
20	2,923	1,763	53	1.8%	1,108
21	1,804	1,003	45	2.5%	756
22	5,995	2,608	42	0.7%	3,345
Subtotal	12,186	5,946	248	3.1%	5,992
Lyon County Within CAMPO					
9603.1	1,439	873	69	4.8%	496
9603.3	4,317	2,456	384	8.9%	1,476
Subtotal	5,756	3,330	453	6.9%	1,973
CAMPO Region	66,048	35,744	2,950	5.0%	27,355
Source: US Census American Community Survey 2023 5-Year Estimates					

Figure 11. Employment Density



Urban Design

Land use development patterns have a direct relationship to the viability of public transit. Land use development is outside the control of transit agencies, which means agencies rely on sound regional and local policies to plan for a future that incentivizes the use of existing services and infrastructure. Higher densities of development improve the ability for transit to connect people to multiple trip purposes with the same resources, but road network connectivity, and distance between key destinations also plays a role in how much public transit can be provided within funding constraints.

With connected road networks and infrastructure that makes getting to bus stops feel safe and comfortable, more people can access service.

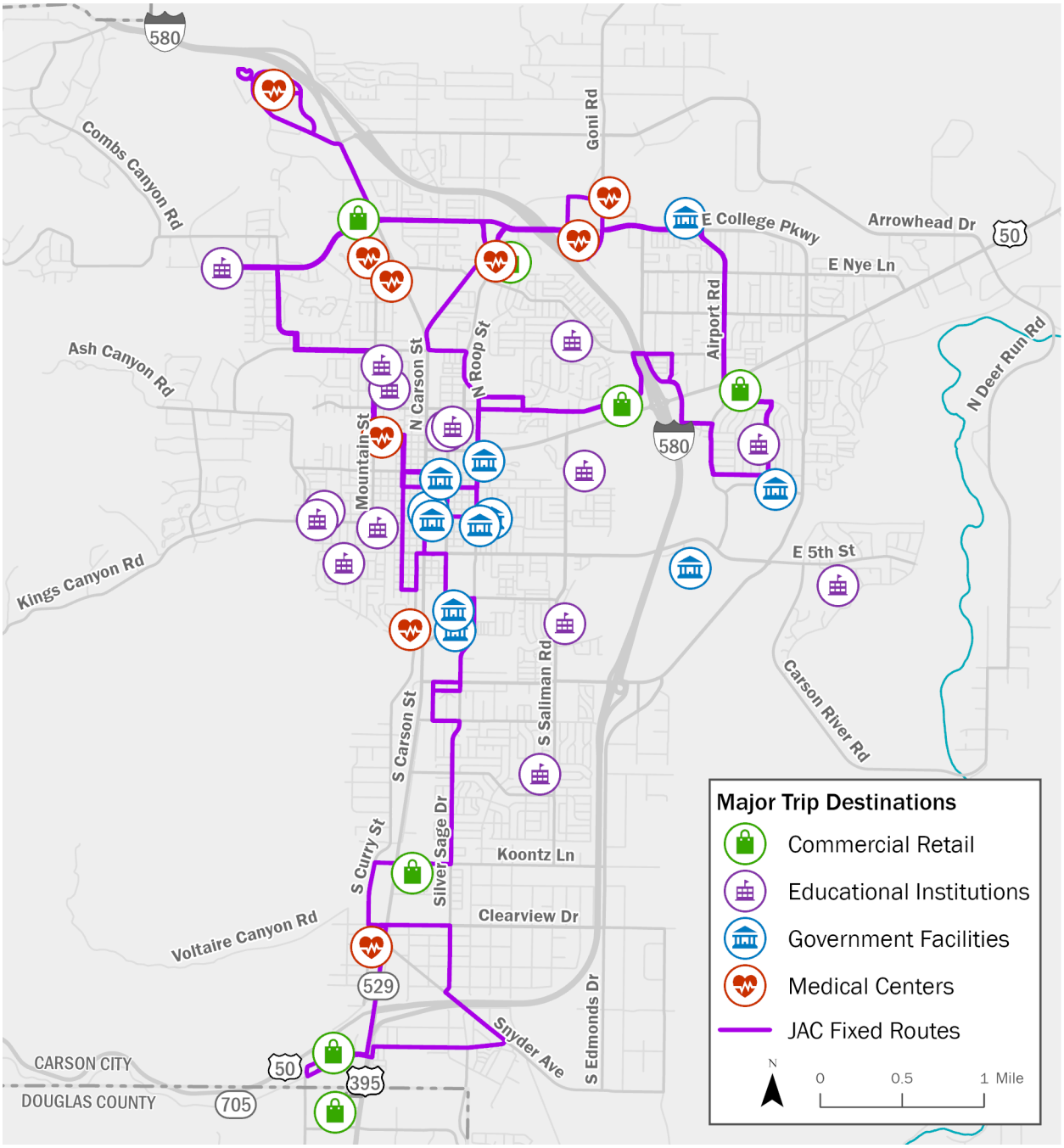
For example, a new housing development with moderate density that could bring demand for transit and increase ridership is only true when the access to transit is a short distance away, usually between 0.25 miles and 0.5 miles. Developments that require people to walk, ride, or roll longer distances to get to the main road to access a transit stop decreases the likelihood of considering transit as a viable mode choice. Improving pedestrian and bicycle infrastructure can help improve access to transit stops. The city's efforts to improve multimodal connections are an example of improvements that benefit public transit users.

Travel time and policies such as unlimited free parking are also important motivators of mode choice. Historic development patterns such as large parking lots along South Carson Street, which require transit riders to walk through parking lots or along long, unshaded blocks to reach their final destination, can reduce the likelihood of consideration of transit. Where buses choose to use side streets instead of main arterials, travel times become less competitive with personal vehicles and reduce the viability of transit as a mode choice.

Major Activity Centers

Major activity centers represent key destinations where people access employment, shopping, medical facilities, schools, recreational sites, social services, and friends and family. These are often areas with greater employment densities as well. Activity centers with multiple trip purposes, or those that have large numbers of visitors, allow transit to be more efficient by capturing where and when people want to travel. Figure 12 illustrates a variety of major activity centers in Carson City.

Figure 12. Major Activity Centers



Existing Transit and Transportation Services

In addition to JAC, there are four public transit service providers operating within the CAMPO region. CAMPO provides for the regional coordination of these providers. Additional information on these transit services is provided below:

Regional Transportation Commission of Washoe County – Regional Connector – Carson Express

The Carson City RTC and the Regional Transportation Commission of Washoe County (RTC Washoe) partner to provide intercity bus service between Carson City and Reno, Monday through Friday, excluding major holidays. Passengers can transfer between JAC, Tahoe Transportation District, RTC Ride (Washoe County's bus system), and Amtrak.

Tahoe Transportation District (TTD) – Valley Express, South Shore Service & Lake Express

Operated by the Tahoe Transportation District (TTD), Valley Express (19X) and South Shore Service & Lake Express (22) operate daily commuter bus service between South Lake Tahoe, Carson Valley and Carson City. Passengers can transfer between JAC buses and Douglas Area Rural Transit (DART) buses at specific stops along these routes.

Douglas Area Rural Transit (DART)

Operated by Douglas County, Douglas Area Rural Transit (DART) provides a dial-a-ride curb-to-curb bus service for senior and disabled riders as well as a deviated fixed-route service (DART Express). The dial-a-ride service area includes the Johnson Lane and Indian Hills residential areas, which are both located within the CAMPO region. While transfer agreements are not in place, DART riders are able to transfer onto other regional bus services to reach their destination. DART Express, which operates within the Minden/ Gardnerville area (outside of the CAMPO region) uses existing TTD stops, which provide access to Carson City and South Lake Tahoe.

Eastern Sierra Transit Authority (ESTA)

The Eastern Sierra Transit Authority was established in November of 2006 as a Joint Powers Authority between the Counties of Inyo and Mono, the City of Bishop, and the Town of Mammoth Lakes. ESTA offers a variety of bus services, including deviated fixed routes, local in-town dial-a-ride services, multiple town-to-town services throughout the U.S. 395 and U.S. 6 corridors, extending from Reno, Nevada, to Lancaster, California. Table 4 provides a comparison of these publicly funded transit and transportation services.

Table 4. Summary of Transit Service in Carson City Open to the General Public

Service	Geography Served	Types of Service	Days and Hours of Service
CAMPO: Jump Around Carson (JAC)	Carson City	Fixed route, demand response (ADA paratransit, and beyond ADA paratransit	Monday – Friday 6:30am – 7:30pm Saturdays 8:30am – 4:30pm
RTC Washoe: Carson Express	Reno to Carson City	Fixed commuter route	Weekdays Round trips: 3 morning, 3 afternoon
Tahoe Transit District – 19X Valley Express Daily	Douglas County Community/Sr Center to Downtown Carson City	Fixed route	All days 4 northbound, 5 southbound trips
Douglas Area Rural Transit (DART) Express	Douglas County	Deviated Fixed Route in Minden, Gardnerville, Gardnerville Rancheros	All days 4 northbound, 2 southbound trips
Eastern Sierra Transit – Route 395 North	Reno to Lone Pine, via Carson City (Walmart JAC stop)	Fixed route, call to reserve seat	All days 1 northbound, 1 southbound trip

The CAMPO region also includes transportation options available to riders who fit specific eligibility requirements. Table 5 summarizes these transportation services.

The Carson City School District (CCSD) operates yellow school bus service when school is in session. School-focused transportation options update routes as student enrollment changes from year to year, and aim to be flexible as bell times change between regular days, minimum days (shortened hours), and special bell times.

The Nevada Rural Counties Retired & Senior Volunteer Program (RSVP) provides escorted, door-to-door transportation for seniors and adults with disabilities. Services of the RSVP Program include rides to medical appointments, prescription pick-ups, and nutrition needs such as grocery shopping.

Table 5. Limited or Restricted Eligibility Transportation Services in Carson City

Service	Eligibility	Geography Served	Agency Information	Days and Hours of Service
JAC Assist Complementary ADA Paratransit	ADA paratransit certification with JAC	Carson City	Contracted service	Monday – Saturday Same hours as JAC fixed route
Carson City School District	Public school students	Carson City	CCSD employees	School bell times, school year only
Nevada Rural Counties Retired & Seniors Volunteer Program (RSVP)	Seniors (55+) and adults with disabilities	Full CAMPO boundary (and beyond)	Self-sponsored non-profit 501(c)(3) Corporation	Varies

Private Options

Ride-hailing services are open for all and available 24/7. Capital Cab Company, Uber, and LYFT are available in the CAMPO region. Uber partners with local cab drivers to fulfil some trip requests and advertises a one-way trip between Reno to Carson City to be about $50. Some senior living facilities also provide shuttles for their residents.

SECTION 3. COORDINATED HUMAN SERVICES PLAN

The CHSP aims to make transportation more seamless for older adults, individuals with disabilities, and others facing mobility challenges in the CAMPO region. Coordinated human services plans have a specific legal context at the federal, state, and regional levels, and must be updated every five years. This document represents the latest update of the CHSP for the CAMPO region.

Why a Coordinated Plan?

There is a common need to travel throughout the CAMPO region in day-to-day life - whether that means getting to work, making it to a medical appointment on time, running errands, shopping for groceries, or visiting loved ones.

For many people such as, older adults, people with disabilities, veterans, people with low incomes who may not be able to afford a car, youth, and people who speak limited English getting from point A to point B can be a major barrier to living life to its fullest.

This is especially true in rural areas outside of more urbanized areas like Carson City, where distances between destinations can be long, inclement weather can present challenges, and public transit is less feasible. Even when destinations are nearby, invisible barriers like jurisdictional boundaries can have an isolating effect for reasons that aren't always understood by the public, regardless of physical barriers like highways, railroads, and rivers that can have similar effects.

How can we address transportation needs and fill gaps for these target population groups? Ultimately, answering this question is the purpose of the CHSP.

Whom Does this Plan Serve?

The primary focus of CAMPO's CHSP is to improve transportation options and access to services for the following target population groups:

Older Adults (Aged 65 and older)	**Youth** (Ages 10 to 17)	Individuals with **Disabilities**	Individuals Living in Poverty	Individuals with Limited English Proficiency	Tribal Nations	Veterans

Historically, these population groups have higher rates of transit dependency and lower access to personal vehicles. As described in Figure 13, these conditions make mobility a challenge, particularly in rural areas and in locations without access to public transit services. The following sections provide a further look into the socioeconomic characteristics of the target populations within the study area, as well as a discussion of major trip generators and employers in the region.

Two additional target populations this plan focuses on are households with no vehicles and unhoused individuals. Individuals and families with no vehicle have limited mobility options when there is no direct access to transit services. Without transit, these individuals must rely on rides from friends and family members. Similarly, unhoused and transitional populations often struggle with limited access to transit and often have limited means to pay for public transit services. These populations significantly benefit when transit services are designed to provide access to government services, employment, and food access.

Figure 13. Mobility Challenges of Target Populations

Target Population	Common Mobility Challenges
 **Older Adults** (aged 65 and older)	There are a variety of reasons older adults may drive less frequently or even at all, including health challenges, comfort behind the wheel, and the need to use or bring mobility devices. As such, older adults may need additional support for mobility, and transit can help meet that need.
 Youth Populations *(ages 10 to 17)*	Youth populations, particularly those younger than 18, may have issues accessing key destinations like schools, after school care, or community centers, due in part to the fact that many cannot yet drive themselves; however, some families may have only one or no vehicle at all. Further, families may not live in a location where they have direct access to public transportation services.
 Individuals with Disabilities	Individuals with disabilities may have physical or cognitive challenges that make it difficult to operate a vehicle, or to travel on their own without assistance from others. Individuals with disabilities may need additional support for mobility from caregivers or family members.
 Individuals Living in Poverty	Individuals living in poverty tend to use transit more frequently than the general public because they may not have the financial ability to purchase, own, maintain, or fuel a personal vehicle. However, even public transportation services may be cost-prohibitive for these populations.
 Limited English Proficiency	Limited English speakers may face additional challenges accessing and understanding available transportation programs, including public transit. The needs of this demographic group are important to consider improving access to services such as healthcare, grocery shopping, and jobs.
 Tribal Nations	Indigenous populations commonly live on tribal lands, often located in more "rural" and isolated areas of a given region or state. Transportation often is a challenge for tribal areas given limited access in that many individuals often fall under other target categories as well (i.e., may have a disability, be an older adult, living in poverty, etc.)
 Veterans	Veterans often face several barriers to receiving care and may have financial challenges that make travel costs for healthcare appointments burdensome. Veterans living in rural areas must travel longer distances and may not have immediate access to healthcare providers or specialists. Further, many Veterans need to access the Veterans Administration or hospitals, which may be long distances away and have a limited number of appointments.

How Does the CHSP Fit into the Federal, State, and Regional Context?

Federal Context

The Enhanced Mobility of Seniors & Individuals with Disabilities Program (FTA Section 5310) is a key federal funding source that supports transportation services for older adults and individuals with disabilities. To receive Section 5310 funds, proposed projects must be included in a locally developed and adopted coordinated public transit–human services transportation plan (coordinated plan). The FTA requires that coordinated plans:

- Be developed through a participatory public process that includes input from older adults, individuals with disabilities, low-income populations, veterans, caregivers, and representatives of public, private, and nonprofit transportation and human service agencies.
- Identify transportation needs, gaps, and barriers, especially for transportation-disadvantaged populations.
- Include strategies and prioritized projects that improve mobility and coordination.
- Be updated at least every five years.

State Context

In Nevada, NDOT administers federal Section 5310 funding and provides statewide guidance for coordinated planning. NDOT requires that local and regional coordinated plans meet federal criteria and demonstrate meaningful collaboration among stakeholders. While NDOT does not approve local plans, it must certify to FTA that the required plan elements are included before awarding Section 5310 funds.

According to NDOT guidance, coordinated plans in Nevada must:

- Be locally developed through an open, inclusive process with participation from:
    - Older adults
    - Individuals with disabilities
    - Tribal representatives
    - Veterans
    - Low-income individuals
    - Public, private, and nonprofit transportation providers
    - Human services agencies and other stakeholders
- Include:
    - A community and regional profile
    - An inventory of existing transportation services
    - An assessment of transportation needs and service gaps
    - Strategies and coordination opportunities
    - Priority projects eligible for Section 5310 funding
- Be adopted by local governing bodies
- Be updated every five years

NDOT is currently conducting an update of the Nevada Statewide Coordinated Public Transit–Human Services Transportation Plan (2025–2029). This update will establish statewide goals and strategies to improve mobility and coordination for transportation-disadvantaged populations. The CAMPO CHSP update aligns with this statewide effort and is intended to complement and inform NDOT's statewide framework.

Regional Context

CAMPO is the federally designated MPO for the urbanized area covering Carson City, northern Douglas County, and western Lyon County. As the MPO, CAMPO is responsible for administering a continuous, cooperative, and comprehensive (3C) transportation planning process in cooperation with the state and public transportation operators. As such, CAMPO has historically assumed the lead role in the development of the CHSP.

This plan builds on CAMPO's Regional Transportation Plan (RTP) and integrates priorities from local transit providers, including Jump Around Carson (JAC), Douglas Area Rural Transit (DART), Lyon County Human Services, and mobility programs operated by public agencies, and nonprofits. The plan also supports ongoing efforts to provide access to employment, medical services, education, veterans' services, social service programs, and intercity travel connections.

Regional Coordination

Transportation needs in the CAMPO region extend beyond city and county boundaries, requiring strong cross-agency and interregional collaboration. Residents frequently travel for employment, medical appointments, education, veterans' services, and social services to nearby destinations such as Reno/Sparks, Lake Tahoe, Minden/Gardnerville, Dayton, and Fallon. To support this regional mobility, CAMPO works closely with neighboring planning organizations and service providers to coordinate service delivery, funding strategies, and program eligibility.

Regional mobility coordination in the CAMPO region includes collaboration with:

- **Tahoe Transportation District (TTD)** – Provides fixed-route and demand-response services connecting Lake Tahoe communities with Carson City.
- **RTC Washoe** – Offers interregional transit connections to Reno/Sparks, including medical and employment access.
- **Lyon County Human Services (LCHS)** – Provides demand-response transportation for residents in Dayton, Fernley, and Silver Springs with links to Carson City.
- **Douglas Area Rural Transit (DART)** – Operates demand-response and deviated fixed-route services in Minden/Gardnerville with connections to Carson City.
- **Nevada Rural Counties Retired & Senior Volunteer Program (RSVP)** – Supports volunteer driver programs serving older adults and individuals with disabilities across rural Nevada.
- **Neighbor Network of Northern Nevada (N4)** – Offers mobility assistance and volunteer transportation options for people with disabilities.
- **Tribal partners**, including the **Washoe Tribe of Nevada & California**, who operate community transportation services that link tribal communities to urban amenities and services.
- **Health and human service agencies**, including the Carson City Senior Center, Carson-Tahoe Regional Medical Center, and Western Nevada College, among others, which rely on coordinated mobility to support access to essential services.

These partnerships help reduce duplication of services, leverage limited transit resources, support coordinated eligibility systems, and improve network connectivity across rural and urban areas. Continued regional coordination is essential for addressing unmet mobility needs, especially among older adults, veterans, people with disabilities, and low-income residents who depend on specialized transportation options.

Transportation Needs Assessment

The CAMPO region faces a range of transportation challenges that affect older adults, individuals with disabilities, low-income residents, and other populations who rely most heavily on public and human service transportation. Input from the CAMPO RTP public survey and community meetings, agency and community partner interviews, and past planning efforts reveal both persistent needs and emerging issues. In addition, two Steering Committee workshops were held to first identify needs and then prioritize strategies. The following themes summarize the most significant challenges facing the region.

Limited Service Hours and Regional Connectivity

Transit service remains limited in the evenings and on weekends, restricting access to jobs with non-traditional schedules, evening classes, community activities, and urgent medical appointments. Some residents living within Carson City as well as many residing in neighboring areas like Reno, Dayton, Minden, and Gardnerville struggle to reach destinations outside of their respective communities for a variety of needs and services. Evening and weekend service hours, along with strengthening regional connections, support workforce participation, access to medical care, and overall mobility.

Stakeholders emphasized the need for:

- Interconnected stops and regional hubs that link Carson City with Lyon County and neighboring jurisdictions.
- Improved coordination between regional services and more flexible scheduling to accommodate same-day medical appointments or multiple trips in one week.
- Amenities such as Wi-Fi and bike racks at hubs to make regional travel more accessible and attractive.
- Interlocal agreements to share costs of intercounty routes, maximizing cost efficiencies.

Further expansion of service hours and regional connectivity will require increased funding and strengthened partnerships with neighboring counties.

Access and Infrastructure Deficiencies

The physical environment continues to pose barriers to transit use, especially for seniors and individuals with disabilities. Many stops lack shelters, benches, and lighting, and incomplete sidewalk networks often make reaching transit unsafe or inconvenient.

To address these challenges, stakeholders identified the need for:

- Access enhancements such as ADA-compliant curb ramps, sidewalk improvements, and better roadway conditions (particularly in residential areas).
- Clear signage and route information at stops and online.

- Better “first/last mile” connections from riders’ front doors to transit hubs.
- Expanded bike and pedestrian infrastructure, including bike racks and improved connectivity to JAC hubs.
- Design considerations for poor weather conditions to make travel safe year-round.

Such improvements are vital to ensuring transit is safe, comfortable, and accessible for all residents.

Paratransit, Flexibility, and Specialized Services

While existing paratransit and volunteer driver programs are highly valued, riders increasingly seek flexible, door-to-door, and same-day service options that reduce travel time and accommodate a wide range of mobility needs.

Stakeholders highlighted additional needs:

- Increased funding and availability for low-income and specialized services.
- Expanded operating hours for paratransit and specialized transportation.
- More one-off, individual trips for urgent or non-routine needs (e.g., same-day medical appointments, transportation for single parents with children).
- Enhanced coordination and communication between transit providers and medical offices to align scheduling with transportation capacity.
- Partnerships with healthcare and human service providers to streamline client transportation.

Affordability, Equal Access, and Language Access

Although fares are generally viewed as affordable, challenges remain in purchasing and accessing fare media, particularly for those without smartphones or bank accounts. Stakeholders also raised concerns about language access and communication barriers.

Additional needs identified include:

- Cheaper fares and expanded access to financial assistance resources (e.g., free or subsidized bus passes).
- Bilingual or multilingual customer service, including phone support and verbal announcements in multiple languages.
- Simplified fare systems and physical pass outlets that are accessible by transit.
- Additional signage and real-time updates during poor weather or service changes.

Addressing affordability and language access will help ensure all residents—regardless of income or language proficiency—can use transit the same as any other resident.

Service Quality and Workforce Sustainability

Transit reliability, frequency, and customer experience are core concerns across the region. Riders have reported frustration with inconsistent service, and many agencies face systemic issues related to driver shortages and limited operating resources.

Steering Committee and workshop participants underscored the importance of:

- Improving driver retention and compensation to ensure consistent service quality.
- Enhanced customer service training for drivers and staff.
- Creating mechanisms for ongoing rider feedback through regular surveys.
- Developing a central hub or office that is more accessible to the public for lost items or service information.

Addressing workforce sustainability is foundational to maintaining reliable and responsive transit service in the long term.

Information, Awareness, and Rider Education

Many residents remain unaware of available services or find information difficult to navigate. Riders expressed interest in clearer signage, real-time updates, and easier access to route maps, fees, and schedules.

Additional needs include:

- Outreach and education campaigns at community events, schools, and senior centers.
- Creative and unified advertising to improve visibility of all mobility options in the CAMPO region.
- Partnerships with local organizations to expand communication channels.
- A single, easy-to-use “one-stop” app or resource that consolidates all transit provider information.

Enhanced communication and education efforts will be key to increasing ridership and ensuring residents can confidently navigate the regional transportation network.

Coordination and Innovation

Stakeholders consistently call for stronger coordination among jurisdictions, service providers, and partner organizations to reduce duplication and increase efficiency. Priorities include:

- Working with medical providers, schools, and human service agencies to coordinate trip scheduling and service delivery.
- Expanding partnerships with nonprofits and employers in high-use industries where transit is currently limited.

- Developing integrated technology systems or applications that connect users to all available transportation resources.
- Encouraging community-wide understanding of how various transportation programs fit into the broader mobility landscape.

Collaborative and innovative approaches, particularly technology-driven and cross-sector initiatives, will be essential for improving service delivery and long-term sustainability.

Summary

The CAMPO region's transportation needs reflect both enduring service and infrastructure gaps and new challenges shaped by workforce and demographic trends. The highest priorities identified include:

- Expanding service hours and regional connections.
- Addressing infrastructure and access gaps.
- Enhancing flexibility and specialized transportation options.
- Improving affordability, language access, and communication.
- Strengthening the transit workforce and coordination among partners.

These identified needs provided a basis in formulating the themes developed in subsequent community engagement efforts. Meeting these needs will require sustained funding, interagency collaboration, and a people-centered approach that places equal mobility and inclusion at the forefront of planning and operations.

Community Engagement

In addition to the input received from the CAMPO RTP public survey, RTP community meetings, and agency and community partner interviews, two Steering Committee workshops were held to identify needs and prioritize strategies.

Steering Committee Workshop Summary

In October 2025, CAMPO convened a Steering Committee Workshop as part of the CHSP update process. The workshop brought together representatives from local government agencies, transportation providers, human and social service organizations, and community partners. Participants included representatives from the following agencies and organizations:

- Carson City Board of Supervisors
- Carson Tahoe Regional Medical Center
- Lyon County Human Services
- Nevada Department of Transportation
- Nevada Rural Counties Retired & Senior Volunteer Program
- Rural Center for Independent Living

- Western Nevada College

The purpose of the workshop was to review progress on the plan, validate emerging themes from public outreach, and collaboratively identify key transportation needs, opportunities, and strategies for improving mobility in the region.

Workshop Structure and Activities

The session began with introductions and background context on the purpose of the CHSP—highlighting its role in improving mobility for seniors, individuals with disabilities, and low-income residents, and its federal requirement for inclusion of FTA Section 5310-funded projects. Facilitators reviewed previous planning efforts, including the 2019 JAC Transit Development and Coordinated Human Services Plan, and discussed demographic and policy changes since that time, such as population shifts, new funding programs, and lessons learned from the COVID-19 pandemic.

