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Planning Organization

Transit Implementation Plan



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1. INTRODUCTION & OVERVIEW

PURPOSE

This project was carried out to identify a preferred transit service alternative and develop an implementation plan to initiate the service. The “Regional Transit Needs Study” (Nelson / Nygaard, April 2007) forms a foundation for this implementation plan as it resulted in the selection of service alternatives by each community. The study analyzed existing conditions and services, conducted extensive outreach activities, and assessed the feasibility of implementing a transit system potentially serving the City of Prescott, Towns of Chino Valley, Dewey-Humboldt and Prescott Valley. The study found that a moderately sized public transit system is needed in at least parts of the CYMPO planning area. The Plan developed four preferred service alternatives to address existing and future transportation needs in and between Prescott, Prescott Valley, Chino Valley, and Dewey-Humboldt.

After the “Regional Transit Needs” Study was completed, each jurisdiction considered the findings and reported to Central Yavapai Metropolitan Planning Organization (CYMPO) the alternative they preferred. The City of Prescott, Town of Prescott Valley, and Yavapai County were interested in pursuing further one of the alternatives that would provide regional transit service between the two municipalities and decided to fund this Transit Implementation project. The Towns of Chino Valley and Dewey-Humboldt determined that they would have to wait until new funding was available in order to pursue transit services, but both indicated some interest at a future time.

The purpose of the Transit Implementation project was to develop a single preferred alternative and identify the steps for implementing service for the participating communities. This project has taken an in-depth look at key topic areas to develop an implementation plan for transit services. It has focused on the following questions:

- How will the services work together to provide smooth connections for travelers?
- How can community resources be used to the best advantage?
- What are realistic expectations for ridership on the services as designed?
- How will resources, ridership, costs, and revenues be balanced so both the services provided and the costs of services reflect community values?

This project has resulted in a preferred service alternative that is well thought out from the perspectives of meeting local needs and operational considerations. It includes a governance structure and financing mechanisms. Guidance is provided on implementation activities such as management and compliance, capital requirements, marketing, and communications.

The development of transit services is an iterative process, so it is necessary to make certain decisions before the next level of questions becomes clear. Decisions were made throughout the process that enabled the process to move forward, and more will need to be made as implementation of services occurs. While this plan lays out a solid plan, a number of questions remain to be addressed. Following is a summary of the implementation plan; decisions that will need to be addressed as part of implementation activities are also identified.

PREFERRED ALTERNATIVE

The preferred alternative has several inter-related components with the service plan summarized below and described in detail in Chapter 2. Governance and finance components are also summarized here and discussed in-depth in Chapter 3.

SERVICE PLAN

The service plan is based on a “Family of Transit Services”, including fixed and flexible route services operating on hourly headways, complementary ADA paratransit services, continuation of the voucher program where other services are not available, and a mileage reimbursement program for volunteer drivers. The overall service plan has a strong emphasis on serving low-income workers and individuals who need specialized transportation services due to frailty or a disability.

A variety of routing alternatives were considered, and the preferred plan is described in terms of a menu of service choices. Two basic levels for fixed and flexible route services were identified for initial and expanded services, but after public comment an option mid-way between the two was identified. The service plan is one which can be contracted out to private providers. A central call and scheduling center will be required to provide for coordination of the various specialized transportation service options. It will also serve as a single location for transit information.

The service plan is divided into three implementation phases: (1) General public voucher program and development of governance and financing; (2) implementation of initial fixed and flexible route services with hourly headways

and complementary paratransit; and (3) implementation of expanded route services. Additionally, the second phase can be done one step at a time, starting with paratransit and then adding the route services. The speed with which the implementation occurs will be based on final decisions by the communities and, depending on how the services are financed, by the voters.

GOVERNANCE AND FINANCING

Governance and financing mechanisms are often tied together, so they are discussed jointly in this report. Three basic methods of governance were examined: CYMPO management, an intergovernmental agreement, and a public transit authority. At the public meetings elected officials expressed a preference for a public transit authority so this option has been pursued in more detail. Two options are available for public transit authorities under Arizona statutes, an intergovernmental public transit authority (IPTA) and a metropolitan transit authority (MPTA). The IPTA has no funding associated with it and so would require contributions by member entities or a tax levy. The MPTA has the option of a property tax levy for public transit included in the legislation. Final decisions on the governance structure will need to be made as part of the implementation activities.

Both City of Prescott and Town of Prescott Valley expressed the opinion that a stable funding source will need to be developed prior to implementing fixed route transit services. If the region decides to pursue a sales tax, a vote will be required. If the region decides to pursue a property tax through an MPTA, the populace will need to weigh in on the establishment of the MPTA prior to establishing such a district. As such, this will provide an opportunity for the Towns of Chino Valley and Dewey-Humboldt to consider if they wish to participate at the initial stages of developing a public transit authority.

The phased approach was devised to allow the entities the greatest ability to begin service using existing revenue streams. If voter approval for funding is going to be requested prior to beginning any fixed and flexible route service, then the communities can consider implementing phases 2 and 3 together.