Participants then engaged in a series of interactive small-group exercises designed to encourage discussion and collaboration across agencies to identify needs and opportunities.

Needs and Opportunities Exercise

Participants reflected on how transportation mobility has evolved over the past five years, identifying what works well today and where service or access remains limited. Groups reported key needs and opportunities which were grouped into themes.

Strategy Development Exercise

Building on identified needs, participants brainstormed actionable strategies for inclusion in the plan's implementation framework. The resulting ideas emphasized interagency collaboration, expanding partnerships, workforce flexibility and sustainability, innovative programs to support outreach, and exploring funding solutions.

Outcomes and Next Steps

The workshop outcomes reaffirmed and refined the seven plan themes guiding the CHSP update. Participants reached consensus on the importance of expanding regional connectivity and service flexibility, strengthening coordination among providers and funding partners, investing in infrastructure and workforce development, enhancing public awareness and communication tools, and ensuring affordable access for all riders.

Facilitators summarized the group discussions, noting broad agreement around prioritizing funding for specialized transportation, developing partnerships with healthcare and social service agencies, and incorporating technology to improve access and coordination. These inputs directly informed revisions to the Needs Assessment and Strategy Framework sections of the plan.

The session concluded with an overview of next steps, including compiling and refining the strategy list, drafting implementation actions, and scheduling follow-up Steering Committee meetings to review the full draft plan and funding recommendations.

Summary

The Steering Committee Workshop served as a cornerstone event in the CHSP update process, providing a collaborative forum to ground the plan in real-world experience and stakeholder expertise. Through group discussion and structured exercises, participants confirmed regional priorities, surfaced new ideas, and helped shape a forward-looking, coordinated framework for improving mobility options for the CAMPO region's most vulnerable populations.

Goals and Strategies

The project team developed goals based on the themes identified during the needs and opportunities exercise at the first Steering Committee workshop. Goals and strategies articulate what the coordinated plan seeks to achieve and highlight the value that coordination brings to regional transportation. Goals provide the overarching context for the plan, defining what it aims to accomplish from a regional perspective. They also serve as guideposts for implementing strategies and shaping the ongoing and future work of the Steering Committee. The goals and their descriptions are captured in the following section. The themes and their respective goals are numbered for easy reference, but are not in any order:

THEME 1 — SERVICE & CONNECTIVITY

- Extend hours via partnerships
- Strengthen regional links

THEME 2 — ACCESS & INFRASTRUCTURE

- Safer, more accessible facilities

THEME 3 — SPECIALIZED MOBILITY

- Options for seniors, people with disabilities & rural residents
- Improved service for special populationsn regional links

THEME 4 — AFFORDABILITY & EQUITY

- Affordable access for all
- Equitable & multilingual information

THEME 5 — SERVICE QUALITY & WORKFORCE

- Reliable service & better rider experience
- Workforce recruitment & retention

THEME 6 — RIDER INFORMATION

- Service awareness
- Modern information tools

THEME 7 — COORDINATION & INNOVATION

- Provider & agency coordination
- Innovation support

Strategy Development

The development of strategies preceded the formal articulation of goals during the first Steering Committee workshop. The session began with a guided discussion, followed by facilitated breakout groups in which participants identified needs and opportunities related

to each of the themes outlined above. A complete record of the workshop notes, including all identified needs and opportunities, is provided in Appendix A. Examples of some of the most salient needs and opportunities are summarized below:

IDENTIFIED NEEDS	IDENTIFIED OPPORTUNITIES
Expanded service hours, flexible scheduling (especially for medical, workforce same-day needs)	Partnerships: healthcare, workforce, school districts, public works, economic development, Managed Care Organizations
Regional connectivity, inter-county travel options	Development of mobility management consortium (quad-county)
Improved coordination between transit, medical, schools, human services	Marketing, outreach, education campaigns (multi-stream, multi-platform)
Infrastructure upgrades: sidewalks, stops, hubs, accessibility improvements	New technology tools: apps, TVs/screens, route info displays, enhanced fare media
Affordable service, access to fare support for low-income riders	Vanpool / microtransit expansion concepts
More specialized transportation options (low-income, single parents, disability support, same-day trips)	Sponsorships, advertising revenue (business/community partners)
Workforce stability, competitive driver wages	Training: better customer service, disability competency, driver professional development
Better rider information access (maps, signage, wayfinding, service clarity)	Using data, shared transparency to improve trust, delivery, and system performance
Stronger public-facing customer service, language support	Learn from peer best practices models (including "Disney-level customer experience" expectations)
Technology-enabled access: real-time info, all-in-one app, easier communication channels	

The project team worked with the Steering Committee at the October workshop to establish more detail in the development of the strategies, and included feedback received through the public survey to ensure the strategies were echoing the needs of both the steering committee and the community as a whole.

Strategy Prioritization

Based on feedback from the second Steering Committee workshop, strategies were prioritized as high, medium, and low, with suggested implementation timelines for each priority level. Project timelines range from short (1-2 years) to medium (3-4 years) to long (5+ years). Priority level is not synonymous with implementation readiness, or the time a strategy may take to implement.

High Priority. To begin meeting project goals and closing needs, CAMPO should consider prioritizing several basic investments and programs in coordination with regional stakeholders. The measures included in the high priority tier are those which have been deemed important by the Steering Committee in the next couple of years.

Medium Priority. The impacts of these strategies are also consequential, but they are not the highest priority. Some strategies under the Medium Priority tier may also benefit from High Priority strategies being implemented. For example, a pilot flexible transit route may be more successful if there is already an understanding of which communities would be most likely to ride such a service, along with more direct in-person marketing of transit options.

Low Priority. Included in the proposed strategies are proposed policies that address larger ongoing challenges, for example, the impacts of census changes and unintended consequences of isolation. These proposed policies are assigned a long-term timeframe, as they will require consideration in the context of all future transportation decisions

The project team used the strategy rankings to create the implementation plan for the region. The implementation plan depicts strategies with their goals, proposed implementation agency (or team—to be discussed later in the plan), proposed time to implement, and the priority assigned to the strategy.

Coordinated Plan Strategy Matrix

The strategy matrix is summarized in Table 6 through Table 12, broken out by theme. Based on the prioritization activity captured in the second workshop, *in general*, strategies receiving the most support were listed in the top two spaces as “high” priority, strategies in the 3rd and 4th spaces are “medium” priority, and strategies in the 5th ranked spot and greater are “low” priority. Other factors, such as funding availability, may impact a strategy’s overall ranking as well as feasibility of the implementation schedule.

It is important to note that while some of the strategies listed below were ranked as a high priority, all the strategies established by the Steering Committee are of equal importance for region-wide coordinated planning. The strategies below are simply those designated for priority implementation by the Committee and were identified as initial steps the community partners must take to become better coordinated.

Note: Strategies that have an asterisk (*) are incorporated as part of the STTP. A coordinated effort must be made by JAC and the Steering Committee for documentation of joint strategies.

Table 6. Theme 1: Improved Service and Regional Connectivity for Target Populations

Goal	Strategy	Timeline	Priority Ranking
Goal 1.1 – Increase access through partnerships for extended transit hours	1.1.1 Analyze demand for evening/weekend service.*		
	1.1.2 Pilot late-evening service for workforce and education needs.*		
	1.1.3 Use flexible driver scheduling to support expanded hours.*		
	1.1.4 Coordinate with employers and schools to align service.*		
Goal 1.2 – Strengthen regional connections	1.2.1 Develop cross-county connector services.*		
	1.2.2 Establish interlocal agreements for cost-sharing.		
	1.2.3 Conduct regional mobility study.		
	1.2.4 Coordinate with healthcare providers for medical trips.		
	1.2.5 Explore potential contracting partnerships with MTM, the current statewide broker for Non-Emergency Medical Transportation (NEMT) trips.		

Table 7. Theme 2: Universal Access and Infrastructure Enhancements

Goal	Strategy	Timeline	Priority Ranking
Goal 2.1 – Improve safety, comfort, and access to transit facilities	2.1.1 Inventory and prioritize bus stop upgrades.*		
	2.1.2 Develop a plan for amenity improvements: shelters, lighting, benches, and ADA upgrades.* *(There is an ADA transition plan for Carson City)*		
	2.1.3 Improve pedestrian and bicycle access to stops.*		
	2.1.4 Prioritize snow removal and safety measures.*		
	2.1.5 Create accessibility maps for mobility device users.*		

Table 8. Theme 3: Flexible and Specialized Transportation Services

Goal	Strategy	Timeline	Priority Ranking
Goal 3.1 – Provide mobility options for seniors, individuals with disabilities, and rural residents	3.1.1 Examine paratransit service area to determine service effectiveness.*		
	3.1.2 Pilot microtransit in underserved areas.*		
	3.1.3 Partner with taxis and rideshare for same-day service.*		
	3.1.4 Coordinate non-emergency medical transportation programs.		
	3.1.5 Develop urgent one-time trip protocols.		
Goal 3.2 – Enhance service quality for special populations	3.2.1 Expand driver customer service and disability training.		
	3.2.2 Establish a Paratransit Advisory Group which meets regularly.		
	3.2.3 Partner with human services on individualized travel support.		

Table 9. Theme 4: Affordability, Equal Access, and Language Access

Goal	Strategy	Timeline	Priority Ranking
Goal 4.1 – Ensure transit affordability and access to all residents	4.1.1 Expand reduced fare programs using income verification.*		
	4.1.2 Introduce family and youth discounts.*		
	4.1.3 Implement fare capping and mobile wallets.*		
Goal 4.2 – Improve equal access of information and communication	4.2.1 Offer bilingual customer service.*		
	4.2.2 Translate key rider information.		
	4.2.3 Ensure cash and non-digital fare options.*		

Table 10. Theme 5: Service Quality and Workforce Sustainability

Goal	Strategy	Timeline	Priority Ranking
Goal 5.1 – Improve reliability and rider experience	5.1.1 Improve on-time performance tracking.*		
	5.1.2 Reassess routes for efficiency.*		
	5.1.3 Implement rider feedback dashboard.		
Goal 5.2 – Support workforce recruitment and retention	5.2.1 Offer part-time and flexible shifts.*		
	5.2.2 Establish safety and wellness programs.		

Table 11. Theme 6: Rider Awareness, Information, and Education

Goal	Strategy	Timeline	Priority Ranking
Goal 6.1 – Increase awareness of available services	6.1.1 Create regional mobility guide.		
	6.1.2 Conduct outreach at schools, libraries, and clinics.		
Goal 6.2 – Modernize information tools	6.2.1 Install real-time info displays.*		
	6.2.2 Enhance trip planner and service alerts.*		
	6.2.3 Improve stop signage with QR codes and maps.*		

Table 12. Theme 7: Coordination and Innovation

Goal	Strategy	Timeline	Priority Ranking
Goal 7.1 – Strengthen coordination among providers and agencies	7.1.1 Continue participation in Quad-County Mobility Working Group (different than para group for JAC).		
	7.1.2 Expand data sharing and scheduling collaboration with transit providers in the CAMPO region.*		
	7.1.3 Develop partnerships with healthcare, education, and workforce agencies.		
Goal 7.2 – Support innovation	7.2.1 Pilot regional mobility app integration.*		
	7.2.2 Advance mobility management partnerships.		
	7.2.3 Pursue joint funding and grant opportunities.		
	7.2.4 Develop transit value briefing materials.*		

Strategy Implementation Champions

The project team guided the steering committee to continue a discussion on which agencies would support the implementation of each strategy once the plan is approved. Some agencies can volunteer to lead the implementation of strategies; others may offer general support toward the implementation of a strategy. The team has created a shared table so agencies can "volunteer" by signing up to be a strategy champion. There are still some strategies which community partners need to identify a champion. As such, the Strategy Champions document will continue to be a working document on a shared drive for CAMPO and the Steering Committee to actively manage for tracking and updating progress.

Plan Funding Sources

Potential Funding Sources

Federal programs provide the backbone of human services transportation funding. Medicaid's Non-Emergency Medical Transportation (NEMT) program is the largest source, covering trips to medical appointments, while the Veterans Transportation Service (VTS) supports veterans' access to healthcare. The Older Americans Act (Title III-B and Title VI) funds senior and Native elder transportation, and the Nevada Temporary Assistance for Needy Families Program (TANF) supports low-income families with children.

The FTA provides essential funding through several programs:

- **Section 5310 (Enhanced Mobility of Seniors & Individuals with Disabilities):** Provides vehicles and services specifically for seniors and people with disabilities (approximately $597,000 for the State of Nevada in 2024). JAC uses this funding source as a capital costs for operating for the contracted services.
- **Section 5339 (Bus and Bus Facilities):** Nevada received a partial apportionment of $4M for new buses and facility improvements.
- Broader federal transit funding also increased through the 2022 omnibus and the **Infrastructure Investment and Jobs Act (IIJA)**, which boosted highway and transit funding by 44–58% over 2021 levels.

In addition, FTA funds technical assistance and planning through programs such as the National Aging and Disability Transportation Center (NADTC) and the National Center for Mobility Management (NCMM), which regularly release grants for accessibility, innovation, and community planning.

State and local funding options are limited, and some potential sources would require legislative action. For example, Nevada Revised Statutes (NRS) Chapter 377A.080, which is the statute that allows for the creation and authority of a regional transportation commission (RTC), also allows tax for a public transit system. Specifically, an RTC may "appropriate money in the public transit fund accumulated by a county to provide a public transit system for that county if the system is included in a regional transportation plan adopted by the regional transportation commission." The JAC system meets this basic requirement and therefore would be eligible for a dedicated tax to support the system. This could come from a percentage of the sales tax as the RTCs in Clark and Washoe Counties have implemented but would require voter approval.

Similarly, NRS 271 pertains to the ability of a municipal governing body to designate an improvement district which could be assessed for a special benefit such as "a project to provide local transportation for public use, and includes works, systems and facilities for transporting persons, rolling stock, equipment, terminals, stations, platforms and other

facilities necessary, useful or desirable for such a project." The Carson City Board of Supervisors would need to approve any improvement district.

Other potential revenue sources include funds generated through advertising on buses and shelters or through interlocal funding agreements with partner agencies.

Plan Implementation

Implementation Priorities

The number and complexity of the strategies outlined in the prior tables pose difficulties when considering where to start. Using the timeline and priority metrics, along with considerations regarding the complexity of implementation. Table 13 recommends which strategies should be implemented first. As these recommended strategies are completed, additional ones can be started or new ones added as time, funding, or resources become available.

Implementation Processes

Public engagement planning and stakeholder meetings, along with other considerations, will play a key role in the CHSP and how the recommendations are implemented. As JAC and CAMPO staff, working with the Steering Committee begin implementing elements of the CHSP, there are several next steps to consider, including the continuance of working group meetings, the development of appropriate performance measures, and the formation of implementation groups to help move strategies forward. The following considerations are intended to assist in the implementation of the strategies outlined.

Table 13. Implementation Roadmap

Goal	Strategy	Timeline	Priority
4.2.3	Ensure cash and non-digital fare options		
1.2.5	Ensure potential contracting partnerships with MTM, the current statewide broker for Non-Emergency Medical Transportation (NEMT) trips		
3.2.1	Expand driver customer service and disability training		
2.1.2	Develop a plan for amenity improvements: shelters, lighting, benches, and ADA upgrades		
6.1.2	Create regional mobility guide		
4.2.2	Translate key rider information		
4.2.1	Offer bilingual customer service		
7.1.3	Develop partnerships with healthcare, education, and workforce agencies		
5.1.2	Reassess routes for efficiency		
1.2.2	Establish interlocal agreements for cost-sharing		

Annual Reporting on the CHSP: Coordination in the CAMPO Region

Provide regular Coordinated Plan updates to community partners. Regular progress updates on the CHSP are important for community partners, including the CAMPO Board, Carson City RTC, organizational boards of directors, and health and human services leadership.

These updates should occur on an annual basis, similar to, and along with other transit monitoring reports. The update may include dashboards showing initial baseline performance metrics for year one, with a performance metric for each year that follows. This will keep community partners apprised and build rapport and trust, leading to greater future investments.

Lead Agencies for Implementation and Performance Measurement

The Steering Committee should continue to meet to discuss final strategy development and proposed lead organizations for each strategy.

To assist strategy implementation, the project team created a shared matrix for keeping track of the proposed lead and support organizations. Since this matrix is a fluid, working document, it is not included as a part of this report. Committee members, in conjunction with CAMPO, will continue to have access to the matrix as they establish implementation working groups.

During implementation, lead and support organizations can monitor performance to establish a baseline. The baseline may be as simple as a "yes, this item was completed" or "no, the item was not completed" or may be a number or percentage associated with the strategy itself. At this time, the lead and support agencies will be responsible for monitoring progress, with CAMPO oversight for final reporting purposes.

Implementation Committees

As a subset of the larger Steering Committee, it would be beneficial to form strategy implementation groups for plan implementation. These groups are smaller, consisting of a few committee members with shared interests focusing on specific strategy implementations. Focused small groups have the ability to be nimble—often meeting with more frequency than the Steering Committee.

Group designations can be based on the plan goals. For example, one focused on funding and finance, one focused on communication and education, and so forth. These committees can bring proposals and suggestions back to the larger group, or implementation and report updates.

Mobility Trends and Plans

Several agency plans address transportation throughout the region, but few of these plans are specific to transit planning and development. Transportation providers in the region could benefit from the development of consistent policies and plans for their respective organizations for better alignment of shared goals. Coordinated planning becomes more effective if providers have plans that address specific, realistic transit planning needs, as well as market analyses, and transit implementation scenarios coupled with costs. The JAC STTP is included as an element in Section 4 of this document and serves as an example for other agencies to reference in development of cross-disciplinary plans.

CAMPO leads a variety of transportation plans and studies throughout the region. In any given region, it is helpful when plans and studies support shared mobility goals for the region. As additional plans and studies are conducted, whether through state, regional, or local efforts, it is helpful to ensure that transit stakeholders are involved in the planning processes, whether it is a feasibility study for new service or an updated active transportation plan.

Next Steps

Steering Committee Meetings

CAMPO, in conjunction with the Steering Committee members, should act on moving strategy implementation forward. With most coordinated plans, steering committees continue to meet at frequent intervals to discuss steps for funding and implementation of recommended coordination strategies. Whether the regional Steering Committee or CAMPO takes the lead on plan implementation, it's important to establish consistent meeting intervals, and is recommended that meetings occur no less than quarterly if not more frequent.

Performance Metrics

Performance management allows agencies to measure the effectiveness of their coordinated planning implementation projects through established parameters that provide a means to gauge achievement of goals and strategies. It is recommended that lead agencies measure performance to determine the effectiveness of the plan update as well as strategy implementation.

Performance measurement became a federal legislative requirement in 1993, when the Government Performance and Accountability Act was passed. Performance measurement is also an integral component of outcome evaluation and renders several benefits. These benefits include insights into the outcomes of investment in public programs, managerial efficiency, and administrative accountability. Additionally, performance measurement, as it relates to coordinated planning, allows for consistent reporting and clear delineation on whether the strategies were accomplished.

Moving forward, it will be helpful to establish targets for the strategies through the implementation process. As strategies are implemented and the lead agencies for those strategies provide regular reports, CAMPO can establish a baseline for implementation to measure the success of each strategy.

SECTION 4. SHORT-TERM TRANSIT PLAN

What is a STTP?

A STTP represents a fiscally constrained transit planning document with a planning horizon of five years that generally supports a long-term transit vision. This Plan supports the vision and goals of the CAMPO RTP and documents the steps recommended to achieve those goals.

Transit agencies that receive federal funding are required by the FTA to develop and update transit plans in coordination with their MPO or state. The elements in this section of the plan satisfy the federal planning requirements.

System Description

JAC operates four fixed routes and provides complementary paratransit service through JAC Assist to serve the needs of eligible passengers in compliance with the ADA of 1990.

JAC routes service major activity centers around Carson City, with all routes meeting at the Downtown Transfer Plaza and departing at regular intervals half past the hour. On weekdays, each route runs 13 one-hour headway trips, between 6:30 a.m. and 7:30 p.m. On Saturdays, each route completes eight one-hour headway trips between 8:30 a.m. and 4:30 p.m. Paratransit service runs during the same service span as the fixed route system.

Fixed Routes

Figure 14 shows the fixed route system map.

Route 1 is a bi-directional route that travels between the Downtown Transfer Plaza and the Carson Tahoe Medical Center, serving the Carson City Public Library, Carson City Senior Center, Walmart shopping center, and the Carson City Community Center.

Routes 2A and 2B are coverage-based loop routes that primarily follow the same alignment, with Route 2A operating clockwise, and Route 2B operating counterclockwise. They both serve Western Nevada Community College, the Walmart shopping center, the Multi-Purpose Athletic Center (MAC), the Boys and Girls Club, the Carson City Public Library, and the Downtown Transfer Plaza.

Route 2A directly serves Carson Community Mental Health and Carson City Health and Human Services, whereas Route 2B serves the Sierra Nevada Health Center and the Carson City Senior Center.

Route 3 is a partial bi-directional route serving the southern portion of Carson City, with significant areas of one-way service. It operates between the Downtown Transfer Plaza and the Costco at the southern border of Carson City. It serves Carson City Hall, Nevada

Department of Motor Vehicles (NDMV), Galaxy Theaters, Raleys, Stewart Community, and residential neighborhoods east of South Carson Street, and west of Downtown.

Figure 14. JAC Fixed Route System Map

JAC Assist

Figure 15 illustrates the JAC Assist boundaries are published in the *JAC Assist ADA Complementary Paratransit Policies & Procedures*, revised January 2024.[3] JAC Assist provides curb-to-curb transportation for eligible people with disabilities who cannot use the fixed route bus service. This service is operated by the same contractor as the fixed-route service, and all operators are trained to transport ADA paratransit riders.

JAC Assist operates during the same days and hours as the fixed route system, with an origin and destination within ¾ mile of any fixed route. As a matter of local policy, extended paratransit service is provided for an additional ¼ mile (total of 1 mile from any fixed route in Carson City only). Door-to-door service is provided upon request; however, JAC Assist primarily operates as a curb-to-curb service.

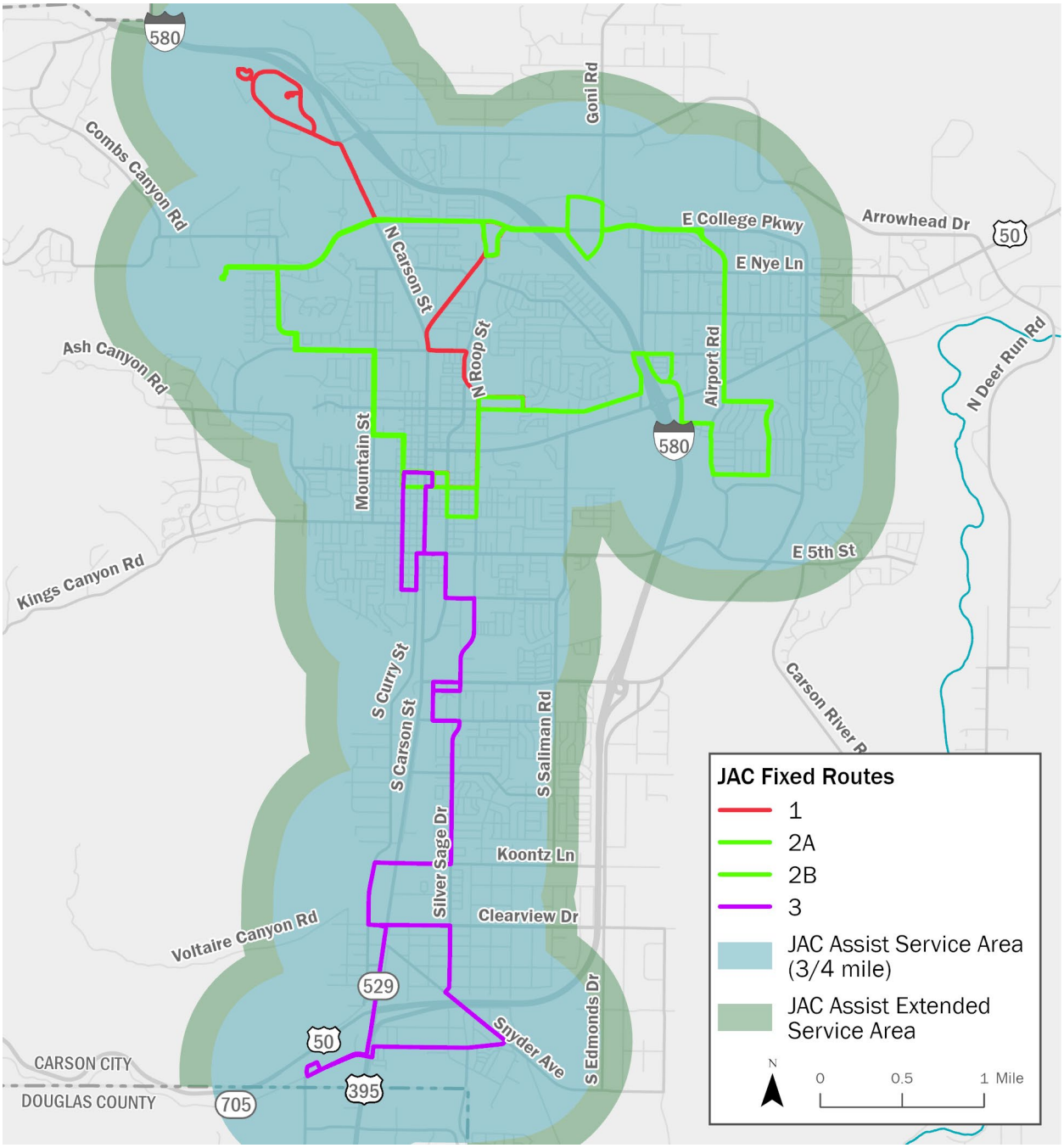
JAC Assist also ensures next-day service with trip reservations taking place during normal business hours and provides service without constraints on capacity. This means trips cannot be denied and riders cannot be prevented from booking trips due to excessively long hold times on the telephone. Trips must also be reasonable in duration and comparable to an equivalent trip on the fixed-route system, including transfer times and reasonable allowances for curb-to-curb pickup. Riders may also travel with a personal care attendant, who is eligible to ride fare free. Additional companions may ride but must pay the ADA fare.

Certification/How to apply

To receive certification to ride JAC Assist, a person must complete an application, have the information verified by a medical professional (individuals 80 years or older do not require a medical professional's verification), and then be certified by JAC staff at the JAC Admin building on Butti Way. Applicants can call to request a ride to their appointment. Determination must be completed within 21 days of the application submittal, and applicants have the right to an appeal if they are denied. Once certified, rides can be scheduled.

[3] Microsoft Word - JAC Assist ADA Complementary Paratransit Policies & Procedures_2023_FINAL

Figure 15. Paratransit Service Area



Source: Carson City Public Works Department

Fare Structure

Following a brief period of a fare free policy during the COVID-19 pandemic, fares were reinstated January 3, 2023 (FY2023), and there are a number of payment options as shown in Table 14. Standard JAC fixed route fares for a one-way trip are $1.50 for adults and $0.75 for seniors, youth, military, and persons with disabilities. Children aged four and under ride free with an adult. Standard and reduced monthly passes are also offered for $40 and $20 respectively. JAC Assist fares are $3 per one-way trip within ¾ mile of a fixed route, and $6 per one-way trip in the extended 1-mile zone of a fixed route. Monthly passes are also available for $60, and JAC Assist service allows a personal care attendant at no cost to riders. JAC now offers contactless payment through Token Transit, which is a phone-based application.

Table 14. JAC Fares

JAC Fixed Route	Cash Fares	Contactless Fares through Token Transit
Standard Adult	$1.50	**X**
Reduced Senior/Youth/Disabled/Military	$0.75	**X**
Monthly Pass Standard	$40	**X**
Monthly Pass Reduced	$20	**X**
Children 4 & under	Free	
Transfers	Free (for one hour)	
JAC Assist	**Cash Fares**	**Contactless Fares through Token Transit**
One-Way Trip within 3/4 mile of fixed route	$3	**X**
One Way Trip within 3/4 and 1 mile of a fixed route	$6	**X**
JAC Assist Monthly Pass	$60	**X**
Personal Care Attendants	Free	

Monthly and One-Trip Hopper bus passes are available at four locations:

- JAC Operations Office, 3770 Butti Way, not accessible by fixed-route transit
- Treasurer's Office, City Hall, 201 N. Carson St., accessible on Route 3
- Carson City Library, 900 N. Roop St., accessible on Routes 2A and 2B

Discount Program for Seniors: A state grant from the Nevada Aging and Disability Services Division offers seniors 60 and older unlimited free fixed-route rides upon registration with JAC at the Carson City Senior Center. It is known as the Senior Bus Pass Program, and passes are valid from July 1 to June 30th, as long as funding remains available.

Transfers throughout the JAC system are free to customers with cash fares to complete a trip in one direction only. They must be used within one hour of the time they are purchased and cannot be used to go between Routes 2A and 2B.

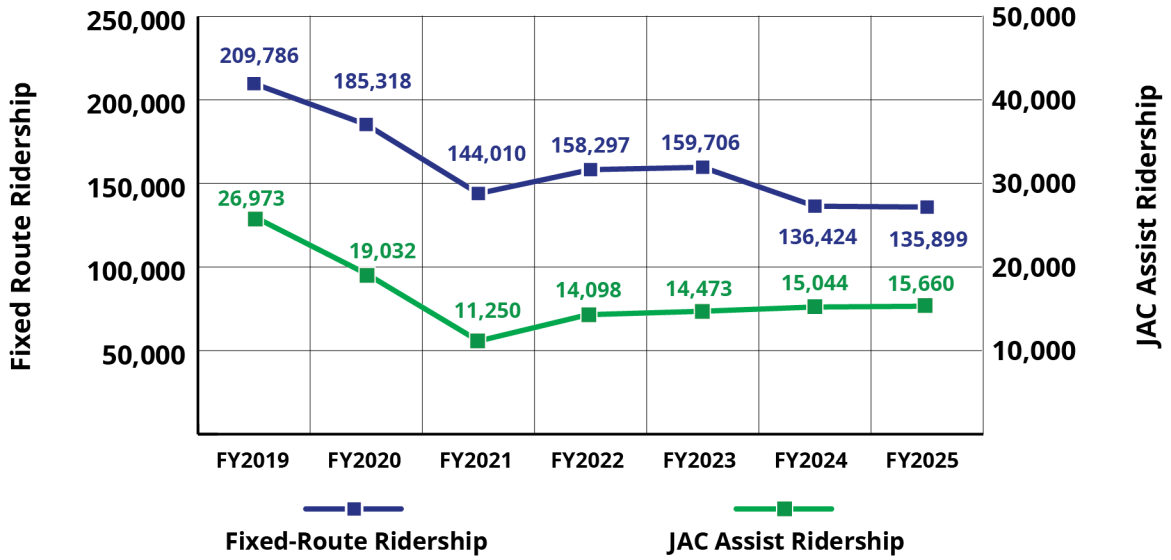
Transfers between JAC and the RTC REGIONAL CONNECTOR, which provides service between Reno and Carson City, are free. Passholders who present a transfer with their pass do not have to pay an additional fare.

JAC Performance

System Ridership

Total ridership has fallen since pre-COVID-19 pandemic levels as shown in Figure 16, dropping 35% since FY2019. Nationally, bus ridership has recovered to 86% of pre-COVID levels, with cities under 100,000 in population generally showing slightly higher recovery rates.[4] The American Public Transit Association has found that bus ridership gains since COVID-19 have tended to have a younger average age than prior riders, and work in service industry jobs that require in-person attendance.

Figure 16. Total Ridership



[4] American Public Transit Association APTA Public Transportation Ridership Update. https://www.apta.com/wp-content/uploads/APTA-Policy-Brief-Transit-Ridership-May-2025.pdf

Beginning March 2020, stay-at-home orders in response to the COVID-19 pandemic began rolling out nationwide. The three prior quarters of normal ridership trends mitigated the overall annual ridership loss experienced during the fourth quarter of FY2020 (April-June). FY2021, however, marked the first full fiscal year with significant impacts from changes in travel patterns due to COVID-19. In FY2021, FTA began supporting transit agencies by distributing temporary funding for operating expenses.

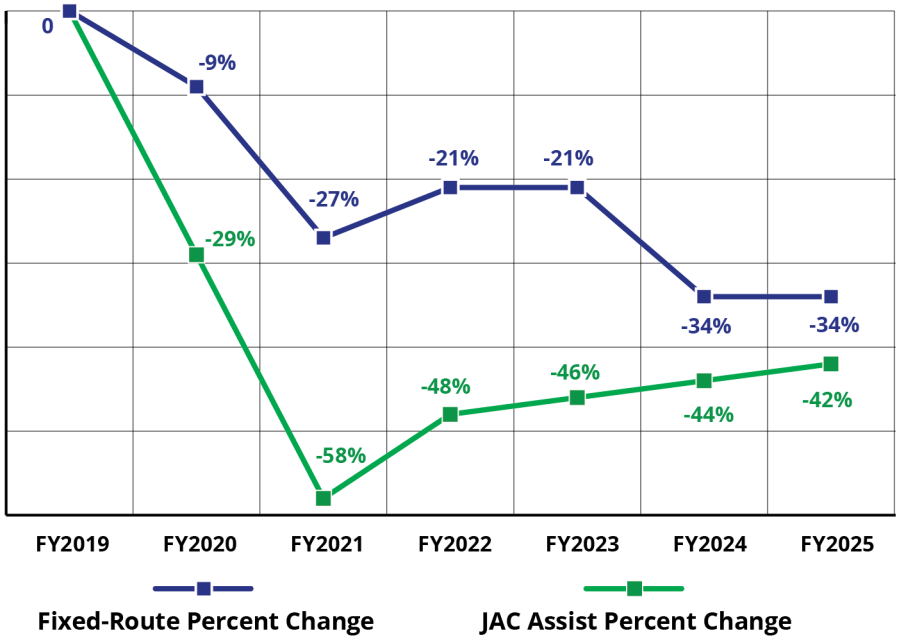
Many transit agencies went fare free during the pandemic, as did JAC. As restrictions lifted in FY2022, ridership began a slow recovery, and JAC's initial ridership patterns matched those of transit agencies around the nation. Fares returned in the third quarter of FY2023, which marks the last year of ridership growth and correlates to the re-introduction of fares. The obvious impacts of the pandemic aside, ridership was also heavily influenced by the local economy's recovery.

Data is still being collected, but national ridership recovery indicates higher levels of residential-to-commercial trips over commuters returning to the office for work. Non-office jobs, such as those in the restaurant industry, seem to be rebounding faster. The types of employment that people are currently using transit for are those associated with lower wages and non-traditional hours. Although the amount of office-commute ridership on JAC before the pandemic was likely low due to frequency of service, midday is when the system is most utilized, which corroborates trip purposes other than commuting (during traditional morning and evening hours).

The impact on the transit industry from national and global events of the last few years as well as current economic uncertainty, including changing local and tourist-based travel demand, hiring and workforce implications, uncertainty of public funding, and the impacts of increased costs of goods and services, may take years to understand the full effect on rider behavior. In the face of economic uncertainty, transit can be the public safety net that helps people stay housed and remain in the region because they can access critical services and needs.

JAC Assist ridership was disproportionately impacted by COVID-19. Between FY2019 and FY201, there was a 58% reduction in paratransit ridership compared to a 27% reduction in the fixed route system as shown in Figure 17. While paratransit service experiences significantly fewer annual boardings than fixed route service, magnifying this stark difference, the disruption caused by the public health crises cannot be understated. In the years since, JAC Assist has reached more parity with fixed routes.

Figure 17. Change in Ridership by Mode



Fixed Route Ridership

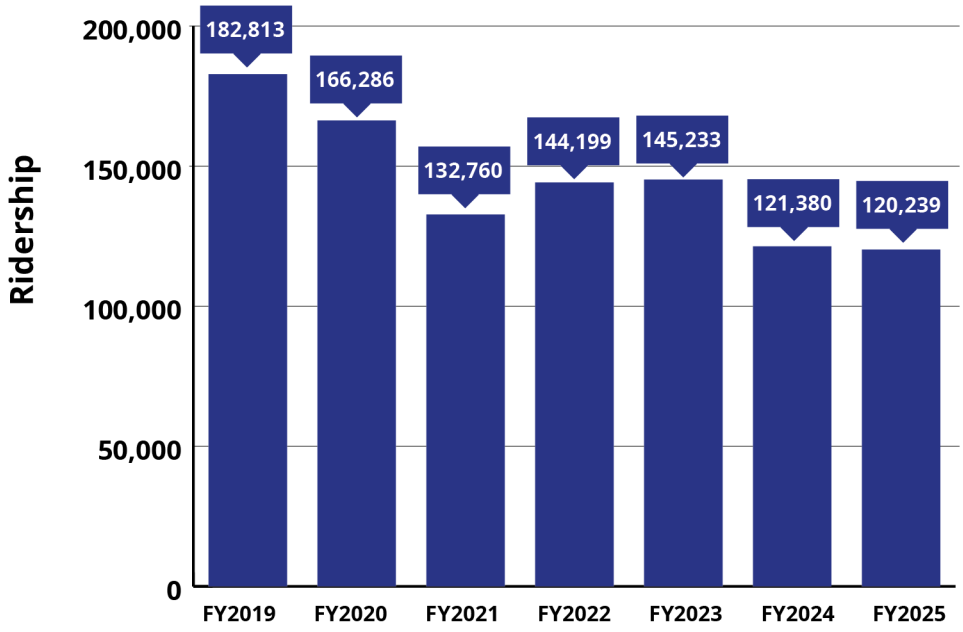
Annual Ridership

Figure 18 shows how fixed route ridership has changed over the past eight years, peaking at approximately 182,000 riders in FY2019 and decreasing to just over 120,000 in FY2025. Ridership temporarily rebounded during the fare free period that ended in FY2023.

Reasons for the downturn in ridership in FY2024 and FY2025 are not as obvious as a global pandemic. Data will lag, but there may be a number of factors contributing to the decline. These include:

- Reinstatement of fares in January 2023 (FY2023)
- A potential shift to other modes by former riders
- A potential increase in personal vehicle ownership
- Inconsistencies in service reliability

Figure 18. Fixed Route Annual Ridership



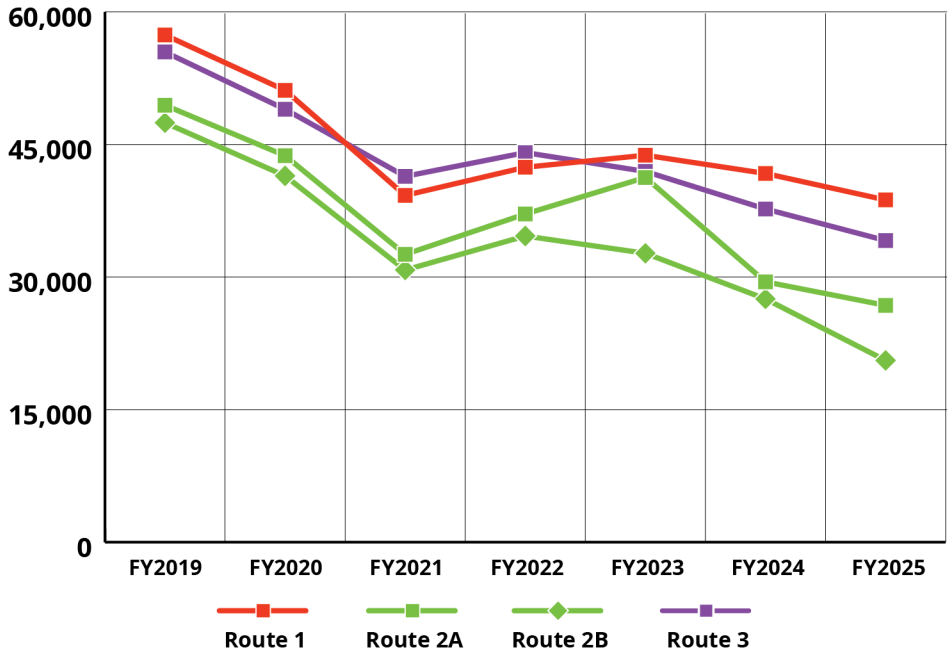
During the early years of the pandemic, economic policies were established to support communities experiencing hardship. Federal relief from the CARES Act in Q4 of FY2020 expanded unemployment benefits to those impacted by the pandemic, which spiked to just over 8% in calendar year 2020.[5] In Q4 of FY2021, the American Rescue Plan Act (ARPA) was signed, which provided rental support and cash assistance to keep people in their homes and in the workforce. The Nevada governor issued a moratorium on evictions and foreclosures.

Ridership by Route

Over the past five years, Route 1, followed closely by Route 3, has had the most boardings, as shown in Figure 19. The one-way loops that make up Routes 2A and 2B provide bi-directional service except for a few deviations along each route by running in opposite directions (clockwise, and counterclockwise, respectively) have the lowest ridership. Linear, bi-directional routes with few deviations from the main road are associated with higher ridership, and the JAC system is no exception. Loop routes are meant to provide geographic coverage that ensure people without other means of transportation, particularly those eligible for paratransit, have service. Ridership is likely impacted by the routes being more circuitous than is convenient for riders, in at least one direction.

[5] Nevada Governor's Office of Economic Development (GOED). https://goed.nv.gov/wp-content/uploads/2025/04/2024-GOED-Annual-Report.pdf

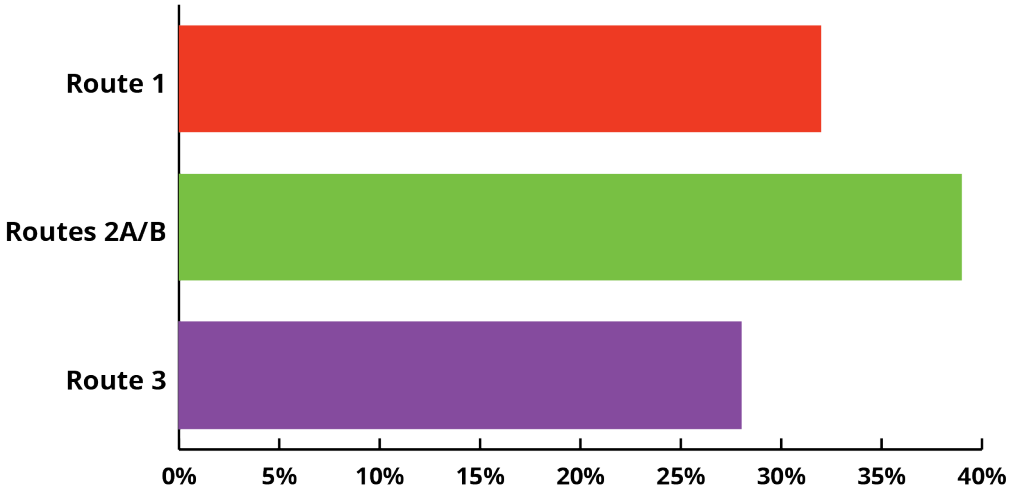
Figure 19. Ridership by Route



Since FY2019, ridership has fallen 33% on route 1 and 38% on Route 3. Route 2A has dropped 46% and Route 2B has dropped 57%. The biggest year-over-year drop for all routes was in FY2021, as expected. During the pandemic, transit systems across the country were able to identify routes that carried riders most dependent on transit, and traveled to destinations that stayed open for business by looking at the smallest declines in ridership loss. For JAC, that was Route 3, which lost only 15% of boardings from FY2020, compared to 23% on Routes 1, and 26% on Routes 2A and 2B, respectively. Route 3 continued to have the highest boardings among all routes in FY2022. All routes saw a slight recovery in FY2022, with ridership increasing by 8% on Route 1, 14% on Route 2A, 12% on Route 2B, and 6% on Route 3.

All routes operate hourly, but with Routes 2A and 2B providing two buses to serve the same geography, The 2A/B account for 50% of the service provided. As shown in Figure 20, the combined ridership of Routes 2A and 2B accounted for 39% of total riders in FY2025. This suggests there is room for improvement on these routes to make the service more useful.

Figure 20. Percent of Total Boardings by Route, FY2025

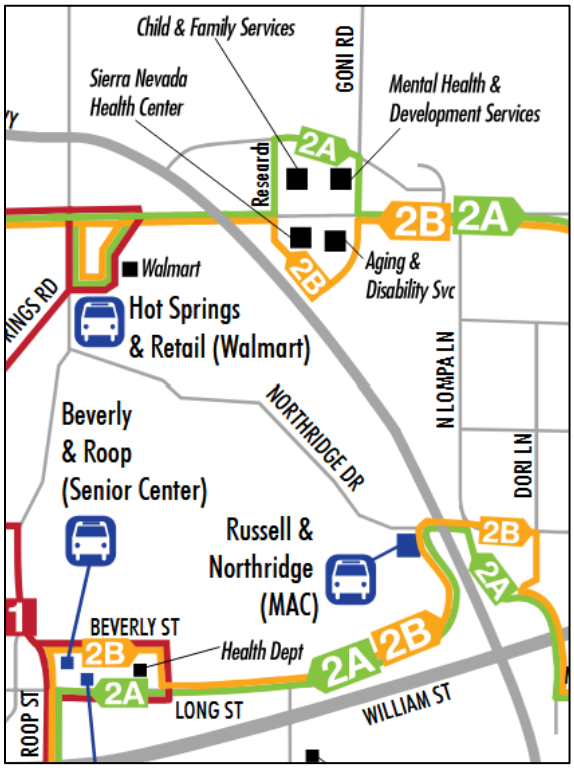


During the pandemic, transit agencies dealt with spikes in labor shortages and disruptions to the supply chain, which impacted maintenance and vehicle fleet. JAC did experience service disruptions during this time, and JAC and the contract operator worked to mitigate the negative impact on riders by ensuring geographic coverage. For Routes 2A and 2B, this meant service in only one direction at times. From a rider perspective, if a rider waits on the wrong side of the street because they did not get an update that buses are only operating in one direction, it can reduce confidence in the bus system and turn people away from riding in the future. Missed trips will happen in all transit system as unexpected circumstances arise. The ability to inform customers and recover quickly before the next scheduled trip are key components of instililng confidence in riders.

Route frequency is one reason ridership may be low on Routes 2A and 2B. Loop routes with hourly service work best for short distance trips, and when the duration of the trip works for the schedule. For example, a person at Airport Road and E Nye Lane can arrive at the Walmart in 10 minutes on Route 2B, but the next return trip on Route 2A is either 45 minutes later or an hour and 45 minutes later, including walk time to and from the bus stop from Walmart. If a rider considers the options for the short return trip to be either too soon, or too long to wait, they may find alternative travel modes. A service operating more frequently would make the service more attractive to potential riders.

Route consistency and stop locations may also impact Routes 2A and 2B ridership. Each route deviates from the other in a few locations throughout the system, as shown in Figure 21, at East College Parkway just east of I-580, at the residential area at N Lompa Lane, Carmine Street, and Dori Way, and at Long and Beverly Streets between Marian Avenue and North Roop Street. There is a learning curve for new riders regarding the correct place to wait for a bus in each direction, the farther the stop is from the first trip. Wayfinding, signage, and online information are needed to help passengers feel confident where to catch a return trip on the opposite route. This also requires riders to know that the route they use to get somewhere is not the same route they would ride to return to their starting point, unless they ride all the way around the full loop.

Figure 21. Route Deviations on Routes 2A and 2B



Ridership by Time of Day

Boardings per revenue hour is a key metric for transit agencies. With JAC service operating hourly, average boardings per trip is the same as average boardings per revenue hour. This measure helps indicate when the service is useful to most riders.

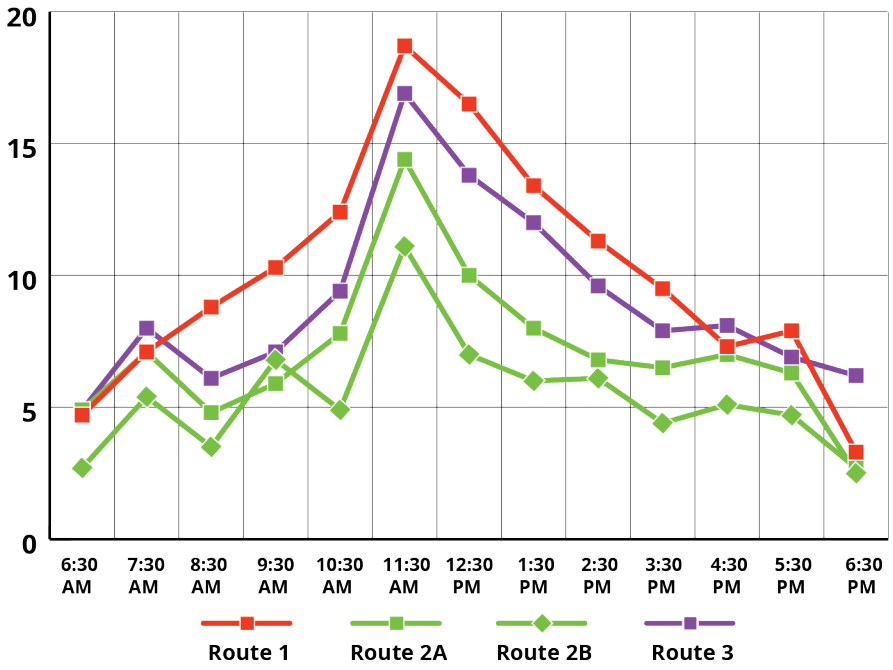
For a small urban system with hourly service, 10 boardings per revenue hour is often considered efficient. Hourly boardings should aim for at least eight boardings per revenue hour.

As shown in Figure 22, based on an ideal target of 10 or more riders per hour, the most productive routes and trips in FY2025 were:

- Route 1: Trips between 9:30 a.m. and 4:26 p.m.
- Route 2A: Trips between 10:30 a.m. and 2:26 p.m.
- Route 2B: The 11:30 a.m. trip.
- Route 3: Trips between 10:30 a.m. and 3:26 p.m.

Trip information at the route level by day of week was not available at the time of this analysis, but is being collected now for future monitoring. Saturday ridership has ranged between 42% and 67% of weekday ridership over the past two fiscal years, and so this graph likely underestimates weekday demand.

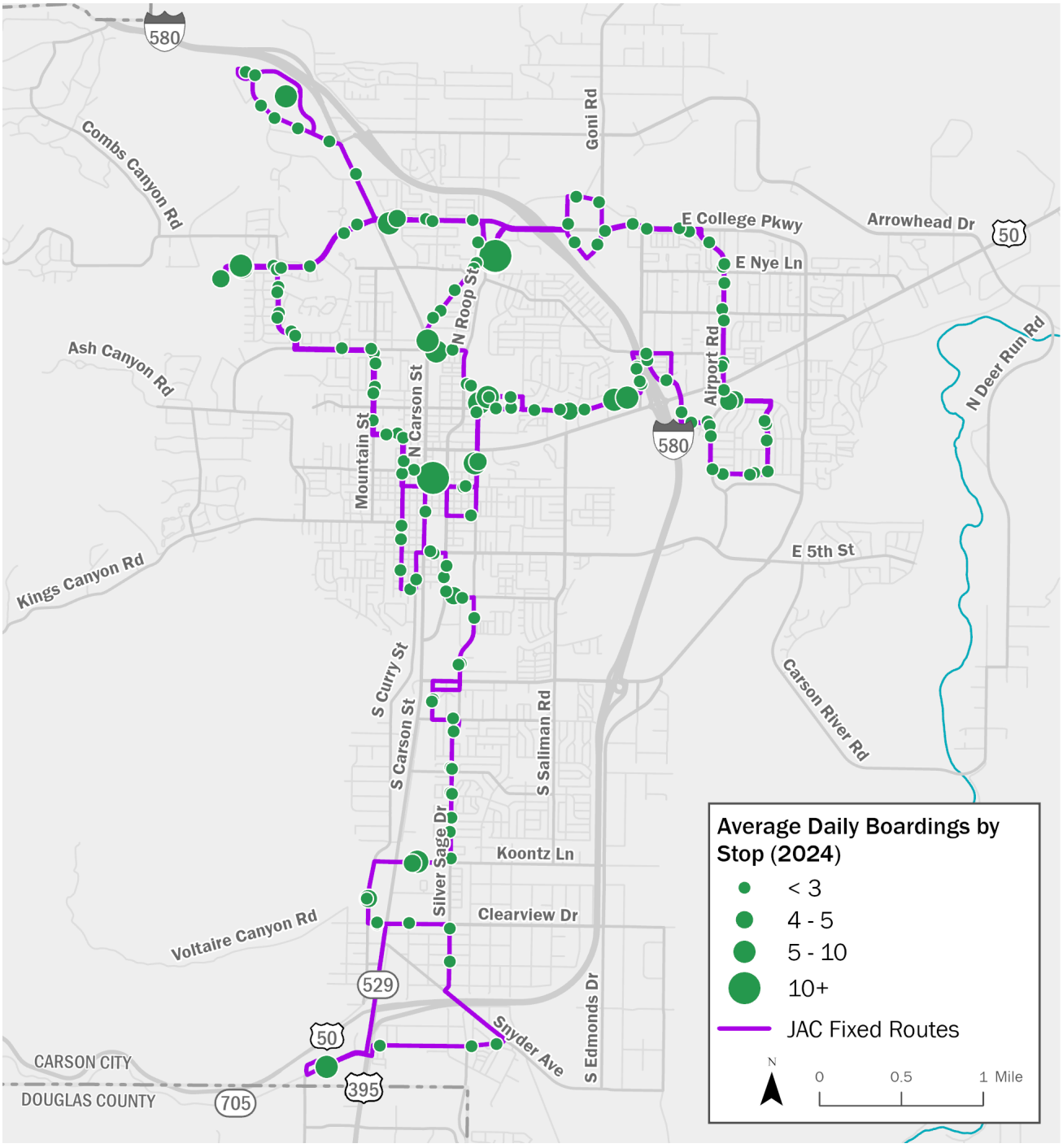
Figure 22. FY2025 Average Daily Boardings by Trip, by Route



Ridership by Stop

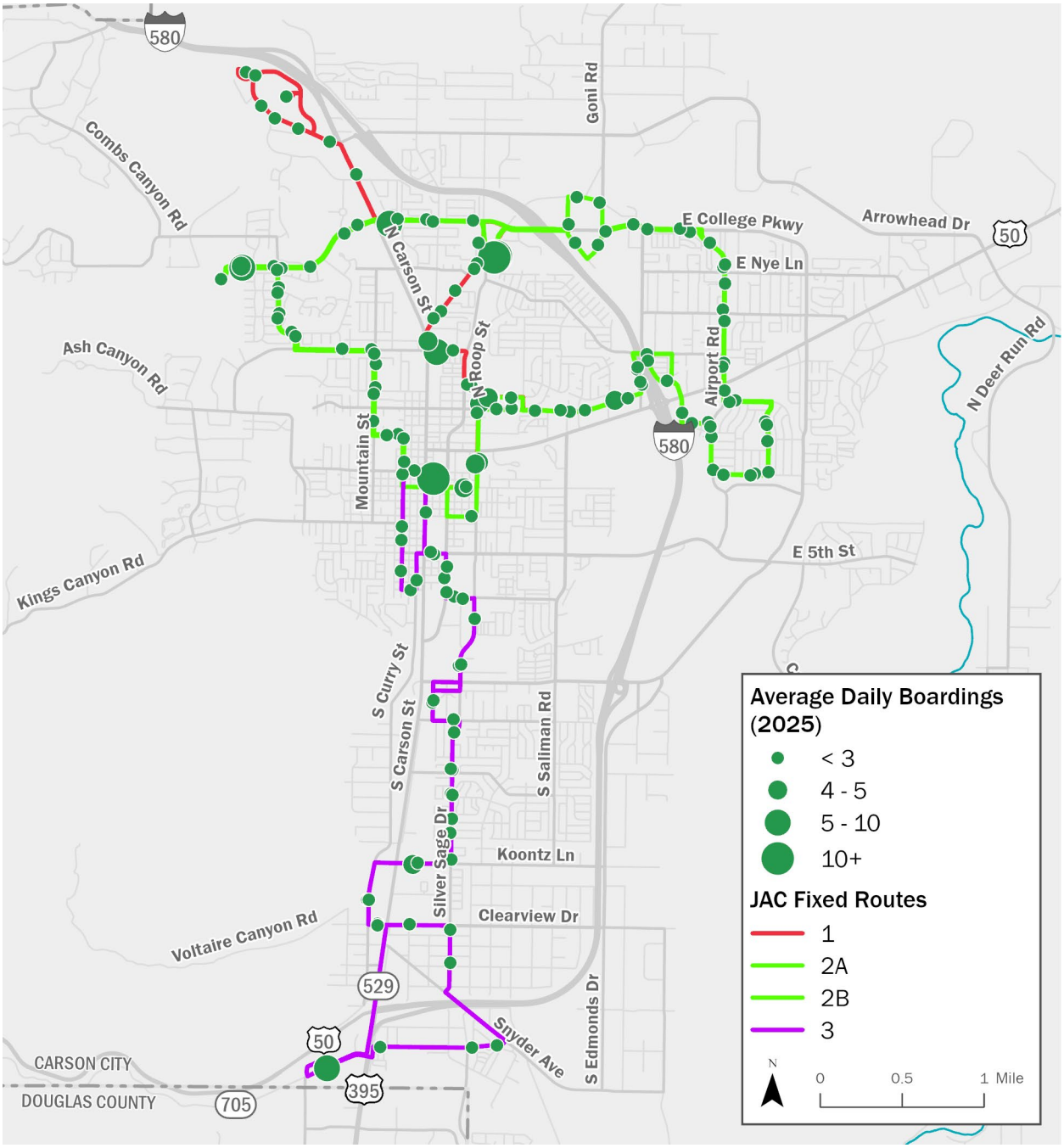
Ridership at the stop level, based on average daily boardings calculated from annualized data, shows where ridership hotspots are located throughout the network, and provides a look at corridors that may be underutilized. Figure 23 shows hotspots from FY2024 based on average daily boardings. This same information for FY2025 is shown in Figure 24 for comparison.

Figure 23. FY2024 Average Daily Boardings by Stop



Key destinations are the Downtown Transfer Plaza, Walmart, Carson City Senior Center, North Carson Street & Winnie Lane, the Carson Tahoe Regional Medical Center, Western Nevada College, Carson City Public Library, Raleys, and Costco.

Figure 24. FY2025 Average Daily Boardings by Stop



There were 307 days JAC operated in FY2025. While some stops are served by multiple routes, each stop is served at least eight times per day on Saturdays, and 13 times per day on weekdays. An average of one boarding per day would be about 308 boardings per year.

The Walmart stop, which is served by Route 1, 2A, and 2B, averages 30.3 boardings per day. With three routes serving it, that means on 255 weekdays of the fiscal year, Walmart was served on 39 on-hour headway trips, and on Saturdays, 53 days or the year, there were 24 one-hour headway trips available. There are likely certain times of the day than others when greater numbers of riders are traveling to key destinations such as Walmart, as ridership is not uniform across the span of any given day. This data is not available at the level of granularity needed to refine the analysis. However, in areas like the Costco at the southern end of Carson City as an example, it would be useful to better understand if the transit system is serving employees on their way to work and whether there are alternative services that could be considered at certain times of day that could provide connections to other destinations with peak demand.

There are several key takeaways based on a review of JAC stop level ridership. Many of the challenges listed below could be addressed with very little cost, if any. These observations include the following:

- There tends to be lower ridership at locations where bus stops are not evenly paired (i.e. both sides of the street) for a return trip.
- The two-mile corridor along Routes 2A and 2B between downtown Carson City and College Parkway near Western Nevada College only has one stop (northbound/Route 2A) with less that one boarding a day and is located less than a third of a mile from North Carson Street, which means if service were moved to North Carson Street, many current riders would still have access to the route.
- Boardings in some areas with one-way only service have higher boardings than expected, such as near West 10th Street, where all trips arrive from downtown but do not return to downtown. In this situation, the closest stop to connect with another route or to go back to downtown is over a third of a mile away at East 5th Street and South Plaza Street. This similar scenario also exists along Clear Creek Avenue where all trips head north, but a return trip requires a rider to wait for a driver layover at Fuji Park near Costco.
- More than five riders per day board at the hospital on the Medical Parkway loop on Route 1, however there is very little daily ridership on the rest of the loop.
- There is a significant amount of service to and near the Carson City Senior Center. The stop closest to the Senior Center picks up an average of seven riders per day between Routes 1 and 2B. Northbound Route 1 trips deviate off Roop Street to provide near front door service to the Senior Center, but there is a stop at Roop Street between Long Street and Beverly Drive that is less than a tenth of a mile from the Senior Center door. The current Route 1 deviation adds four minutes to the trip for riders trying to access higher ridership stops along North Carson Street, Hot Springs Road, Walmart, and the Carson Tahoe Medical Center. The stop along westbound Long Street is also less than a tenth of a mile from the entrance to the Senior Center.

With the Senior Center and the Department of Health and Human Services closing between 4:30 p.m. and 5 p.m. on weekdays, there is an opportunity to reduce deviations after normal business hours.

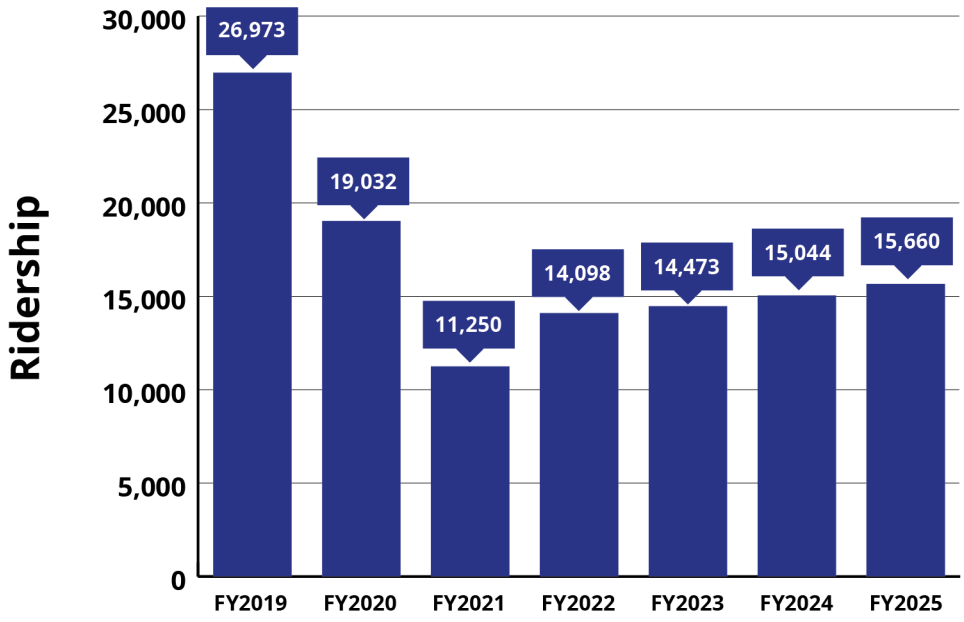
- The stop at the Raleys on Route 3 is likely successful because it is an example of a stop that serves many uses. There is higher density housing to the north side of Koontz Lane and major trip generators (grocery shopping, medical, and other commercial). It is also a short walk to the destinations people are likely to be accessing.

JAC Assist Ridership

Measuring complementary paratransit success looks different from that of fixed route service. Whereas more riders on fixed routes represent increased efficiency, because each scheduled trip happens whether there are riders or not; JAC Assist only completes requested trips. However, the goal for paratransit service is not to have the lowest possible ridership, but rather to understand whether available resources are meeting the existing and projected needs of the community.

In FY2025, JAC Assist had 382 eligible riders. Figure 25 shows the change in annual JAC Assist ridership. Ridership is lower than its pre-COVID peak, however, has grown at a slow pace since the recovery began in FY2022.

Figure 25. JAC Assist Ridership by Fiscal Year



Of the top 15 pickup or drop off locations, nine were residential, which suggests there are some users who rely heavily on this service. The top five non-residential destinations of paratransit riders, and the total count of pickups or drop-offs at these locatations in FY2025 were:

- DaVita Dialysis at 3246 North Carson Street: 9,224
- Liberty Dialysis at 4500 South Carson Street: 1,344
- Moving Forward at 284 East Winnie Lane: 1,267
- Marshalls at 911 Topsy Lane: 549
- Walmart (North) at 3200 Market Street: 544

JAC Productivity

Understanding where and when people ride the bus is a crucial first step in understanding whether the service is living up to its potential. By examining ridership against the level of service (as mentioned previously in the Walmart example) as well as the cost to operate the service, there is a better understanding of what benefits riders most while maintaining sustainable operations.

System Productivity

Operating costs are linked to vehicle hours because much of the labor costs are associated with driver and staff time, which is a function of vehicle performance and amount of time vehicles are in service. The number of miles helps account for maintenance costs, fuel, and other materials and supplies. Together, they make up the bulk of operating costs. Table 15 shows key productivity metrics for the past five fiscal years.

Table 15. Network Productivity Summary

Fiscal Year	Annual Boardings	Revenue Hours	Operating Cost	Boardings per Revenue Hour	Operating Cost per Boarding	Operating Cost per Vehicle Revenue Hour
2019	196,040	23,350	$1,278,239	8.4	$6.52	$54.74
2020	185,318	20,975	$1,488,902	8.8	$8.03	$70.98
2021	144,010	17,919	$1,528,486	8.0	$10.61	$85.30
2022	158,297	19,091	$1,900,951	8.3	$12.01	$99.57
2023	159,706	20,905	$1,953,593	7.6	$12.23	$93.45
2024	136,424	20,941	$2,210,378	6.5	$16.20	$105.55
2025	135,899	18,979	$2,307,133	7.2	$16.98	$121.56
Source: JAC Transit						

Fixed Route Productivity

Using the figures CAMPO submitted to the National Transit Database (NTD), it becomes clear that rising costs to operate a mostly stable amount of service without increasing ridership results in productivity measures that aren't trending in a positive direction as shown in Table 16.

Transit productivity measures are cyclical and often impacted by external factors outside the control of transit agencies, such as gas prices and unemployment. However, during harder times, fiscally constrained plans become even more important because they help guide agencies by identifying available resources and message expectations to the community. Riders can also help determine the best way to mitigate hardship. It is crucial during times of service restrictions that riders who are impacted by these decisions have a voice and an opportunity to help shape the system. Potential options to mitigate these challenges will be explored in the service alternatives section.

Table 16. Fixed Route Productivity Summary

Fiscal Year	Annual Boardings	Revenue Hours	Annual Vehicle Revenue Miles	Operating Cost	Boardings per Revenue Hour	Operating Cost per Boarding	Operating Cost per Vehicle Revenue Hour	Operating Cost per Revenue Mile
2019	169,067	14,972	173,684	$776,126	11.3	$4.59	$51.84	$4.47
2020	166,286	14,930	172,492	$1,237,602	11.1	$7.44	$82.89	$7.17
2021	132,760	13,045	150,741	$1,116,587	10.2	$8.41	$85.60	$7.41
2022	144,199	13,330	156,711	$1,486,219	10.8	$10.31	$111.49	$9.48
2023	145,233	14,784	170,734	$1,432,317	9.8	$9.86	$96.88	$8.39
2024	121,380	14,777	171,025	$1,647,933	8.2	$13.58	$111.52	$9.64
2025	120,239	13,620	168,441	$1,770,600	8.8	$14.73	$130.00	$10.51
Source: JAC Transit								

JAC Assist Productivity

JAC Assist ridership has fallen from Pre-COVID levels, the operating costs per boarding and revenue hour have also fallen in recent years, as shown in Table 17.

The increase in the boardings per revenue hour is particularly positive, because although boardings per revenue hour is still 9% lower than in FY2019, there was an almost 20% increase between FY2024 and FY2025.

Table17. JAC Assist Productivity Summary

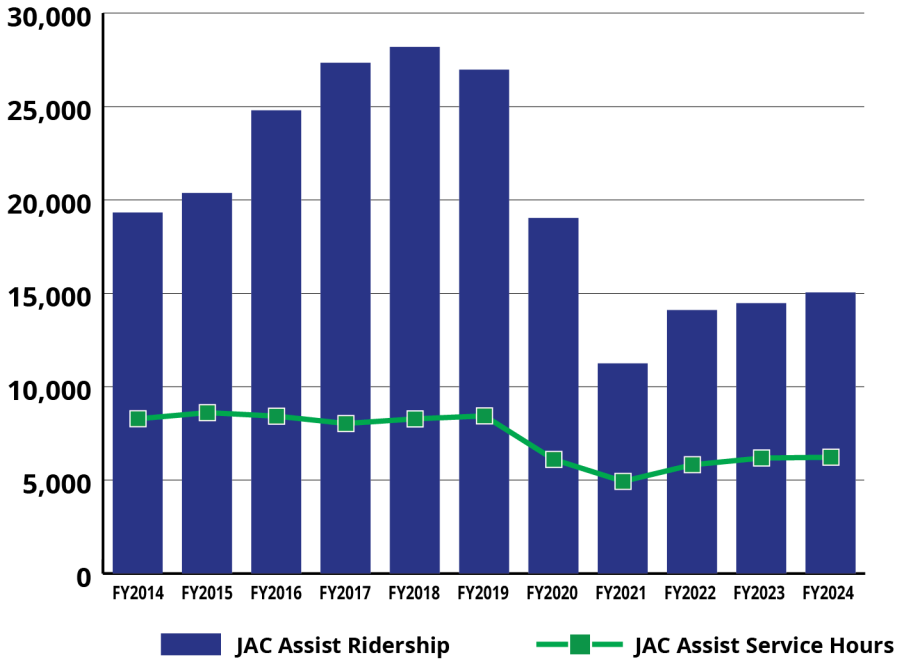
Fiscal Year	Annual Boardings	Annual Vehicle Revenue Hours	Annual Vehicle Revenue Miles	Operating Cost	Boardings per Revenue Hour	Operating Cost per Boarding	Operating Cost per Revenue Hour	Operating Cost per Revenue Mile
2019	26,973	8,378	81,720	$502,113	3.2	$18.62	$59.93	$6.14
2020	19,032	6,045	55,960	$251,300	3.1	$13.20	$41.57	$4.49
2021	11,250	4,874	42,629	$411,899	2.3	$36.61	$84.51	$9.66
2022	14,098	5,761	52,664	$414,732	2.4	$29.42	$71.99	$7.88
2023	14,473	6,121	55,302	$521,276	2.4	$36.02	$85.16	$9.43
2024	15,044	6,164	58,187	$562,445	2.4	$37.39	$91.25	$9.67
2025	15,660	5,359	43,227	$536,534	2.9	$34.26	$100.12	$12.41
Source: JAC Transit								

JAC operating costs increased 6.9% between FY2019 and FY2025. However, adjusting for the consumer price index, the equivalent of the $502,113 operating cost in 2019 would be the equivalent of $632,300 of buying power in 2025.[6] This cumulative rate of inflation of 25.9% helps explain the increase in operating cost per boarding, per revenue hour, and per revenue mile.

Looking at pre-COVID data, ridership on JAC Assist was significantly higher than today, but the service hours have remained relatively stable since FY2022, as shown in Figure 26. This means most rides in recent years have been scheduled with more people on board than during the time leading up to the pandemic.

[6] Calculator.net: https://www.calculator.net/inflation-calculator.html , US Inflator Calculator: https://www.usinflationcalculator.com/.

Figure 26. JAC Assist Ridership Compared to Service Hours



Capital Assets

JAC capital assets include vehicle fleet, facilities and infrastructure, and technology and equipment. Tracking and management of capital assets, and planning efforts for vehicle replacement can be found in the following plans:

- CAMPO Transportation Improvement Program for Federal Fiscal Year 2025 through 2028[7]
- JAC Transit Asset Management Plan for Federal Fiscal Year 2023 – 2026[8]
- CAMPO Zero-Emissions Transition Plan (2024)[9]
- Carson City JAC Transfer Center Study (2023)[10]

[7] Transportation Improvement Program
[8] 638681239567700000
[9] 638676041599400000
[10] 638586406879570000

Fleet

Seven vehicles are used daily for fixed route and paratransit service, four for fixed route, and three for paratransit. To futureproof the system, newer fleet purchases are intended to be flexible for use for fixed route or paratransit service. This allows JAC to stay current with preventative maintenance and reduce out-of-service time when there are unexpected fleet issues. JAC has one non-revenue vehicle. Table 18 provides detailed information on the JAC rolling stock.

Table 17. JAC Rolling Stock and Equipment

Rolling Stock or Equipment	ID Number	Asset Class	Asset Description	Make and Model	Seating Capacity	Wheel-chair Seats	Acquisition Year	Age	Mileage (6/30/25)
Rolling Stock	4238	Cutaway Bus	21-ft Chevy G3500	Arboc Spirit of Mobility	8	2	2012	13	227,270
	4239								235,237
	4241	Cutaway Bus	24-ft Chevy G3500		17	2	2015	10	109,716
	4242								127,631
	4243	Bus	35-ft GMC C5500	Arboc Spirit of Liberty Low Floor	34	2	2016	9	175,260
	4244								213,638
	4245						2017	8	191,438
	4249	Bus	34-ft Freightliner	Arboc SOL34	32	2	2019	6	136,786
	4250								134,165
	4251	Cutaway Bus	24-ft Chevy Express 4500	Arboc Spirit of Mobility	19	1	2020	5	71,288
	4252								51,758
	4253	Minivan	19-ft Minivan	Ram Promaster 3500	9	1	2022	3	37,926
	4254	Cutaway Bus	28-ft Chevy Express 4500	Arboc Spirit of Mobility	18	2	2022	3	74,215
	4255								67,473
	4256								77,972
	4257								68,827
	4258								50,178
Equipment	5354	Automobile	Truck 1500 Double Cab	Chevy 1500	N/A	N/A	2023	2	7,777

Source: JAC Transit

Per the 2024 CAMPO Zero-Emissions Transition Plan, fixed routes average between 135 and 145 revenue miles per day, and 145 to 165 miles per day including non-revenue miles. Paratransit vehicles average 50 to 90 total miles per day.

Facilities and Infrastructure

JAC administration services are located at 3770 Butti Way, which is open to the public during normal business hours. Vehicles are stored in a gated yard next to the administration building. Access is limited to JAC employees and contracted operators. The maintenance facility and washing bays are across the street at 3303 Butti Way. This area is also gated and access is restricted. Figure 27, shows an aerial view of the facilities includes the Public Works building (blue roof south of Butti Way), Maintenance Facilities (White Roof at the corner of Butti Way and Airport Rd.), JAC yard, and maintenance and washing stations from the CAMPO Zero-Emission Transition Plan.

Figure 27. Carson City Public Works Campus and JAC Yard

Source: Figure 5 of the CAMPO Zero-Emission Transition Plan

Transit Center

The Downtown Transfer Plaza is the hub of the fixed route transit system. There are 200 feet of right-side curb space for transit vehicles. All four routes meet at the plaza once an hour at the same time, referred to as a pulse, which allows for reliable transfers for riders, and is efficient for managing operations such as operator shift changes. Figure 28 shows the transfer plaza from the north, looking south.

Figure 28. JAC Downtown Transfer Plaza

In 2023, a Transit Center Study was completed that recommended improvements to the site.[11] Coordination with property owners and pursuit of capital funding for construction, operations, and maintenance were identified as next steps, along with further environmental review and design work.

Short-term recommendations for improvements included:

- Additional shelter space and benches for peak passenger loads
- ADA sidewalk and curb ramp upgrades
- Improved lighting
- Reduction in the distance between stops for bus transfers
- Wayfinding and clear designation for passenger waiting areas so as not to encroach on nearby property

[11] 638586406879570000

Long-term recommendations for improvement included:

- Restroom facilities for drivers
- Additional and defined vehicle bays
- Real-time route information displays

The recommendations also suggested a modest enclosed building for passenger waiting, staff office, and break facilities, and the installation of vending machines, but noted the site does not have space for this type of facility.

Amenities at Bus Stops

All JAC bus stops have signs indicating where riders should board and alight. Some bus stops have shelters and/or benches. JAC is in the process of initiating a Transit Stop Lighting Project, which is tasked with replacing bus stop signs and providing lighting to selected stops across the city.

Technology and Equipment

JAC contracts with EcoLane for paratransit operations, and TransLoc for real-time vehicle location and on-time performance tracking. Both software applications are used by the contract operator. JAC uses Token Transit for mobile-based fare payment.

Peer Review Analysis

A peer analysis of comparable systems is a method used to identify JAC's strengths and where it might learn from other similar agencies. This review uses 2024 NTD Agency profiles and information publicly available online. The transit systems selected as peer agencies are the same as those in the previous JAC STTP, allowing for a comparison over time, which is particularly interesting post-COVID pandemic. The systems are:

- **River Cities Transit, Longview, Washington.** Located in southwestern Washington, this transit system serves a slightly larger population than JAC, but has over 50% more boardings at approximately 275,000 passengers per year. The system operates 11 fixed routes with hourly and half-hourly service and varying operating hours, with most operating 12.5 hours on weekdays and 10 hours on Saturday.[12]
- **City of Loveland Transit (COLT), Loveland, Colorado**. COLT operates within a slightly larger service area than JAC, but with a comparably sized vehicle fleet. COLT provides service six days a week for 12 hours weekly and nine hours on Saturday through paratransit service and seven fixed routes: five hourly and two half-hourly routes[13]. Though the transit system operates a similar number of service vehicles as

[12] https://rctransit.org/#more
[13] https://www.lovgov.org/services/public-works/bus-service

JAC, COLT's annual operating costs are nearly 60% more at approximately $3.3 million.

- **Great Falls Transit, Northeastern Montana.** Great Falls Transit serves a population and service area similar to Carson City, with 64,735 people over 20 miles. The transit district operates seven fixed routes and paratransit 12.5 hours on weekdays and 8 hours on Saturdays. Six routes provide half-hourly service during peak periods and hourly service mid-day, while one route runs hourly.[14]
- **Casper Area Transportation Coalition (CATC), Casper, Wyoming.** CATC serves a population and service area size similar to Carson City. Fifteen full-time bus operators and five part-time bus operators operate nine fixed routes and paratransit service 12 hours a day on weekdays and eight hours on Saturdays.[15]

Network Comparison

Table 19 details the service characteristics of the entire transit system (fixed route and demand response/paratransit) were compared to peer transit systems for FY2024.[16] Figure 29 through Figure 32 compare the productivity of JAC to these peers, as well as how JAC performs compared to the group average.

[14] https://www.gftransit.com/routes
[15] https://www.casperwy.gov/services/casper_area_transit/about.php
[16] https://www.transit.dot.gov/ntd/transit-agency-profiles

Table 18. Peer Agency Service Characteristics

System Name	City	Service Area Population	Service Area (in Square Miles)	Population Density (per Square Mile)	Annual Ridership	Vehicle Revenue Hours	Vehicle Revenue Miles	FY2024 Operating Costs	Maximum Vehicles Operated in Service
River Cities Transit	Longview, Washington	61,598	31	1,987	271,500	44,432	497,601	$6,178,473	22
City of Loveland, Colorado	Loveland, Colorado	79,352	46	1,725	129,983	28,411	477,071	$3,869,402	10
Great Falls Transit District	Great Falls, Montana	64,735	20	3,237	363,628	56,803	172,660	$4,835,829	24
City of Casper	Casper, Wyoming	57,561	27	2,132	134,817	29,024	353,392	$2,370,886	24
Jump Around Carson	Carson City, Nevada	58,639	26	2,255	121,380	20,941	229,212	$2,210,378	8
Average		64,377	30	2,267	204,262	35,922	345,987	$3,892,994	16
Percent Difference from Average		-9%	-14%	-1%	-51%	-53%	-41%	-55%	-67%
Source: National Transit Database https://www.transit.dot.gov/ntd/transit-agency-profiles, 2024									

Figure 29. Total Ridership per Capita

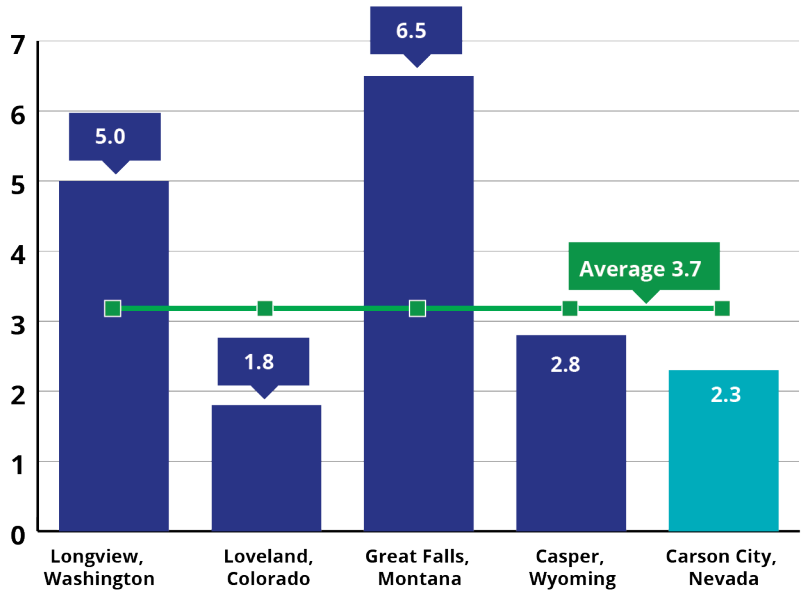


Figure 30. Boardings per Revenue Hour

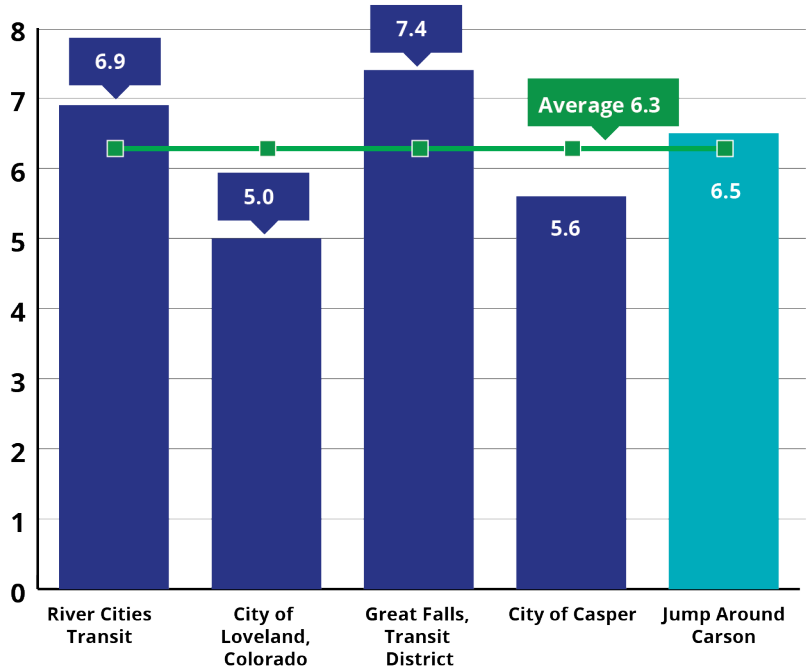


Figure 31. Operating Cost per Revenue Hour

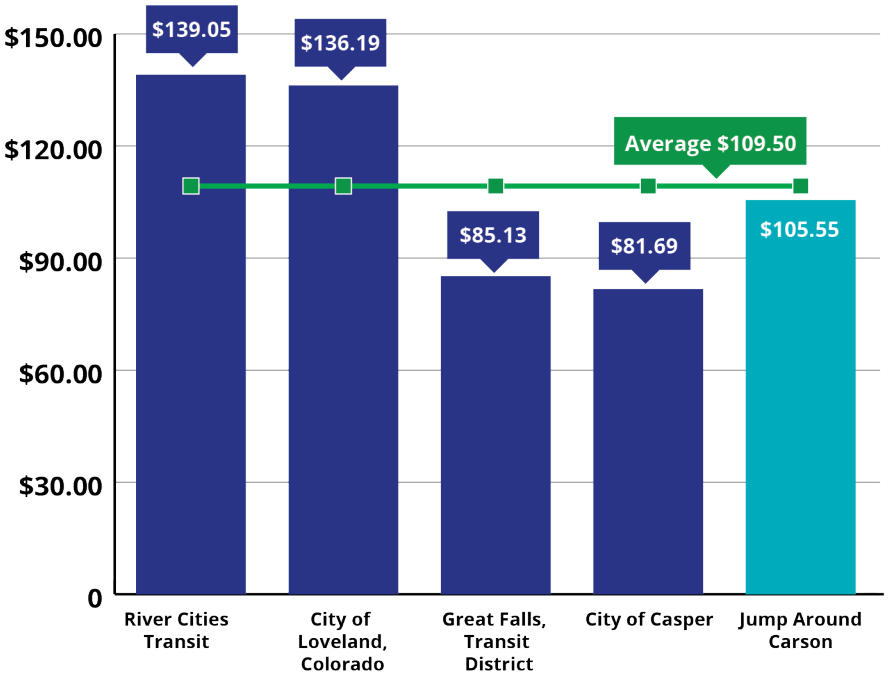
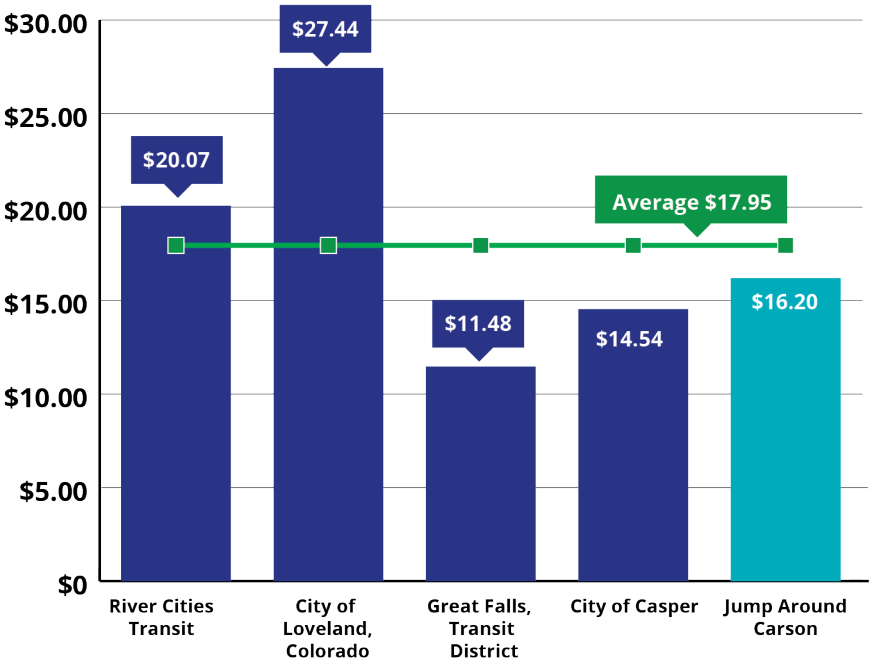


Figure 32. Operating Cost per Boarding



Although JAC has a slightly smaller population and population density compared to the average of the peers, operating costs are significantly lower than the other agencies, which results in less than half of the revenue hours and miles compared to peers. Ridership, however, is only lower than the average by about a third.

Overall, JAC underperforms against the peer average, but represents the median for ridership per capita, cost per revenue hour, and cost per boarding.

Fixed Route Service Characteristics

Fixed route network maps for each peer transit system are shown in Figure 33 through Figure 37. The JAC map is referenced below, but a larger system map is available in Figure 14 in the Jump Around Carson System Description section of this report.

Figure 33. COLT System Map

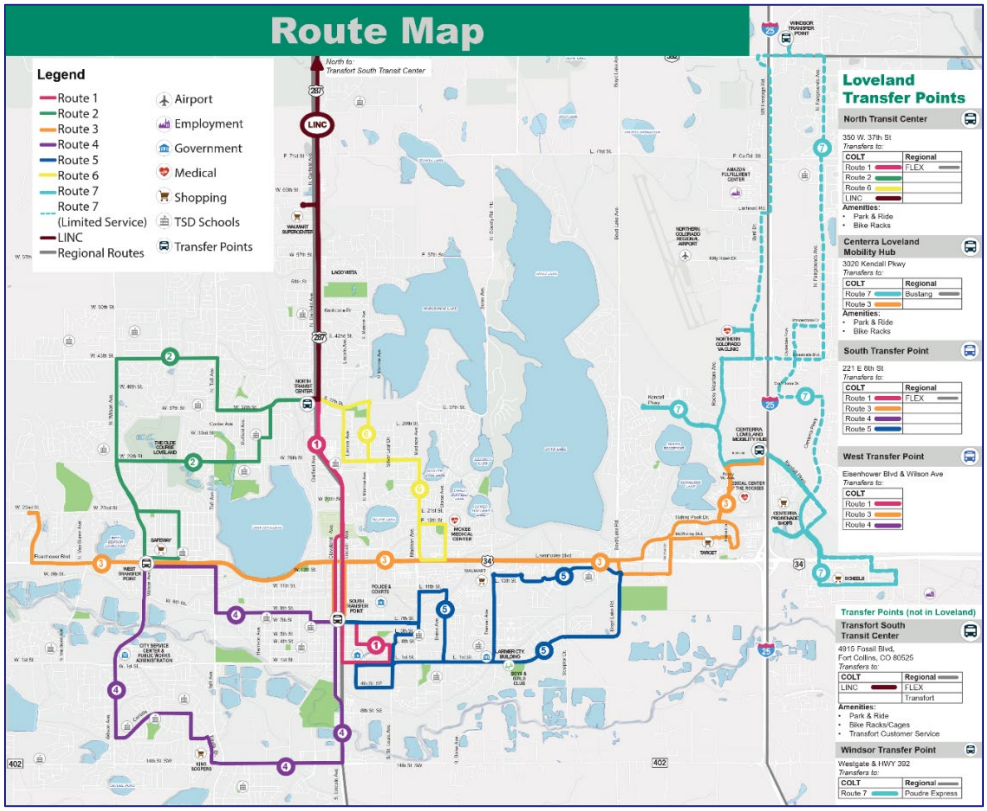


Figure 34. River Cities Transit System Map

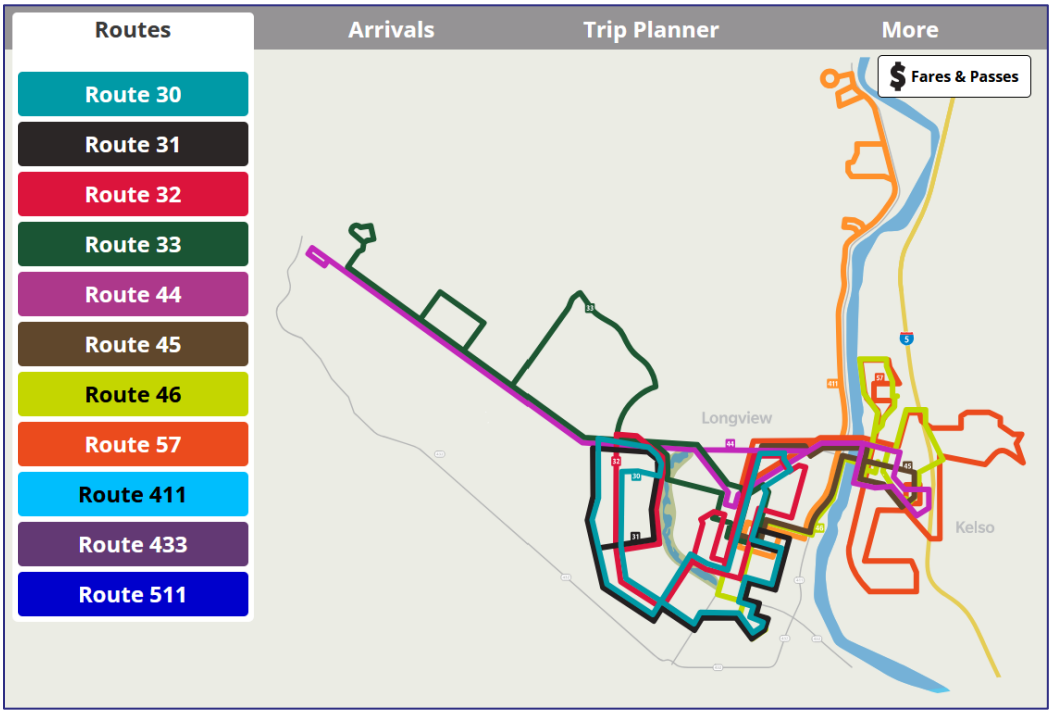


Figure 35. Great Falls Transit System Map

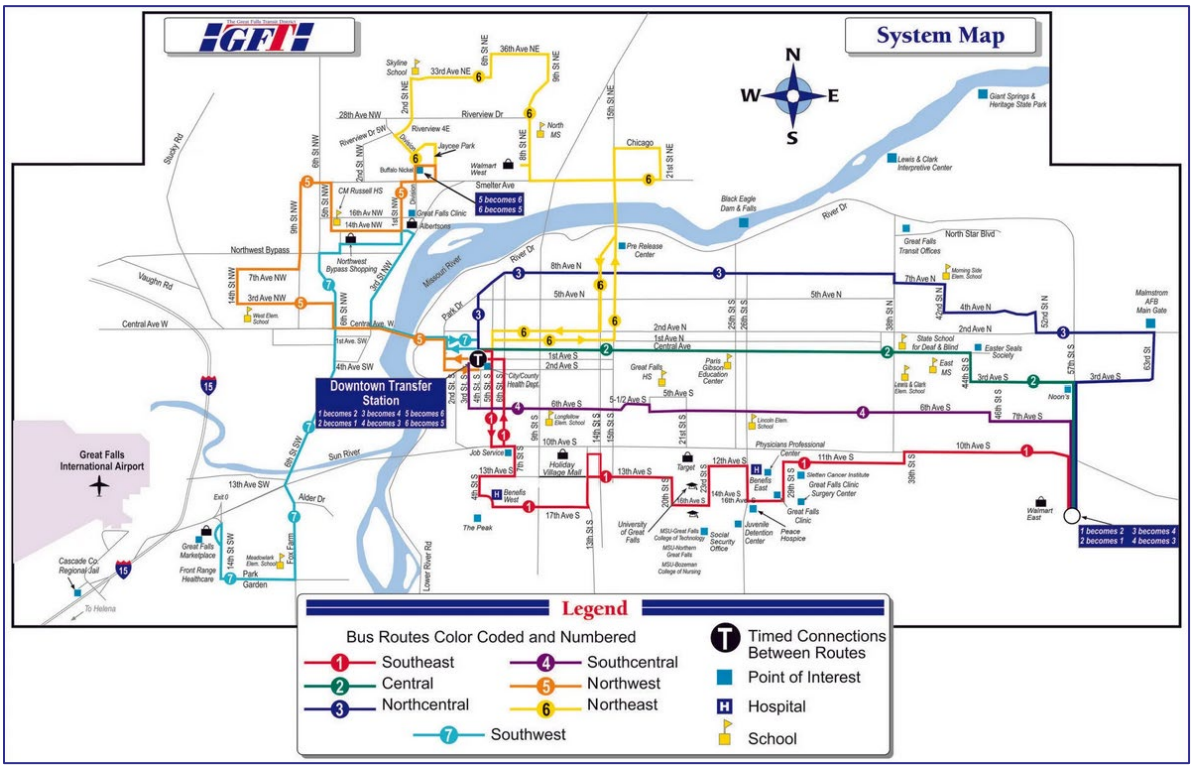


Figure 36. Casper Area Transit System Map

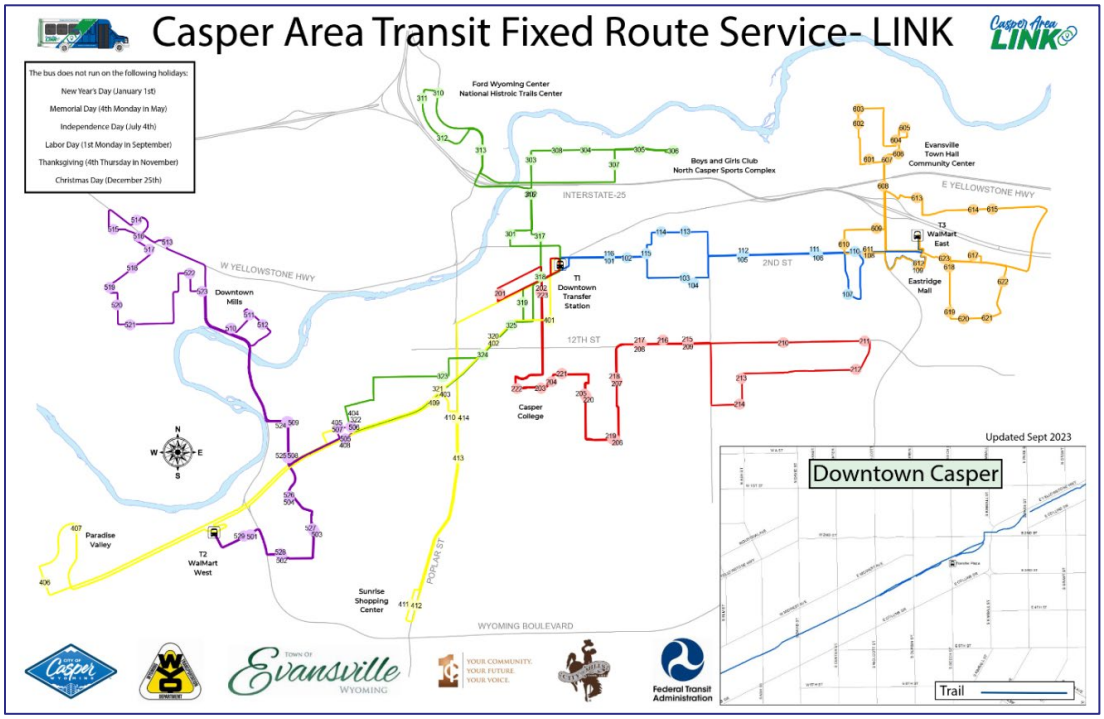


Figure 37. Jump Around Carson Transit System Map

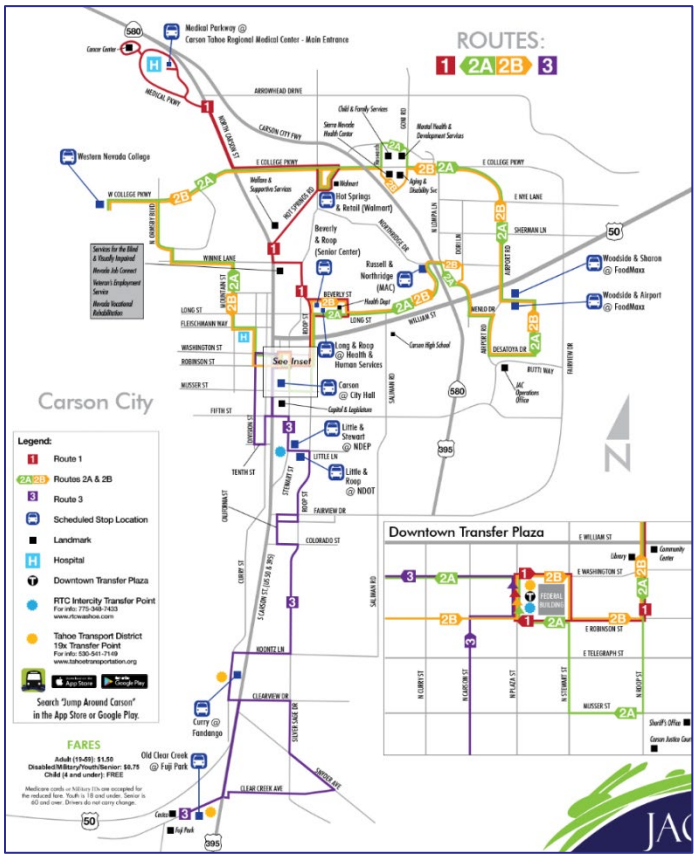


Table 20 compares service characteristics for fixed route service, and Figure 38 through Figure 40 compare JAC productivity to the peer agencies.

Table 19. Fixed Route Service Characteristics of Peer Agencies

System Name	Number of Fixed Routes	Annual Ridership	Vehicle Revenue Hours	Vehicle Revenue Miles	Annual Operating Costs	Maximum Vehicles Operated in Service
River Cities Transit	11	271,500	28,670	1,045,275	$4,493,830	12
City of Loveland Transit	7	129,983	23,174	411,371	$3,262,721	7
Great Falls Transit District	7	363,628	33,478	1,504,770	$3,502,891	13
Casper Area Transit	6	134,817	15,194	185,107	$958,879	13
Jump Around Carson	4	121,380	14,777	171,025	$1,647,933	4
Source: National Transit Database https://www.transit.dot.gov/ntd/transit-agency-profiles, 2024						

Figure 38. Fixed Route Boardings per Vehicle Revenue Hour

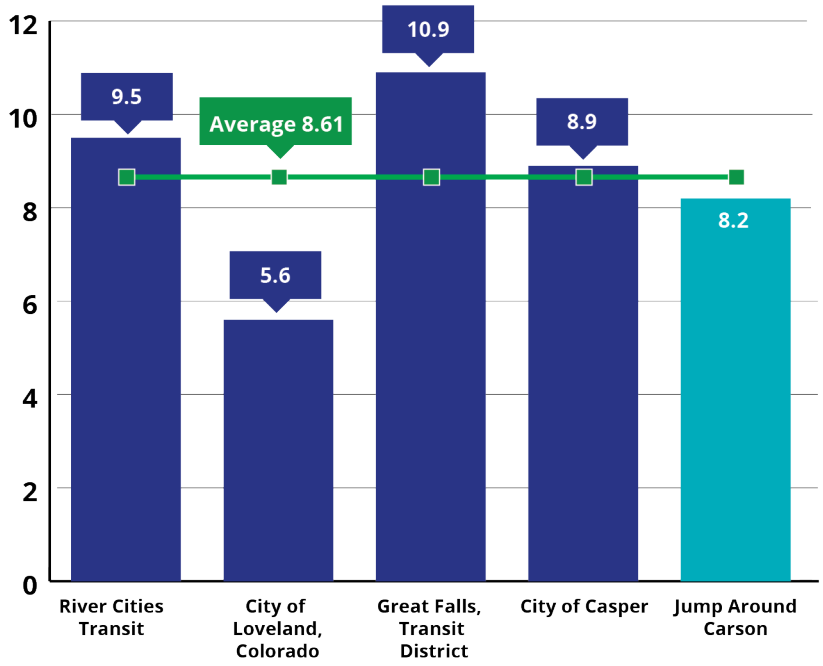


Figure 39. Fixed Route Operating Cost per Vehicle Revenue Hour

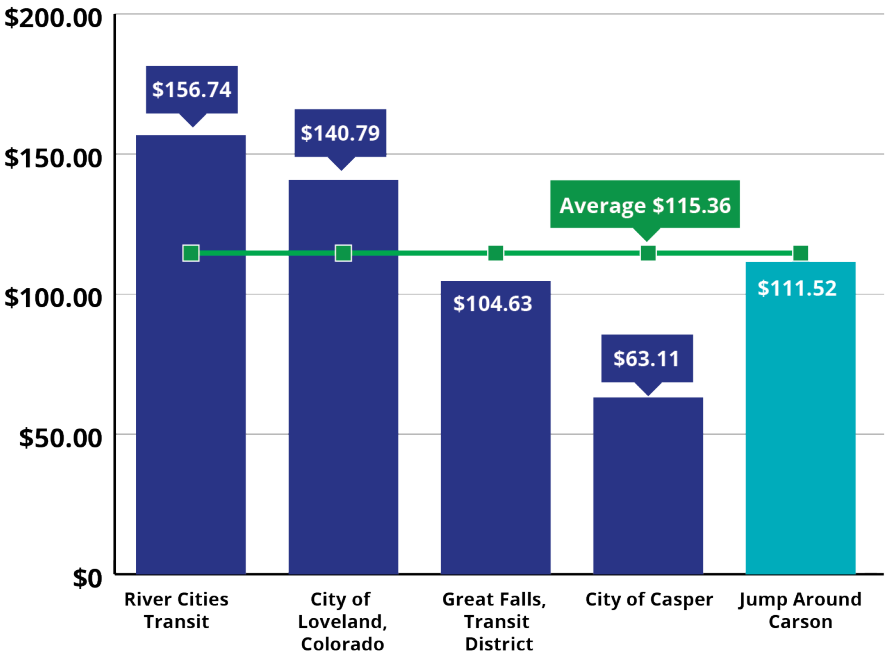
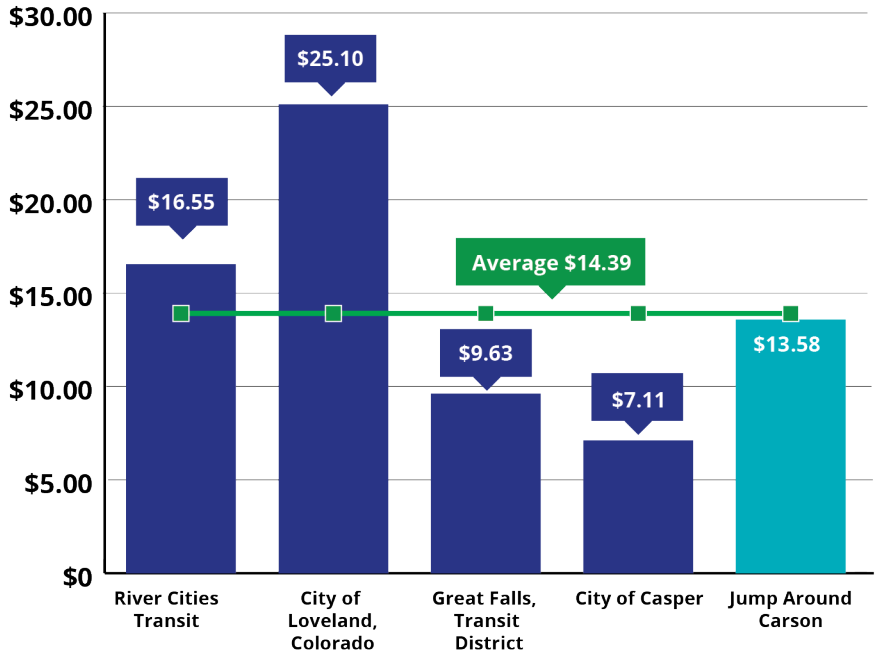


Figure 40. Fixed Route Operating Cost per Boarding



Demand Response Service Characteristics

Table 21 and Figure 41 through Figure 43 compare demand-response characteristics and performance were compared to peer agencies and summarized below. JAC has slightly higher boardings per revenue mile than the average between the peers, but slightly underperforms against the peer average for cost per revenue hour and cost per boarding.

Table 20. Demand Response Characteristics of Peer Agencies

System	Annual Ridership	Vehicle Revenue Hours	Vehicle Revenue Miles	Annual Operating Costs
River Cities Transit	36,301	15,762	133,148	$1,659,063
City of Loveland Transit	11,043	5,237	65,700	$591,785
Great Falls Transit District	57,749	23,325	286,614	$1,332,948
Casper Area Transit	28,232	14,024	168,285	$1,412,007
Jump Around Carson	15,044	6,164	58,187	$562,445
Source: National Transit Database https://www.transit.dot.gov/ntd/transit-agency-profiles, 2024				

Figure 41. Demand Response Boardings per Vehicle Revenue Hour

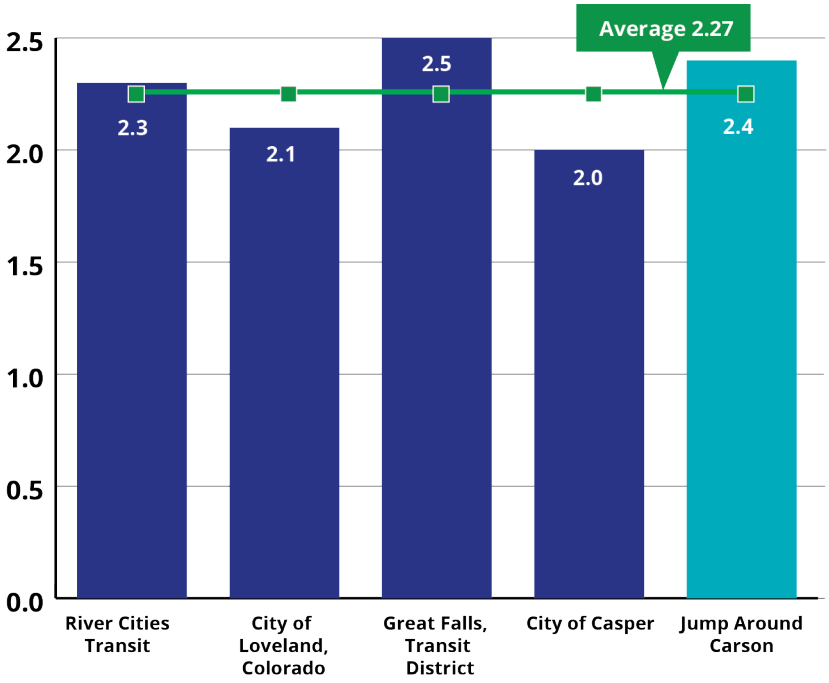


Figure 42. Demand Response Operating Expenses per Revenue Hour

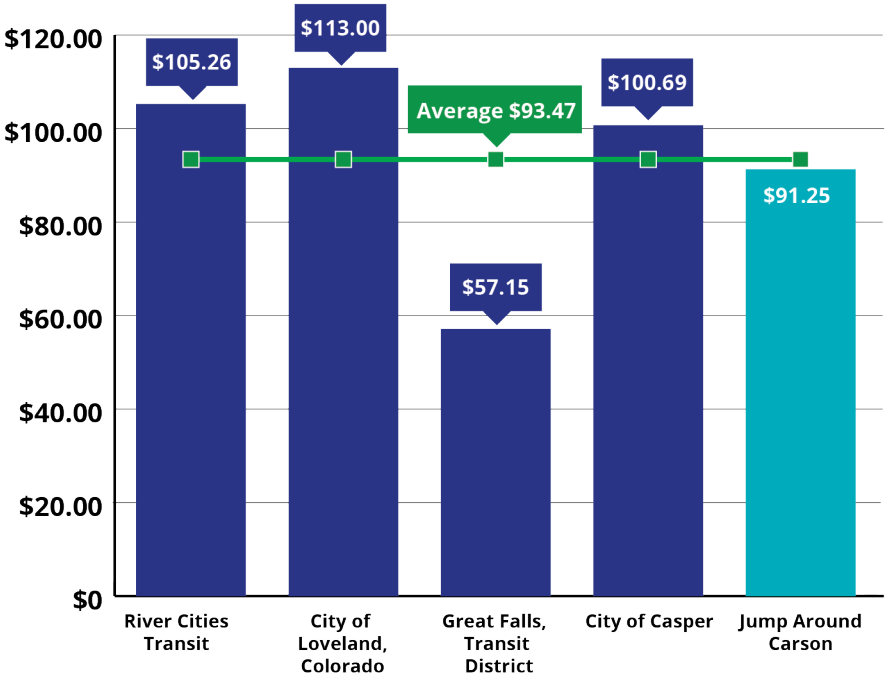
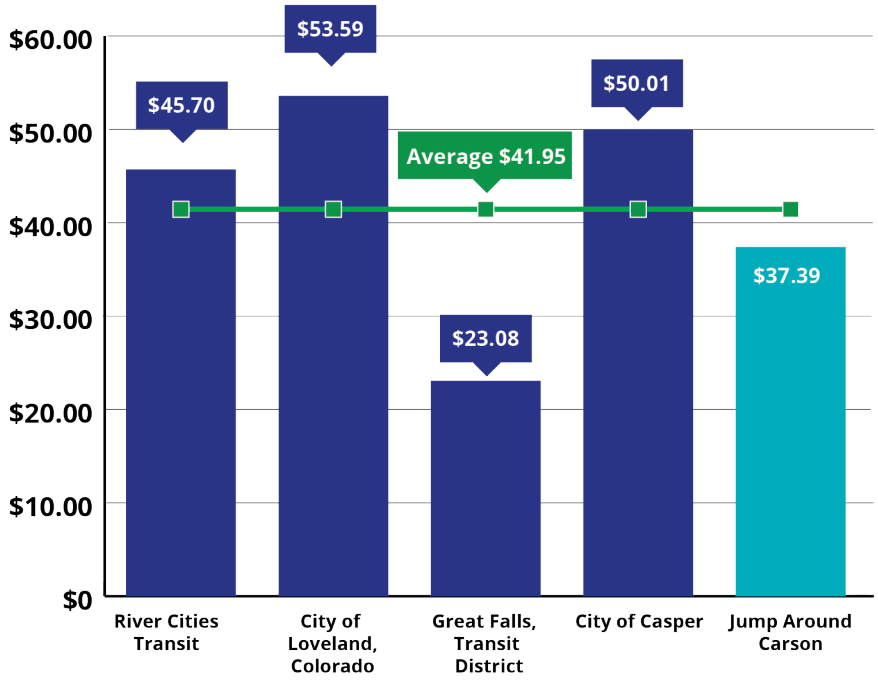


Figure 43. Demand Response Operating Expenses per Boarding



Outreach and Engagement

The first phase of outreach for the STTP was conducted in coordination with the CHSP and 2050 RTP outreach efforts. The specific requirements of the CHSP are detailed in Section 3 of this plan, and further details of the RTP outreach process can be found in that plan.

A second round of outreach will be conducted for the STTP to seek feedback on the service alternatives proposed in this plan (detailed later in this section) prior to implementation of any recommendations. This pending community outreach will guide JAC in the development and execution of any of the proposed alternatives when taken into consideration with public feedback. Recommendations in this plan serve as a guide but are not static. Public participation is critical and required and will be conducted as funding allows for changes that can be sustainably operated. Phase one outreach for the STTP included:

Listening sessions: Listening sessions focused on topics such as commonalities in agency vision and goals; transportation system and transit needs and priorities; identification of issues, challenges, and possible solutions; review of planned projects within each region; project prioritization; financial challenges and opportunities; and identification of areas for continued collaboration between CAMPO and each respective agency.

Survey: A joint public survey included transit-focused questions for the STTP and the RTP development. The survey asked about transportation mode choice, barriers to public transportation, potential solutions for improvements to transit, and regional transportation investment priorities. More detailed survey results can be found in Appendix C of the RTP.

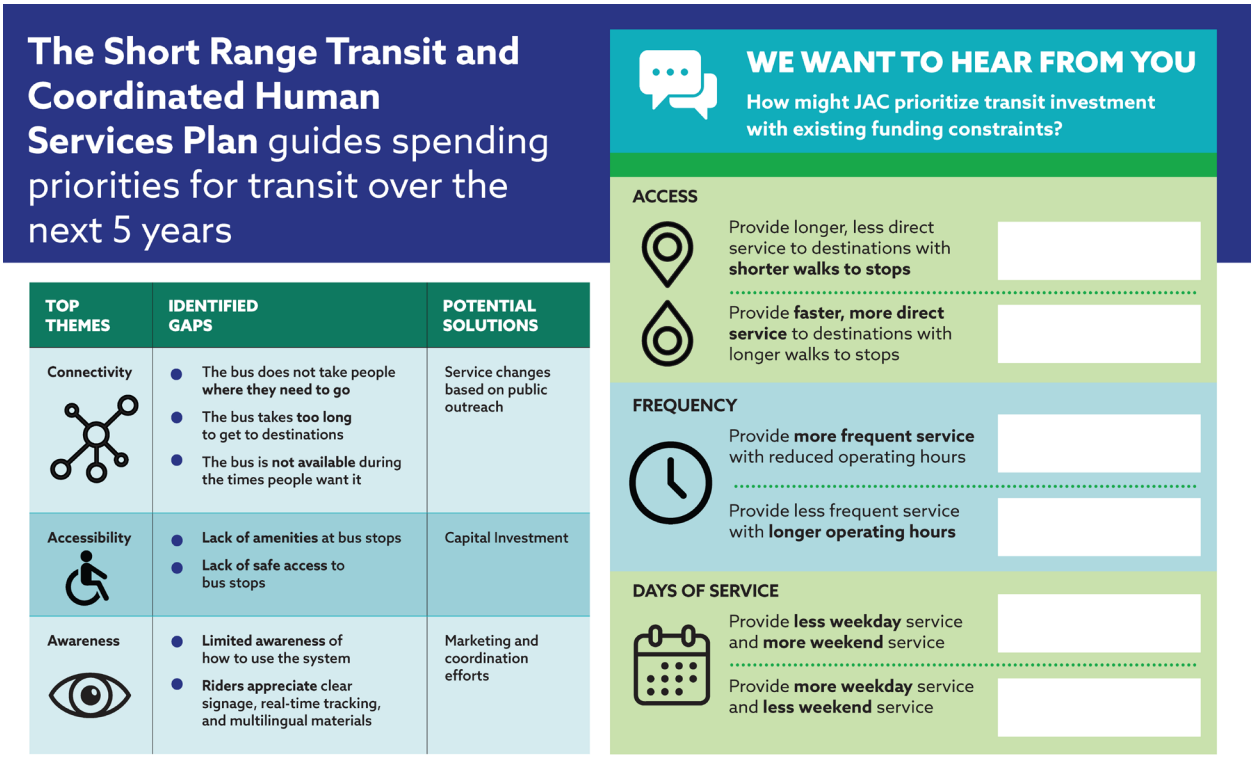
Public meetings: As part of the RTP outreach, the public was invited to provide feedback at an initial public meeting. JAC staff provided boards and discussion topics for the STTP. Additionally, CAMPO staff led a series of three community meetings in each of the CAMPO member jurisdictions of Carson City, Douglas County, and Lyon County during the public comment period for the draft RTP. Each of these meetings provided opportunities for engagement on the JAC transit system and public transportation in general. One example is shown in Figure 44.

Driver and dispatcher surveys: Several JAC drivers and one dispatcher participated in a survey to provide feedback from their perspective as operators of the transit service, as they have the benefit of regular firsthand observations and often serve as the primary point of contact when interfacing with the public. The survey tool can be found in Appendix B. Results were kept anonymous to encourage feedback.

Onboard survey: In 2023, after the publication of the 2019 Transit Development Plan, but prior to this planning effort, an onboard survey was conducted on JAC fixed routes and JAC Assist. Responses from 47 riders, shown in more detail in Appendix C, are critical for understanding existing rider experiences. Surveys that ask transit-specific questions to non-riders are important for information about local travel trends, potential demand, and support for transit in general, but do not often translate to actual transit ridership. Existing riders can provide feedback that is often actionable.

Like all industries, word of mouth is considered to be the best form of advertising because people trust recommendations from people they know.

Figure 44. JAC Board Displayed at the September 2025 Draft RTP Outreach Event

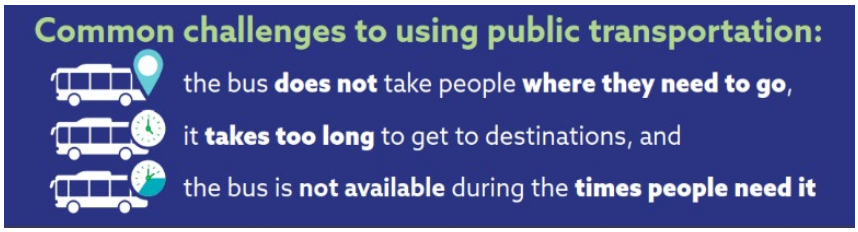


Key Takeaways

Key themes from these combined outreach efforts are described below.

Community and Agency Partner Interviews

- Better connections are needed for those outside the urban area, specifically for medical trips.
- More public awareness of services is needed, including enhanced information on how to use the transit system.
- Improved accessibility and amenities are needed at bus stops, as well as investment in first mile/last mile connections.
- Improved regional coordination is needed.



Public Survey and Community Meetings

- There is limited JAC coverage in terms of geography and operating hours.
- JAC trips take too long to get to certain destinations.
- There is not enough access to information.
- People don't know how to ride the bus.
- Public transportation improvements are among top priorities for respondents.

JAC Driver and Dispatcher Survey

- Bus stops improvements are needed in many locations (shelters/benches, lighting, and improved ADA access).
- Riders would benefit from extended weekend hours.
- Riders ask for bus service to new locations such as the JAC Administrative Building, Topsy Lane, Slot World, Classy Seconds, and Douglas and Lyon Counties.

Transit Service Plan

The transit service plan proposes changes to how JAC allocates resources to meet the needs of the community. It builds from existing conditions and trends, outreach and community engagement, peer review, and transit service design best practices.

Goals

STTP goals are designed to help prioritize strategies for recommendations that can be implemented within the next five years. Goals can be in conflict with each other. For example, JAC currently operates a coverage-based system where most residents in Carson City have access to JAC Assist, if they are eligible. Coverage-based systems prioritize access. A transit system that prioritizes ridership will focus those same resources to geographical areas with population and density that supports more robust transit service.

Using the regional long-range transportation goals as a starting point for drilling down on mode-specific transit goals, JAC is seeking to grow ridership while still balancing mobility needs through strategies that can be categorized as:

1. **Safety:** Provide a transit system that is safe and secure for riders, employees, and the public.
2. **Sustainability:** Maintain a financially and environmentally sustainable transit system that supports long-term community resilience and supports economic vitality.
3. **Mobility and reliability**: Improve the ability of people to reach key destinations and essential services.
4. **Connectivity:** Improve multimodal integration between JAC and other modes such as walking and bicycling, and between regional transit providers.

Service Guidelines

Service guidelines provide a framework for managing, evaluating, planning, and communicating public transit investments. Establishing service guidelines sets expectations for how transit service should be designed and delivered in a way that is effective, transparent, and consistent.

Key performance metrics provide measurable indicators of how well the system is meeting its goals. Metrics such as ridership, reliability, cost efficiency, and customer experience enable agencies to monitor performance over time, identify trends, and diagnose where adjustments are needed. They allow agencies to clearly explain the rationale behind service changes and demonstrate progress toward safety, sustainability, mobility and reliability, and connectivity goals as well as ensure decisions are grounded in data.

Table 22 proposes guidelines and goals for performance metrics. JAC, along with the contracted operator, tracks these metrics today, and a quarterly report that summarizes monthly trends with graphics or through a dashboard is a way to provide the public and elected officials information about the system.

Table 21. Proposed Service Standard Guidelines

Performance Metric	Guideline	Goal
Annual boardings	Maintain fixed-route ridership	Increase fixed-route ridership over previous fiscal year
Boardings per revenue hour (fixed route)	8	10
Paratransit shared rides per hour	2.0	2.5
Operating cost per trip	Increase not to exceed inflation	Increase not to exceed inflation
Farebox recovery	5%	10%
On-time performance	85%	85%
Service availability	98%	100%
Preventative maintenance completed on time	100%	100%

Service Plan

The service plan is made up of two components: Service design and service availability. These answer what the network should look like, and when and how much service is available. Changes to where buses operate, when, and how often impact current riders and potential future riders.

If operating costs continue to rise, funding available to JAC through existing sources will not support existing service levels by FY2027. Thus, alternatives reflect a reduction in service to align with expected lower revenues. Some alternatives could be cost neutral in case funding becomes available for use. The Financial Plan will provide further details on cost projections.

Transit Network Design Principles

Public transit is a tool used to improve mobility within cities and regionally. Changing the Levels of service (where, when, and how transit shows up in the community) also changes who uses the services. To answer the best way to serve the most people with the resources available, there are key design principles that should be considered.

Type of service: Fixed route transit is most effective when it operates in dense, populated areas. For small cities like Carson City, transit service can range from a coverage-based system which offers some service to as many people as possible, often acting as a lifeline resource, as it currently does, or it can operate only when and where it will have the highest productivity. Transit systems often have a mix of productivity-focused routes and routes that provide lower levels of service to areas to ensure better geographical coverage. Table 23 provides an overview of land use and travel demand characteristics used as a starting point for applying appropriate types of service delivery.

Table 22. Characteristics by Transit Service Type

Transit Service Type	Land Use		Travel Demand	
Fixed Route	Dense urban corridor	7+ dwelling units (DU)/acre, mixed-use, major job centers	High	Concentrated along a corridor
	Urban/suburban arterial	4 – 7 DU/acre, strip retail, mid-size employers	Moderate	Somewhat concentrated
	Major activity hub	university, hospital, large employer campus	High	Concentrated at a single location
Demand Response, Flexible Fixed Route	Low-density suburb	1 – 4 DU/acre, cul-de-sacs, scattered jobs	Low	Dispersed
Demand Response	Rural / Small town	<1 DU/acre, small population centers	Very Low	Widely dispersed

Demand response in this context can refer to service that allows people to schedule rides in advance and is open to the public without eligibility requirements. Demand response is often comingled with ADA paratransit service only if ADA trips are prioritized to ensure agencies meet federal guidelines. Demand response services are not new, but newer variations of this type of service, such as on-demand and microtransit services, utilize technology to decrease wait times, improve ease of scheduling and fare collection, and use dynamic scheduling to improve the efficiency for the operator. Flexible fixed routes can be a way to extend the reach of fixed routes in designated areas along a route. They are useful in limited cases because the fixed route schedule still has time points it must adhere to.

Fixed route design principles include:

- Make service simple. This means operating along a direct path that minimizes deviations, with a route that is consistent in both directions.
- Maximize ridership through:
    - Operation along arterials.
    - Elimination/reduction of corridor duplication. This means two routes should not compete for the same rider, which is different from offsetting service along a corridor so that a rider has more trips to choose from.

- Service to well-defined markets. This includes a mix of residential and community destinations (routes should have an anchor).
- Spacing stops appropriately.
- Effective coordination of service. Examples include transfers between routes that are straightforward for users and bus routes that are scheduled efficiently to arrive or depart from key locations at important times, such as slightly before a school bell, or slightly after a business closes.

The biggest drivers of transit ridership are:

- Frequency of service.
- Span of service: days of the week and hours of the day.
- Reliability.
- Network connectivity.
- Trip duration compared to driving a personal vehicle.
- Comfort.
- Safety and perceptions of safety.
- Access to bus stops.

These principles were considered and incorporated into service design alternatives. Many alignments and networks were tested as cost-neutral alternatives to the existing JAC network.

Service Design Alternatives

Two network scenarios were analyzed, as shown in Table 24. In all alternatives, the more principles of network design that can be applied to a future network, the better the opportunity for ridership recovery. External economic, social, or environmental factors that drive transit ridership growth are not included here, and are instead measured against expected performance of not changing the network.

Table 23. Service Network Option Summary

Scenario	Description	Cost	Implementation Timeline	Potential Change to Ridership
1 Coverage	Minor updates to current system	Neutral	0 – 1 year	Small increase
2 Ridership	Optimize network for ridership recovery	Moderate Capital Costs	0 – 2 years	Moderate Increase

Service Network Alternatives

Scenario 1: Coverage

This network maintains four bus routes and the hourly pulse point at the Downtown Transfer Plaza while providing minor updates to the existing network. Cost savings would primarily be realized by changes to the level of available service, described in more detail in the next section.

Alignment Modifications:

- Route 1:
    - At the northern end of the route, serve only the Carson Tahoe Regional Medical Center after the other medical facilities have closed in the evening. Paratransit boundary would not be impacted.
    - Northbound trips would not deviate from Roop Street to the loop along Beverly Street, Marian Avenue, and Long Streets because there is an existing stop less than 0.1 mile away on Roop Street, and it is a duplication of Route 2B during the same time.
- Routes 2A/2B:
    - Reduce the circuitous routing at the Walmart by installing a southbound stop.
    - Provide bus access to the JAC Admin building.
- Route 3:
    - The one-way counterclockwise loop at the southern end of the route is longer than ideal but would require changes to traffic signalization along Snyder Avenue, such as at Center Drive, and at South Carson Street at Overland Street. If the City updates traffic flow in these areas, the route could be shortened allowing for a shorter travel time.

Stop Modifications: To increase ridership and improve safety, where routes have service bi-directionally, stops should be as close to the opposite side of the street of each other as is possible and safe. Examples along Route 1 include Hot Springs Road and North Carson Street.

JAC Assist: There would be no change to the JAC Assist boundary.

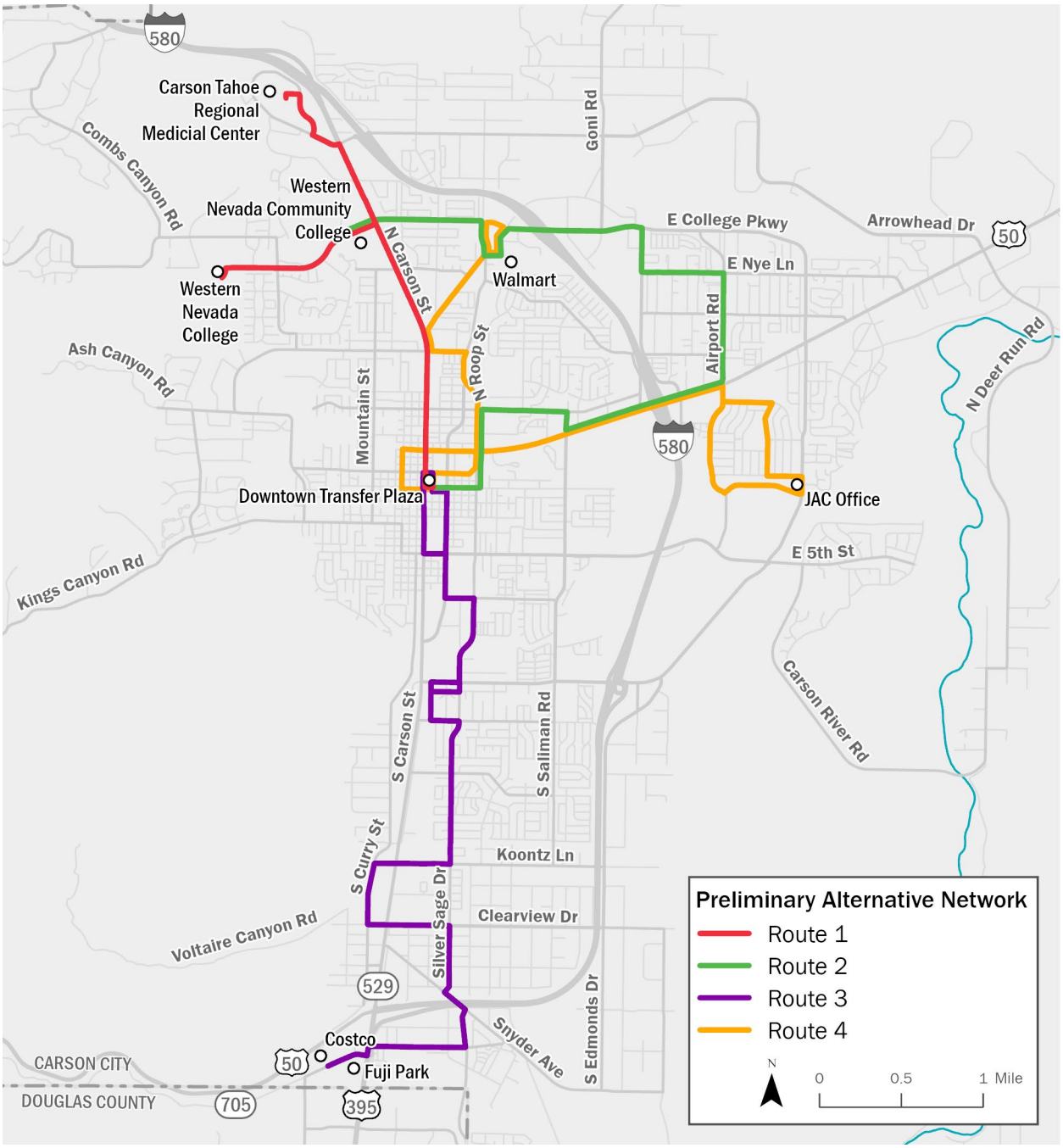
Ridership Expectations: This network does not reallocate service away from low-ridership corridors on Route 2A and 2B in northwest Carson City, or provide a solution to the large one-way loop to in the area of the Stewart Indian School Cultural Center, but it provides consistency. Small ridership gains could be realized by improving stop access and by making trips faster by making routes less circuitous.

Implementation Complexity: Low

Scenario 2: Ridership

This scenario aims to improve ridership by improving frequency along two corridors where there is potential demand for transit service. It would also reduce duplication of service. Presenting the map in Figure 45 to the public for feedback and further modification will likely provide solutions that would benefit the greatest number of people.

Figure 45. Scenario 2: Enhanced Ridership Goal



Alignment Modifications:

- **Route 1** would operate along North Carson Street and serve the Medical Parkway stops and Western Nevada College from the Downtown Transfer Plaza on alternating trips. The portion of the route south of College Parkway would be the trunk route served on all trips and have more frequent service, approximately every half hour. The portions of the route north of College Parkway or west on West College Parkway would be considered branches that would continue to be served hourly, as they are today.
- **Routes 2A and 2B** become linear Routes 2 and 4, with overlap along Highway 50, to provide better than hourly service, depending on how the routes are scheduled.
    - Route 2 maintains coverage of existing Routes 2A and 2B north of HWY 50 and east of I-580.
    - Route 2 proposes a new deviation between College Parkway and Airport Road, along East Nye Lane and North Lompa Lane. This recommendation is based on feedback received during public outreach. The ridership along the existing corridor of College Parkway and Airport Road between North Lompa Lane and North Nye Lane currently has very low ridership, and riders could easily walk or roll to the proposed new stops.
    - Newly proposed Route 4 maintains service to the Carson City Senior Center (via Roop Street) and along Winnie Lane and Hot Springs Road. It would meet at the Downtown Transfer Plaza when the other routes do, and pause for transfers, but the driver layovers would occur at the Walmart stop on the western/northern end, and a stop near Foodmaxx on the eastern end of the route.
    - Provide access to the JAC Admin building.
- **Route 3** would provide bidirectional service in the area of the Stewart Indian School Cultural Center.

JAC Assist: The proposed network reduces the JAC Assist boundary in the area north and west of the intersection at West King Street and North Ormsby Boulevard and south of Ash Canyon Road as it would no longer be within 0.75 miles of fixed route service. This neighborhood did not have any recorded trips on JAC Assist in FY2024.

Modifications to existing Routes 2A and 2B near the airport do not reduce service to any developed areas and the airport is still on the network. Similarly on Route 3, all of the area west of South Carson Street that has service today would continue to be within the JAC Assist service area.

Ridership Expectations: Ridership is expected to increase due to increased headways (higher bus frequency), route efficiencies, and broader geographic coverage when compared with existing service levels.

Tradeoff Considerations: This network reallocates resources from a corridor along Routes 2A and 2B through the northwest neighborhood between downtown Carson City and Western Nevada College which has low ridership on both fixed routes as well as JAC Assist. JAC Assist will still be available for eligible riders, and the two fixed route stops with daily usage are within walking distance to North Carson Street.

One potential tradeoff for Route 3 is the substitution of an alignment closer to downtown Carson City for existing service in both directions in the Stewart Community. The density and ridership west of South Carson Street between West Robinson and West 10th Streets can support transit and has ridership today despite only having one-way southbound service, but with financial constraints, and a disconnected street network east of South Carson Street, this area may be a great candidate for multimodal connections. This area of Carson City should be a focus of targeted outreach to understand how it might be better served by transit, or how other modes may help connect residents to key destinations.

Implementation Complexity: Medium. While loss of existing geographic coverage is minimal, the change will be significant for some riders, and community engagement will be important in adjusting proposed changes to mitigate potential impacts (perceived or real), providing an explanation of the benefits of the proposed changes, and to market these potential changes.

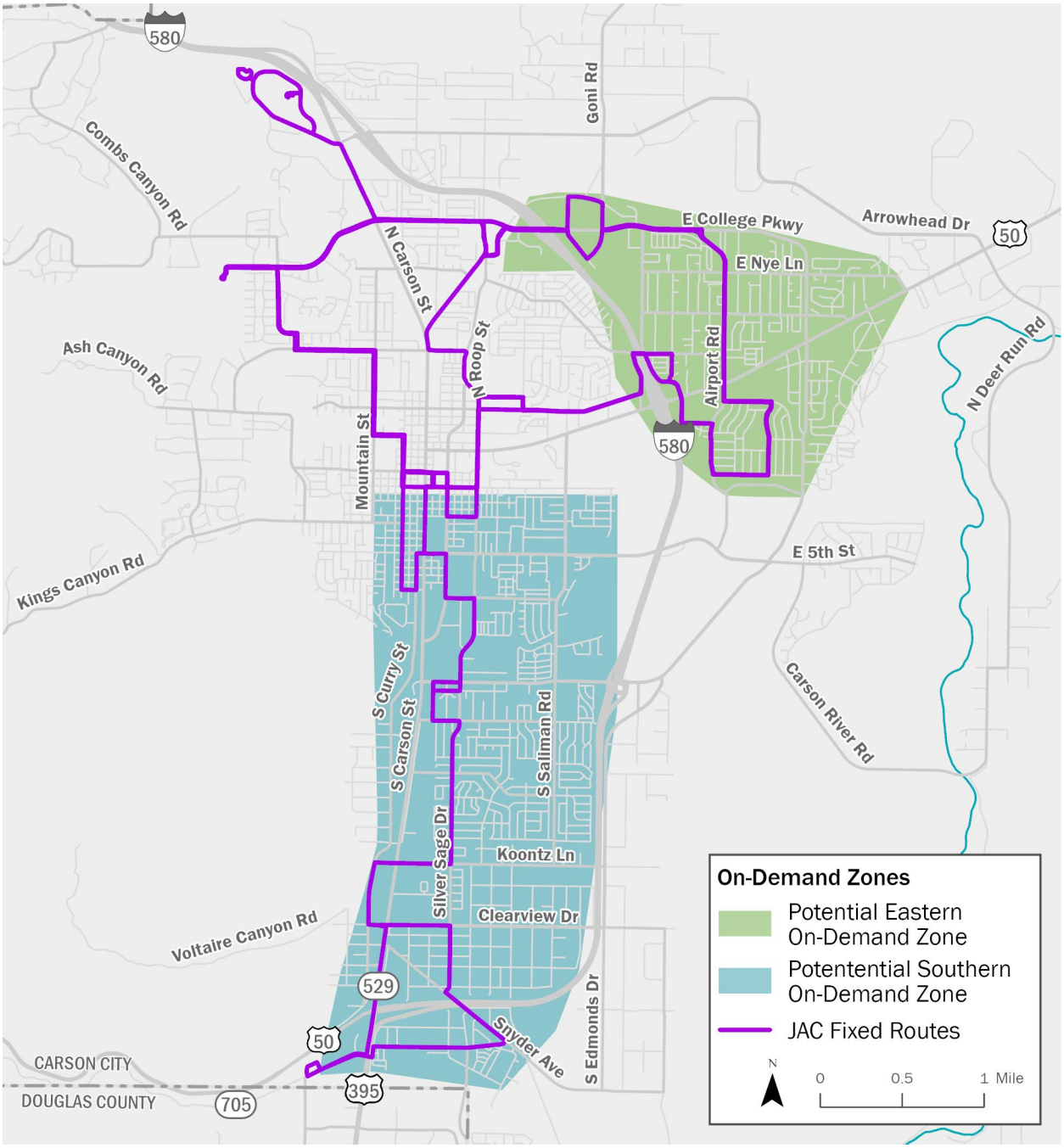
It's likely that some current riders who could lose service in this scenario would voice opposition. Feedback from community and rider outreach on how to best serve the areas west of South Carson Street between West Robinson and West 10th Streets will be crucial as this is an area that has a high potential to support transit. There may be opportunities to adjust the network shown in Figure 45 without sacrificing transit design principles that can grow ridership. JAC will need to balance community feedback with sound operating practices and help the Carson City RTC understand the tradeoffs to ensure the change can be successful.

Long Range Service Scenario: Hybrid Fixed-Route and On-Demand

While the Carson City RTC expressed opposition to potential hybrid fixed-route or on-demand service in the near-term due to financial constraints, these options still hold merit for long-term consideration as Carson City continues to change demographically, and land use patterns evolve through growth and adaptation.

This long-range scenario introduces an on-demand service delivery model in lower density areas of Carson City to provide an opportunity to increase service availability more cost effectively. It would maintain fixed route service along corridors that can support higher levels of transit service. Figure 46 shows the two zones that have the most potential for on-demand service based on population size, density, and proximity to key destinations and the potential fixed route network.

Figure 46. Hybrid Fixed Route and On-Demand Pilot Project Network



The existing JAC fixed route network is shown for reference but would need to be adjusted based on the on-demand zone geographies. Because on-demand service can comingle paratransit and general public passengers, there may be more than four vehicles available to provide the service.

Key decisions that would need to be made include:

- Zone size
- Policies:
    - Trip scheduling procedures, including advance scheduling policies
    - Wait times riders should expect
    - Comingling operations policies (paratransit and general public)
    - Trip tracking for ADA trips versus general public trips
    - Trip eligibility, if any
    - Late/no show policies
    - Fares
    - Procedures for connections to fixed route transit
    - Pick up locations (curb-to-curb, or designated areas for key destinations)
- JAC staff time: Increased hours to introduce, market, and educate customers on how to use a new form of transit. Increased hours during a pilot phase to work with the operating contractor (likely under a new contract) in mitigating administrative and operational issues (learning curve) and monitoring of the program.

Pilot Project options:

If a pilot project were implemented south of downtown, Route 3 could be:

- Fully eliminated which would free up one vehicle for permanent use in the zone, or
- Shortened (potentially to Raleys on Koontz Lane or the Fandango stop on Curry Street) to continue service to higher ridership destinations. This would likely require changes to the other fixed routes to ensure a vehicle would be available to operate in the zone.

This type of service would likely benefit residents in the Stewart Community, who have limited one-directional, existing hourly service on Route 3. Marketing, training, and outreach would be recommended to help users in areas previously unserved by transit to try the service.

If a pilot project were implemented primarily east of I-580, Routes 2A and 2B would need to be modified so that fixed route service could meet at Walmart or Foodmaxx, for example, but not fully overlap.

Considerations:

Planning for success. One potential challenge for this type of service would be if ridership demand outpaced funding. In this scenario, two potential solutions include transition to a fixed route based on travel trends; or restriction of service through eligibility requirements, availability of service, or a reduction in the number of trips allowed (non-ADA trips).

In January 2025, SacRT in Sacramento, California, recently scaled down their on-demand program because the costs were not sustainable. The new program:

- Limited eligibility to low-income individuals, older adults, people with disabilities, and children between the ages of 13 and 17 if they have a low-income parent or guardian
- Reduced the total number of vehicles operating in each zone to reduce costs
- Allowed for two-day advanced booking to help with scheduling

If JAC were to pilot an on-demand zone and opt to start with an eligibility-restricted requirement (but more expansive than ADA paratransit), then policies regarding documentation for proof of eligibility and staff time to administer and approve registration would be needed. After almost a year of the new service, SacRT reported that they spent more time registering people than they initially planned for and are expanding eligible documentation to make the process faster and allow more people to use the service.

Cost projections. Costs will be dependent on the policies developed for the program. Tracking the split between ADA paratransit trips and general public trips will also be crucial for the operating contract as well as understanding local match requirements for federal funding.

The microtransit service at the Utah Transit Authority is viewed as a cost-effective coverage-based service. It carries 1.4% of total ridership but uses only 3.6% of the operating budget while covering 21% of the agency's service area.[17]

If this type of service were to be considered in the future, it would require a separate analysis to obtain the level of detail necessary to determine feasibility. It is recommended that Scenarios 1 or 2 are implemented while JAC develops processes and policies that would allow for better cost estimation, continued coordination with community organizations, and lessons learned from transit agency peers who are open to sharing their experiences.

Level of Service Options

Service network alternatives presented as discussed beginning on page 95, could be operated at any service level. Due to expected budget shortfall as soon as FY2027, the next five years consider how to reduce service that will have the smallest negative impact on current riders. Service reductions lead to ridership loss; however, it remains crucial to match current funding realities for the sustainability of the transit service. Table 25 summarizes four service level options to consider.

[17] Presentation at the 2025 MPACT Mobility Conference in Portland, Oregon October 28, 2025. Session title: Microtransit: Holy Crap!! It Can Work!

Option A is currently cost-neutral, however rising external costs may not support existing service levels. Conversely, Options B-D provide cost-savings opportunities to match budget projections through different service reductions. Estimated annual costs are based on FY2025 dollars and are not escalated. Traditionally, 3% is used to escalate costs, but based on current external factors, the costs here are left to show a level of magnitude, more than a precise operating cost. These costs do not factor in savings from mileage.

Table 24. Level of Service Options

Option	Route Network	Estimated Annual Change	Advantages	Risks
A	Maintain current span of service and annual operating hours	Cost: Increase dependent on external costs	Provides consistent service	Maintaining service levels in the short run may result in more drastic service cuts needed later
B	Reduce weekday hours	Save: $25,000/ vehicle, per service hour	Concentrates loss of service to trips that impact the fewest riders, and can be scaled	Reduced service, particularly during off-peak times, disproportionately impacts transit dependent riders
C	Repurpose up to 13 daily weekday hours and 8 Saturday hours from Route 2B	Save: $150,000	Route 2A would maintain service and reduced hours for 2B (lowest performing route), could be repurposed to serve more productive areas or held for cost savings	Ridership on Route 2A is likely to fall if Route 2B is eliminated
D	Eliminate Saturday service	Save: $200,000	Some hours could be repurposed for enhanced service on weekdays	Disproportionately impacts transit dependent riders. Will also negatively impact weekday ridership

Recommendations

Network

Scenario 2 Ridership is recommended for its ability to better address the JAC goals of sustainability, mobility and reliability, and network connectivity. After updates from public outreach feedback, the system network would be further improved by:

- Ensuring intercity connections are timed with local service at key stops, which the operating contractor can help design correctly based on existing running time information.

- Offer more direct, bi-directional, and less redundant service, to continue to keep as much geographical coverage, while also providing redundancy along corridors only where ridership is expected to benefit from it.

Level of Service

Option B Reduce Weekday Hours is likely to have the smallest negative impact on existing riders and can be scaled as needed. JAC can work with the operating contractor to determine, using existing data and feedback from the public outreach, whether eliminating the first morning weekday trip, and then shifting all remaining trips earlier by 30 minutes would further reduce negative impacts of a service reduction.

Capital Plan

Providing cost-effective and reliable transit depends on the maintenance of JAC's capital assets. Long-term financial planning for capital infrastructure and rolling stock is a critical aspect of operating service. Understanding the financial resources required to maintain operations supports long-term sustainability of the system.

The capital plan aligns with financial resources already identified and programmed for capital projects, as opposed to unfunded projects with a longer horizon. Capital expenditures related to maintaining the State of Good Repair (SOGR) for vehicle fleet, facilities, and other capital assets are a priority. Financial demands to maintain SOGR can easily exceed five-year funding, so this plan reflects the JAC priorities for the short-term horizon.

This plan supports the City's efforts to complete capital projects that improve the JAC rider experience. During public outreach, feedback included support for sidewalk improvements that provide access to bus stops and safer street crossings. The Carson City region experiences hot and sunny summers as well as cold and windy winters, and potential riders are more inclined to choose transit if shade and shelter are available at bus stops. While capital resources are often limited, a good strategy would be to upgrade the stops with the highest numbers of passenger pick up and/or drop off.

Fleet

Due to current local funding constraints, JAC is encouraged to extend the life of its existing fleet before replacing vehicles or transitioning to a new fuel source that will require significant capital upgrades to the system to operate and maintain. Adherence to the JAC Transit Asset Management (TAM) Plan will help maximize vehicles in a state of good repair by providing flexibility in assigning vehicles to operate fixed route or the JAC Assist services, as the fleet can be dynamically assigned to keep mileage low on individual vehicles and ensure preventative maintenance is completed on time.

It's estimated that a total of 13 vehicles will be needed to maintain existing service over the next five years, based on current fuel assumptions, allocated as follows: Eight vehicles for fixed routes including four spare vehicles and five vehicles for JAC Assist including three vehicles in service and two spares. Some vehicles are recommended to be capable of operating in both fixed route and paratransit service, if required.

Minimal asset useful life standards for FTA grants are detailed in the 2012 FTA Circular 5010.1D Grant Management Requirements, and the 2024 FTA Circular 5010.1F Award Management Requirements include:[18]

- Large, heavy-duty transit buses 35 to 60-foot: At least 12 years or 500,000 miles
- Small, heavy-duty transit buses 30-foot: At least 10 years or 350,000 miles
- Medium, medium-duty transit buses 25 to 35-foot: At least 7 years or 200,000 miles
- Medium, light-duty transit buses: At least 5 years or 150,000 miles
- Light-duty vehicles (vans, light-duty buses, support vehicles): At least 4 years or 100,000 miles

Table 26 shows the plan for fleet replacement plan over the next five years, taking into consideration that five buses are classified as medium size, medium-duty, and 13 are light duty vehicles, 12 of which are in revenue service, and one is equipment. Two light-duty vehicles are expected to go into revenue service by the end of FY2026, replacing the two oldest light-duty vehicles in the revenue fleet. Two additional vehicles were purchased in FY2025 and are expected to be ready for revenue service in FY2027. Three more revenue vehicle purchases are expected between FY2026 and FY2027.

Over the next five years, six light-duty vehicles, and two medium-duty transit buses are expected to reach the mileage to classified them as meeting the minimum requirements for useful life that have not yet been identified for replacement. JAC is evaluating the performance and costs to maintain the existing fleet to inform how to reduce the revenue fleet from 17 to 13, so that future procurements enable the fleet to be used flexibly between fixed route and demand response service, and improve control over maintenance costs by reducing fleet type variability. It is expected that among the eight vehicles that may reach their useful lives in the next five years, four could be removed from revenue service outright without impacting fleet needed to meet current service levels. The others could continue to be used past their useful lives, as needed.

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[18] US DOT Circular FTA C 5010.1F Award Management Requirements. November 1, 2024. https://www.transit.dot.gov/sites/fta.dot.gov/files/2024-09/C5010.1F-Circular-11-01-2024.pdf. Page IV-35. US DOT Circular FTA C 5010.1 D Grant Management Requirements. August 27, 2012. https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/C_5010_1D_Grant_Management_Requirements_2012_Page_Changes_8-27-2012.pdf. Page IV-17.

Table 25. Vehicle Replacement Plan

ID	Vehicle Size (ft)	Vehicle Description	Age	Current Vehicle Mileage	Use	Beyond FTA Useful Life FY2025	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
4238	21	Chevy G3500 Arboc Spirit of Mobility	13	227,270	Demand Response	Yes		Retire				
4239	21	Chevy G3500 Arboc Spirit of Mobility	13	235,237	Demand Response	Yes		Retire				
4241	24	Chevy G3500 Arboc Spirit of Mobility	10	109,716	Demand Response	Yes				Retire – Will not replace		
4242	24	Chevy G3500 Arboc Spirit of Mobility	10	127,631	Demand Response	Yes			Order expected		Retire	
4243	35	GMC C5500 Arboc Spirit of Liberty Low Floor	9	175,260	Fixed Route	Yes	Ordered		Retire			
4244	35	GMC C5500 Arboc Spirit of Liberty Low Floor	9	213,638	Fixed Route	Yes	Ordered		Retire			
4245	35	GMC C5500 Arboc Spirit of Liberty Low Floor	8	191,438	Fixed Route	Yes					Retire – Will not replace	
4249	34	Freightliner Arboc SOL34	6	136,786	Fixed Route	No			Order expected		Retire	
4250	34	Freightliner Arboc SOL34	6	134,165	Fixed Route	No				Order expected		
4251	24	Chevy Express 4500 Arboc Spirit of Mobility	5	71,288	Fixed Route	Yes				Expected UL	Order expected	
4252	24	Chevy Express 4500 Arboc Spirit of Mobility	5	51,758	Fixed Route	Yes					Order expected	

Year of replacement/retirement
Useful life/vehicle is being used
Beyond useful life benchmark

ID	Vehicle Size (ft)	Vehicle Description	Age	Current Vehicle Mileage	Use	Beyond FTA Useful Life FY2025	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
4253	19	Minivan Ram Promaster 3500	3	37,926	Demand Response	No						
4254	28	Chevy Express 4500 Arboc Spirit of Mobility	3	74,215	Fixed Route	No			Expected UL			Order expected
4255	28	Chevy Express 4500 Arboc Spirit of Mobility	3	67,473	Fixed Route	No			Expected UL			Order expected
4256	28	Chevy Express 4500 Arboc Spirit of Mobility	3	77,972	Fixed Route	No			Expected UL			
4257	28	Chevy Express 4500 Arboc Spirit of Mobility	3	68,827	Fixed Route	No			Expected UL			
4258	28	Chevy Express 4500 Arboc Spirit of Mobility	3	50,178	Fixed Route	No				Expected UL		
4359	23	Chevy Express 4500 Arboc Spirit of Mobility	0	0	Both	No		Replaces 4238				
4360	23	Chevy Express 4500 Arboc Spirit of Mobility	0	0	Both	No		Replaces 4239				
4361	29	Low-floor Gillig	0	0	Fixed Route	No				Replaces 4243		
4362	29	Low-floor Gillig	0	0	Fixed Route	No				Replaces 4244		
5354	--	Truck 1500 Double Cab Chevy 1500	2	7,777	Equipment	No						

Year of replacement/retirement
Useful life/vehicle is being used
Beyond useful life benchmark

The 2024 CAMPO Zero-Emission Transition Plan outlined the needs and strategies for moving toward a fleet of alternative fuel vehicles. This plan serves as a guide should JAC decide to move toward alternative fuels in the future. The purchase of alternative fuel vehicles is not currently anticipated.

Before assuming a transition to zero-emission vehicles, Carson City should continue to track full lifecycle cost projections, as there are fewer light-duty BEBs on the market and they are more expensive than traditional diesel or hybrid buses, come with other capital expenses, and have the same lifecycle minimums as today's fleet. The number of vehicles in the fleet may need to be higher to account for higher rates of downtime associated with BEB. Minimizing local matching funds needed to support passenger service over the next five years may provide an opportunity for JAC to focus on key upgrades to the system that help riders use the system, while positioning for grants and coordinating with utilities and other City departments as other non-revenue fleet transition to zero-emission as well.

Facilities and Infrastructure

JAC should continue to pursue recommendations for the transit center improvements at the Downtown Transfer Plaza, per the 2023 Carson City JAC Transit Center Study. Key steps that include JAC staff time are the continued coordination with adjacent property owners to consider partnership opportunities, conduct a focused traffic study to support the conversion of Plaza Street to one-way northbound, and retain a firm to develop plans for a new operator facility.

The Scenario 2 Ridership network alignment is designed to operate with hourly headways, as current routes do, but the proposed Route 4 is designed as a through route at the Downtown Transfer Plaza, and therefore coordination with Walmart and one of the businesses in the plaza near or at FoodMaxx will be important to ensure buses have designated spaces for parking during driver breaks. Paint and/or signage will be needed at the curb near the FoodMaxx to identify such an area.

Bus Stop Improvements

Access to bus stops and the waiting environment at bus stops are important to the convenience of using the system, as well as perceived and actual safety considerations, and the quality of service.

JAC plans to install bus stop lighting and replace bus stop signs across the City. The JAC Transit Stop Lighting Project has a budget of $354,468 and will be funded with FTA grant money and a 20% local match.

After network modifications are finalized, bus stops will need to be removed from some areas and relocated to other areas. Stops that average more than one trip per day should be prioritized for additional amenities and cleaning or maintenance and stops at key

destinations where potential ridership could be higher based on nearby land uses should also be considered. Over time, bus stops should also be brought into compliance with the Americans with Disabilities Act (ADA).

As road improvements and multi-modal improvements occur in the following years through other funding sources, JAC staff should aim to provide feedback to project managers that support direct paths, and solutions that minimize ongoing maintenance, or that make maintenance at bus stops faster or more efficient.

Technology, Equipment, and Site Safety

Safety

Capital expenditures that improve safety for riders and operators can help costs, increase ridership, and ensure the safety of employees.

Cameras: Cameras at key stops, including the downtown transfer center help expedite insurance claims when crashes occur, and can provide safety data that can help inform decisions about stop citing and road design improvements. Insurance costs in the industry are rising, in terms of both number of claims and the average cost per claim, so technological solutions to mitigate this are encouraged.[19] JAC also maintains cameras at its administration facility and fleet maintenance to monitor the security of the bus storage. Additionally, JAC is evaluating vehicle camera options to ensure audio and video footage is captured on buses when needed. This will be integrated with the system requirements of the contract operator to avoid duplication of efforts.

Building Safety and Security: Ensuring safe working conditions for transit employees is critical. Projects to improve facility safety and security include parking lot enhancements, including signing, striping, bollards, and parking stops. Building upgrades may include locking windows and doors, window blinds, screening, and other safety measures designed to prevent serious injuries. All safety elements should be in line with JAC's Public Transit Agency Safety Plan (PTASP).

Fare Collection

Increases in the use of electronic fare payment through Token Transit can reduce farebox hardware maintenance needs and potentially collection frequency. This type of payment also allows for data tracking using automatic passenger counters, known as APCs, to validate where riders board.

[19] https://riskandinsurance.com/public-transit-liability-costs-surge-9-annually-as-industry-grapples-with-post-pandemic-recovery/

JAC may benefit from a modern transit payment method used by many transit agencies that lets riders pay with contactless bank cards. These systems use a reader that can deduct fares instantly from a debit or credit card and can track transfers. They are convenient for passengers and would be especially versatile if they were able to be integrated with neighboring systems. While JAC has existing agreements for free transfers between systems operated by RTC Washoe, DART and TTD, some riders might use these services independently at other times.

There are drawbacks to a touch pass system. JAC would need to develop policies on how operators should handle fares if there is a connectivity issue with card readers when mobile apps glitch or are unavailable, or if there are errors or delays in payments autoloading. JAC also needs to be mindful of data privacy breaches, and how to handle lost or stolen cards.

From the customer perspective, a technology barrier will always exist for some segment of riders, and some will always prefer paying cash. This enhances the need for clear policies, procedures, monitoring, reporting, and auditing for each of the three potential payment methods.

Mobile ticketing that requires JAC to pay annual subscriptions is at risk of increasing price structures over time. The cost to upgrade software or replace hardware for fare readers and cash fare collection, as well as rising contract costs for cash collection from fareboxes and audits, is also anticipated to rise over time. With farebox recovery ratios under 10%, it is recommended that JAC track costs to collect fares, as there is a tipping point at which not collecting fares saves money for the agency. Ridership increased during the fare-free period during FY2022, and if it is found that updates or upgrades will take years to recuperate costs, JAC should consider another fare free pilot.

Financial Plan

The financial plan includes an overview of trends since the 2019 JAC Transit Development and Coordinated Human Services Plan, and documents projections for revenue and expenditures over the next five years. Carson City financial reports and budgeting forecasts were used in considering service level, network, and other transit recommendations for the planning horizon.

The financial plan summarizes data at the time of the report and may not directly reference changes to new funding sources, or changes in distribution of federal funds as a result of the availability of required local match.

Current Financial Picture

JAC revenue is directly generated income from riders who pay fares, fare reimbursements from agencies who buy passes for their customers, and advertisement on buses and

shelters. The Carson City General Fund is the main source for local funds. The State of Nevada contributes to transit through two agencies: the Nevada Health Authority (NHA), and the Nevada Aging and Disability Services Division (ADSD).

JAC accesses three ongoing federal funds that are apportioned[20] based on legislative formulas:[21]

- **The Urbanized Area Formula Funding program**[22] (49 U.S.C. 5307), known as Section 5307 or 5307 is available for urbanized areas with populations of more than 50,000 and can be used for operating or capital expenses. For urbanized areas with under 200,000 people, the appropriations formula is based on total population, low-income population, and population density. For operating expenses, the federal share may not exceed 50% of the net project cost. For capital expenditures, the federal match may not exceed 80% of the project cost. However, the federal share may be up to 85% for vehicle purchase or 90% for vehicle-related equipment or facilities for the purpose of complying or maintaining compliance with the ADA and Clean Air Act.
- **The Enhanced Mobility of Seniors & Individuals with Disabilities**[23] (49 U.S.C 5310) was discussed in Section 3 Coordinated Human Services Plan. It is the formula fund that apportions funds based on state's share of the population of seniors and people with disabilities. It aims to remove barriers to transportation services and expand mobility options for older adults and people with disabilities. The funds can be used for capital projects, or operating projects that go beyond the scope of the ADA complementary paratransit services. For operating assistance, the federal match cannot exceed 50%. For capital projects, the federal share can be up to 80%. There is also 10% of the fund eligible to fund program administration, planning, and technical assistance, which can be fully covered.
- **The Grants for Buses and Bus Facilities Formula Program**[24] (49 U.S.C 5339) provides funding to rehabilitate and purchase buses and equipment and to construct bus-related facilities, which can also include technological changes to modify low- or no-emissions vehicles or facilities. Eligibility includes operating fixed route bus service. Section 5339 also includes two competitive programs: Bus and Bus Facilities Competitive Program and the Low or No Emissions Bus Vehicle Program.

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[20] https://www.transit.dot.gov/funding/apportionments/current-apportionments

[21] https://www.transit.dot.gov/sites/fta.dot.gov/files/2022-06/Section-5307-Urbanized-Area-Program-BIL-update.pdf

[22] https://www.transit.dot.gov/funding/grants/urbanized-area-formula-grants-5307

[23] https://www.transit.dot.gov/funding/grants/enhanced-mobility-seniors-individuals-disabilities-section-5310

[24] https://www.transit.dot.gov/funding/grants/busprogram

In calendar year 2020, the FTA began passing legislation to release billions of dollars to help support transit agencies operate during the COVID-19 pandemic. Temporary federal funding through the Coronavirus Aid, Relief, and Economic Security (CARES) Act in 2020 and the American Rescue Plan Act (ARPA) in 2021allowed transit agencies to use for operational support to maintain service, which was deemed essential, during the first two years of the pandemic to cope with reduced ridership and increased costs to maintain service. The funding was administered by the FTA through Section 5307 urbanized area formula grants.

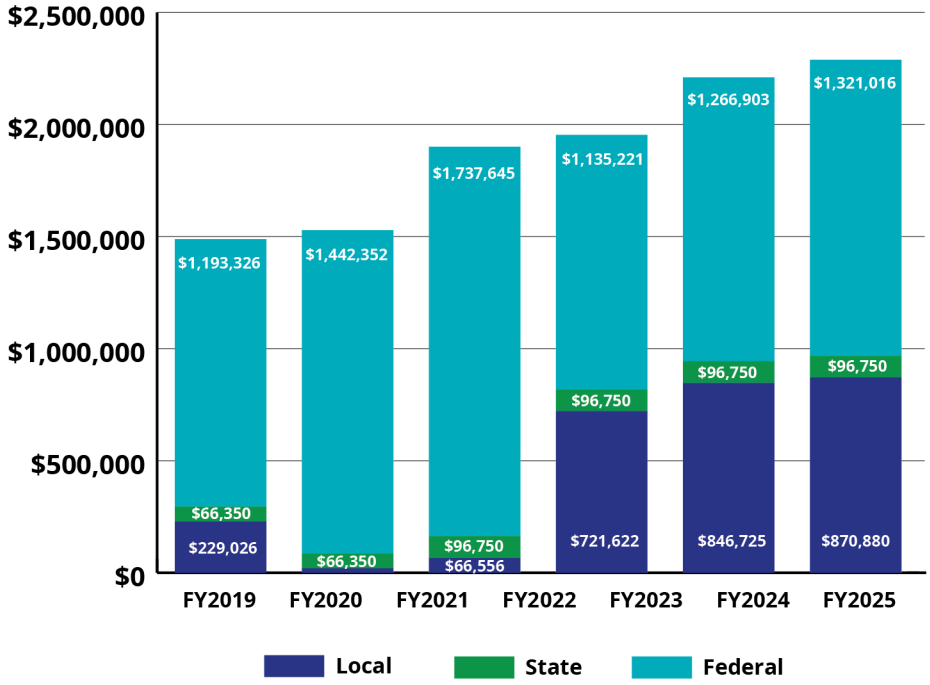
Revenue

Federal funding in FY2021 and 2022 to support transit agencies during the pandemic allowed for a significant reduction in local match, at a time when farebox recovery was low. Table 27 and Figure 47 show the distribution among sources. This data comes from the FY2026 Transit Fund Map that is part of Carson City's annual budgeting process. It may vary slightly from figures reported in the NTD, as the annual budgeting process is able to reconcile anything that needs to be updated. Table 28 and Figure 48 highlight capital revenue funding sources.

Table 26. Operating Revenue, by Funding Source FY2020-2025

Source	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Local	$160,671	--	$46,141	$616,715	$722,724	$754,800
Directly Generated	$53,555	--	$20,415	$104,907	$124,001	$134,567
State	$66,350	$66,350	$96,750	$96,750	$96,750	$96,750
Federal	$1,193,326	$1,442,352	$1,737,645	$1,135,221	$1,266,903	$1,321,016
Other	--	$19,784	--	--	--	--
Total	$1,488,902	$1,528,486	$1,900,951	$1,953,593	$2,210,378	$2,307,133
Source: JAC Transit						

Figure 47. Operating Revenue by Funding Source FY2020-2025

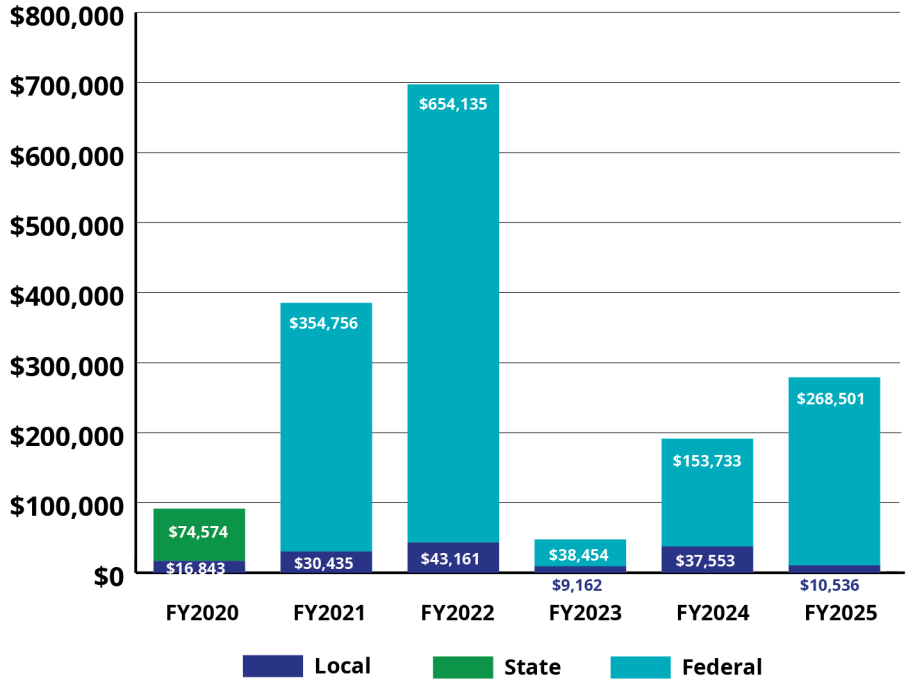


Source: FTA NTD Transit Agency Profiles

Table 27. Capital Revenue by Funding Source FY2020-2025

Source	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Local	$16,843	$30,435	$43,161	$9,162	$37,553	$10,536
State	--	--	--	--	--	--
Federal	$74,574	$354,756	$654,135	$38,454	$153,733	$268,500
Total	$91,417	$385,191	$697,296	$47,616	$191,286	$279,036
Source: JAC Transit						

Figure 48. Capital Revenue by Funding Source FY2020-2025



Expenses

Although JAC fixed route service has provided a consistent level of service over the past 20 years, cost to provide the service has increased. Between calendar years 2019 and 2025, inflation increased by 26.8%, further eroding the purchasing power to maintain the system at existing levels of service.

Expenses related to operation and maintenance are shown in Table 29. This data comes from the City Transit Fund Map. Between FY2021 and FY2025, expenditures rose 58%. Although the operating contract rose 61% over the past five years, it remains about 65% of the total operations costs. Similarly, fuel costs have risen 76%, holding steady at about 7% of the total operating cost.

The category with the biggest increase over five years is associated with services. Software maintenance contracts are impacting many industries, and prior to FY2023, JAC had minimal software with annual fees. Now, transit agencies across the country are paying for software that is critical to operations, such as Ecolane paratransit scheduling software, Transloc, which tracks fixed route buses for customers, and tracks key performance metrics to ensure the system is running. Contactless fares through Token Transit, and others. Services are also expenses that are likely to include the cost of labor for work such as farebox collection and internal service charges billed to JAC by other City departments. Bus stop cleaning is done by Carson City staff with roles and responsibilities that fall under the Department of Public Works, and is likely a lower expense than if stop and cleaning services were contracted out,

as the labor hours can be spread to multiple cost centers for per full time employee. Table 30 highlights capital expenditures.

Table 28. Operations and Maintenance Expenditures FY2021 - 2025

Expenditure Category	FY2021	FY2022	FY2023	FY2024	FY2025
Salaries and Benefits	$75,035	$85,386	$72,398	$113,302	$92,448
Operating Contract	$989,978	$1,124,380	$1,173,153	$1,494,221	$1,557,707
RTC Intercity	$50,601	$69,154	$75,829	$89,712	$87,330
Services and Supplies	$48,970	$109,050	$58,876	$123,516	$112,216
Vehicle Maintenance	$70,548	$137,754	$133,169	$238,744	$262,157
Vehicle Fuel	$99,300	$174,687	$173,531	$151,186	$121,383
Admin/Other	$212,686	$178,438	$186,304	-$6	$2
Total	$1,547,118	$1,878,849	$1,873,259	$2,210,674	$2,233,244
Source: JAC Transit					

Table 29. Capital Expenditures FY2021 - 2025

Expenditure Category	FY2021	FY2022	FY2023	FY2024	FY2025
Vehicle Replacement Program	$350,621	$687,744	$47,616	--	--
Facilities Upgrade	$39,805	$1,250	--	$191,286	$267,841
Equipment	--	$9,552	$80,320	--	$11,139
Furniture and Fixtures	--	--	--	--	--
Total	$390,427	$698,546	$127,936	$191,286	$278,980
Source: JAC Transit					

The total operating contract expenditures are divided as a ratio of 65% for fixed route and 35% for JAC Assist. After directly generated revenues of fares and advertising are subtracted from expenses, the resulting cost is then split by mode, using the 65/35 ratio to calculate the allowable federal and local funding matches. Figure 49 shows the operating costs by service type, and Table 31 shows the ratio of total operating costs between fixed route and JAC Assist.

Figure 49. Operating Expenditures by Service Type, FY2019-2024

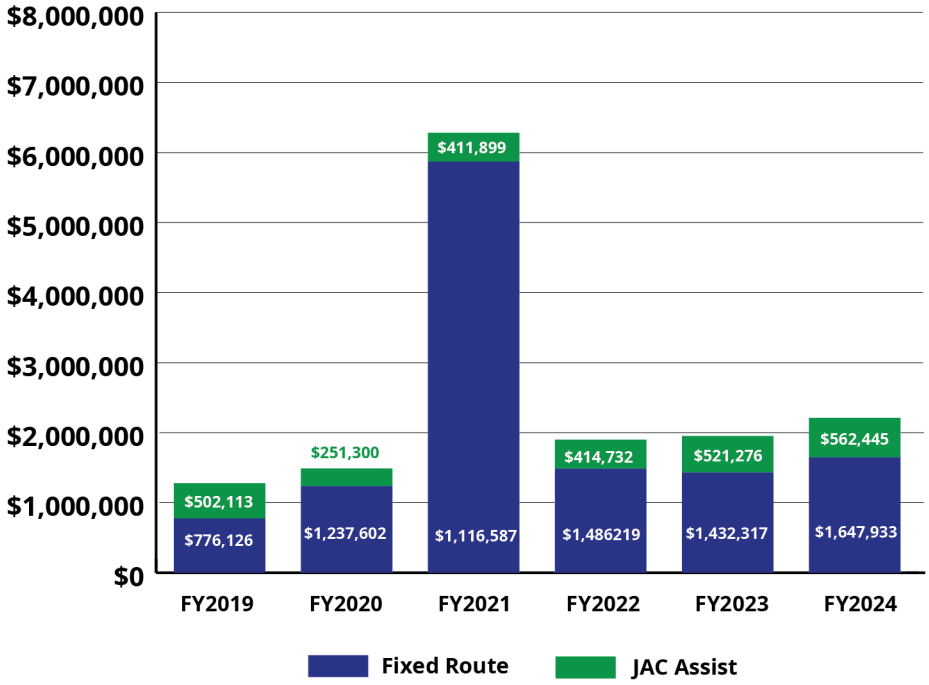


Table 30. Total Operating Expenditures by Service Type, FY2019-2025

	Fixed Route	JAC Assist	Total
FY2019	61%	39%	$1,278,239
FY2020	83%	17%	$1,488,902
FY2021	73%	27%	$1,528,486
FY2022	78%	22%	$1,900,951
FY2023	73%	27%	$1,953,593
FY2024	75%	25%	$2,210,378
FY2025	77%	23%	$2,307,133
Source: JAC Transit			

Rising operating costs predate the COVID-19 pandemic. The exception is JAC Assist operating costs due to the decline in ridership in the last quarter of FY2020, and in FY2021. Only completed ADA paratransit trips are invoiced, compared to fixed route service that operates regardless of how many people ride, so the decrease in ridership has a direct correlation to expenses.

Capital costs vary from year to year, as expected, with the highest expenditures being related to procurement of rolling stock and major facilities projects, such as the Downtown Transfer Plaza. By mode, fixed route service accounts for most capital purchases, as shown in Table 32.

Table 31. Total Capital Expenditures by Service Type, FY2019-2025

	FY 2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Fixed Route	$1,232,678	$91,417	$385,191	$687,744	$47,616	$191,286	$278,980
JAC Assist	--	--	--	$9,552	--	--	--
Total	$1,232,678	$91,417	$385,191	$697,296	$47,616	$191,286	$278,980
Source: JAC Transit							

Looking Forward: Five-Year Financial Plan

The five-year budget for JAC was prepared as part of the Carson City budget. Table 33 shows the projected expenditures by revenue source and category of expense are summarized below. The overall expenditures for JAC are expected to grow until FY2028 and then fall in FY2029. The total federal share is projected to shrink beginning in FY2029 over the previous year due to the temporary funds being expended and expiring. The inflation rates were calculated at 6% for FY2026 and 4% for FY2027 and then drop back to 3% for FY2028 and beyond. The operating forecast is further broken down by category of expense in Table 34.

Local match contribution is also projected to be a limiting factor in being able to access all available formula grant funds. However, as mentioned in the "Plan Funding Sources" section, the Carson City RTC could consider new and expanded funding sources such as a dedicated tax, improvement district, advertising, and interlocal funding agreements with partner agencies to offset local funding constraints.

Table 32. JAC Five-Year Expenditure Projection, FY2025-2030

	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total Operating Costs	$2,307,133	$2,143,800	$2,263,590	$2,354,969	$2,420,118	$2,467,259
Vehicle Capital Costs	--	$586,000	$220,000	$760,000	$450,000	$700,000
Other Capital Costs	$278,980	$380,000	$642,868	$475,004	$492,354	$399,925
Total	$2,586,113	$3,109,800	$3,126,458	$3,589,973	$3,362,471	$3,567,184
Source: JAC Transit						

Table 33. Five Year Operating Expenditure Projection, FY2026-2030

	FY2026	FY2027	FY2028	FY2029	FY2030
Salaries and Benefits	$123,800	$128,600	$132,000	$136,000	$141,000
Operating Contract	$1,649,600	$1,649,600	$1,700,000	$1,750,000	$1,802,000
RTC Regional Connector	$75,000	$87,000	$92,000	$92,000	$100,000
Services	$211,900	$219,000	$272,000	$233,000	$264,000
Vehicle Maintenance	$293,000	$293,000	$309,000	$314,000	$320,000
Fuel	$140,000	$140,000	$141,000	$143,000	$147,000
Other	$5,000	$5,000	$5,000	$5,000	$5,000
Total	$2,498,300	$2,522,200	$2,651,000	$2,673,000	$2,779,000
Source: JAC Transit					

Implementation Plan

In the next five years, actions that can position transit service as a part of the transportation suite of mobility options, as opposed to a mode in competition with others, will be a great benefit to Carson City. With current funding levels, JAC must focus on its strengths, and not spread itself too thin, to ensure it is still useful to most people when it operates. Table 35 provides specific actions, along with an implementation timeline for each recommendation.

Long-range recommendations, as well as those to position towards in the next short term plan, include providing access across county lines to high demand locations, such as the Topsy Lane Walmart, and take steps to implement policies that would enable an on-demand service to be piloted in a low-density area of Carson City where ridership is low, but need for transit service exists.

Table 34. Guidance for Recommendations

ID	Recommendation	Action	Timeline
1	Improve data collection and monitoring processes by developing spreadsheets or dashboards that can aggregate and parse key metrics.	Operating contractor and JAC staff point of contact with software that tracks key performance metrics to develop a plan and execute the plan.	Year 0
		JAC staff should track monthly or quarterly and work with contracting operator or software vendors to correct issues.	
2	Improve reliability by updating time points.	Timepoints should be major destinations, and the same in both directions. JAC staff should work with contracting operator to confirm running times are accurate throughout the day and between weekdays and Saturdays. JAC staff should update the online and printed schedules, and the contracting operator should update the General Transit Feed Specification (standard open source data that is used by software and apps to access real time stop and vehicle location), advertise any updates.	Year 0, then annually
3	Finalize route network changes and services level changes to align with demand and fiscal constraints.	Gather public and partner feedback on network and service level options. JAC staff set up meetings, print materials, review and address feedback, update maps, and document the changes.	Year 0 – 1
		Work with businesses and regional transit providers to locate new stops in convenient places, and work to schedule trips so that wait times at key transfer locations are minimized.	
4	Advertise, market, and promote the approved network plan and changes to service hours or trips, particularly in areas where there will be changes in advance of changes.	JAC or city staff, with the help of contracted operator.	Year 1
5	Improve reliability by adjusting schedules to reflect travel times.	JAC staff should monitor routes by time of day and at least once per year (Through on-time performance reports and operator feedback).	Year 0, ongoing
6	Implement community-vetted, modified network.	JAC staff to work with contractor and all necessary parties.	Year 1
7	Ensure bus stops are on both sides of the street, as close to each other as possible, where applicable	JAC staff to work with appropriate Carson City staff to identify areas of improvement.	Year 1

ID	Recommendation	Action	Timeline
8	Continue to work with Douglas and Lyon Counties to look for opportunities to coordinate.	JAC staff should continue to coordinate and share ideas with representatives from Douglas and Lyon Counties. Look for opportunities to increase revenue and share expenses.	Ongoing
		JAC staff should reach out to peer agencies regionally and nationally for guidance and lessons learned.	
9	Monitor ridership and productivity of route changes	JAC staff to review key performance metrics reported by operating contractor. Meet with contractor at least quarterly if any trends warrant review or remediation.	Ongoing
10	Consider how residents in low-density areas of Carson City could be better served by on-demand service with existing resources.	JAC staff to connect with regional and national peers, read reports from agencies who have undergone pilot projects.	Year 3
		Collect feedback at local events to gauge opinion on what would get people riding the bus.	
11	Improve understanding of travel patterns of existing riders.	JAC staff can work with the contracting operator to look at transfer data. If none exists, JAC can partner with the contract operator to conduct a transfer survey, which uses paper denoting the previous route that operators can hole punch at the stop location of the second bus route, and then riders can drop into an envelope. JAC staff can tabulate results and map them.	Year 4
12	Advocate for increased revenue sources at the local, state and federal levels, and look for ways to reduce expenditures.	Track competitive federal and state funds. Lobby for non-traditional revenue sources to be allowable for operating costs for transit such as dedicated taxes/assessments, advertising, revenue sharing models or parking fees.	Ongoing
		Work with human service transportation providers to share resources to reduce capital expenses.	

Conclusions

This document presents administrative recommendations which can be immediately implemented by JAC staff and contractors, while other near-term actions, such as bus stop improvements, can be accomplished concurrently through existing Carson City Public Works programs. While there is no one simple solution to enhancing operational efficiency and increasing ridership, these incremental and low-cost actions have the potential to ignite transformative change within the existing operations model. Combined with the power of improved coordination with partner agencies, the region's public transit and human services networks can be better aligned to deliver valuable transportation options for those with the greatest needs. This approach can build momentum toward the feasible implementation of more aspirational service enhancements, which aren't realistic under current funding availability. As the population demographics and needs of the region continue to evolve, it is important to update this plan at least every five years to address changing priorities. The more this plan can be implemented in the interim, the better prepared the region will be for future disruptors.

CAMPO
CARSON AREA METROPOLITAN PLANNING ORGANIZATION

STAFF REPORT

Report To: **Meeting Date:** February 11, 2026

Staff Contact:

Agenda Title: Transportation Manager's Report (Chris Martinovich, Transportation Manager)

Agenda Action: Other / Presentation **Time Requested:**

Proposed Motion
N/A

Board's Strategic Goal

Previous Action

Background/Issues & Analysis

Applicable Statute, Code, Policy, Rule or Regulation

Financial Information
Is there a fiscal impact? No

If yes, account name/number:

Is it currently budgeted? No

Explanation of Fiscal Impact:

Alternatives

Motion: _____ 1) _____ Aye/Nay
2) _____ _____
_____
_____
_____
_____

_____
(Vote Recorded By)

CAMPO
CARSON AREA METROPOLITAN PLANNING ORGANIZATION

STAFF REPORT

Report To: **Meeting Date:** February 11, 2026

Staff Contact:

Agenda Title: Nevada Department of Transportation Report (Assistant Director of Planning, NDOT)

Agenda Action: Other / Presentation **Time Requested:**

Proposed Motion
N/A

Board's Strategic Goal

Previous Action

Background/Issues & Analysis

Applicable Statute, Code, Policy, Rule or Regulation

Financial Information
Is there a fiscal impact? No

If yes, account name/number:

Is it currently budgeted? No

Explanation of Fiscal Impact:

Alternatives

Motion: _____ 1) _____ Aye/Nay
2) _____ _____
_____
_____
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_____
(Vote Recorded By)

CAMPO
CARSON AREA METROPOLITAN PLANNING ORGANIZATION

STAFF REPORT

Report To: **Meeting Date:** February 11, 2026

Staff Contact:

Agenda Title: Other comments and reports, which may include future agenda items, status review of additional projects, internal communications and administrative matters, correspondence to CAMPO, project status reports, and comments or other reports from the CAMPO members or staff. (Chris Martinovich, Transportation Manager)

Agenda Action: Other / Presentation **Time Requested:**

Proposed Motion
N/A

Board's Strategic Goal

Previous Action

Background/Issues & Analysis

Applicable Statute, Code, Policy, Rule or Regulation

Financial Information
Is there a fiscal impact? No

If yes, account name/number:

Is it currently budgeted? No

Explanation of Fiscal Impact:

Alternatives

Motion: _____ 1) _____ Aye/Nay
2) _____ _____
_____
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(Vote Recorded By)