PROJECT GUIDANCE & PUBLIC INVOLVEMENT ACTIVITIES

The Transit Implementation Plan (TRIP) group, consisting of staff representatives from Prescott, Prescott Valley and CYMPO and Yavapai County, convened monthly to guide the ongoing project work and development of recommendations. The TRIP group serves as a subcommittee of the CYMPO T-TAC. In addition, a Stakeholders and Providers group met regularly, providing

comments from the perspective of the various providers, advocates, and stakeholder agencies. A public briefing was held in July with a focus on elected officials and two open house meetings were held September 15-16, 2008 to solicit input from citizens on the recommended plan and implementation steps.

REPORT ORGANIZATION

This report summarizes the planning effort and recommended implementation steps. Chapter two begins with a description of the service plan and Chapter three covers guidance and financing mechanisms. Then three chapters follow providing the details of key aspects of implementation: chapter four, management and compliance activities; chapter five, marketing; and chapter six, procurement of equipment and services. Chapter seven brings together all of the information in a financial plan for the system. Chapter eight summarizes the implementation activities in tabular form

While the main body of the report is focused on the implementation plan, additional detail is provided in appendices describing how these decisions were arrived at and providing other background material. A variety of public involvement activities are described in Appendices A: Public Outreach Activities; B: TRIP and Stakeholder/Provider Group Activities, and C: Citibus Rider Survey. Appendix D provides a summary of how the service plan developed. Appendix E provides information on the peer review of governance structures and Appendix F covers bus stop guidelines.

2. SERVICE PLAN

BACKGROUND

This chapter begins provides a brief overview of the four alternatives developed in the Regional Transit Needs Study as background information. It also summarizes the steps taken to refine the preferred alternative as part of this plan. Appendix D provides detailed information on how the service plan developed over the course of this project.

REGIONAL TRANSIT NEEDS STUDY ALTERNATIVES

The Regional Transit Needs Study identified four transit service alternatives. These were:

- Alternate 1: Improved Locally-Funded Voucher Program
- Alternate 2: Federally-assisted Voucher Program with Local public Shared-ride Taxi System
- Alternate 3: Limited Service Level Fixed Route Transit System with Complementary Paratransit Voucher Program
- Alternate 4: Full Service Level Fixed Route Transit System with Complementary Paratransit Voucher Program.

The jurisdictions in the region reviewed the alternatives and provided direction to CYMPO on the alternative they supported as listed in **Table 2.1**.

An important commonality is a concern about developing adequate and sustainable financing. Prescott and Yavapai County are interested in seeing fixed route services established as identified in Alternatives 3 and 4. Prescott Valley is also interested in exploring regional services but would like to concentrate its existing resources on meeting transit needs in Prescott Valley.

Of the four options studied, Alternative 3 provides common ground for Prescott, Prescott Valley, and Yavapai County and addresses the communities' desire to see fixed-route service implemented within a fiscally constrained budget. This alternative or a variation of it could be implemented in phases and therefore accomplished in the near term.

Table 2.1: Preferred Alternatives

Jurisdiction	Preferred Alternative	Comments
Yavapai County	Alternative 4 is first choice. Alternative 3 is second choice.	Supports the use of existing funding or reallocation of existing transportation taxes rather than new tax. Supports detailing governance and finance options as next step.
Prescott	Alternative 3 managed by CYMPO and including service to Chino Valley at start-up.	Supports use of existing funding initially. Supports development of new funding for expansion to Alternative 4. Supports public-private partnership for service delivery.
Prescott Valley	Support development of service to meet Prescott Valley transit needs and exploration of regional service in conjunction with partners.	Explore new financing sources such as a real estate tax.
Chino Valley	Alternative 2.	There is interest in Alternative 4 if financing could be developed. Interested in a transit authority.
Dewey-Humboldt	Continue with voucher program.	As town grows, there may be future interest in joining a regional bus system. Requests entire town be included by adjusting plan boundary.

Alternatives 1 and 2 both looked at means for improving or increasing the size of the current voucher program. Under Alternative 1 the program would continue to be funded locally and would serve the transit dependent population but not provide service to the general public. It would be improved by converting from open value vouchers to denominated scrip; discontinuing the \$2.00 co-pay in favor of direct sales to users at discounted rates; periodic vendor recertification; and a formal customer service process. With Alternative 2 the service would be expanded to provide service to the general public as well as the transit dependent population. With the expansion of the program, it is possible volume discounts could be negotiated with providers.

In either case the program would continue to service ambulatory populations with door-to-door taxi service. While door-to-door service is generally seen as very desirable, the obvious trade-off is that the number of trips that can be made is limited when funding is at a fixed level. At present the voucher program does not provide adequate trips for most people to go to work – it is often limited to one round-trip per week. A voucher program is most successful when serving low volume areas or low volume times of day. Many transit systems may augment their service in the evenings with a subsidized taxi or voucher program.

Because the communities have recognized the need for fixed-route services in order to provide more mobility, some form of ADA paratransit service will be

needed to complement the fixed route service. The final recommendations only include the use of the voucher program in those areas where fixed route services or complementary paratransit will not be provided. However, improvements to the existing voucher program are strongly recommended.

Alternative 4 provides the most service to the region with fixed routes serving each of the four communities. However, at this time the communities of Dewey-Humboldt and Chino Valley are not ready to participate in providing regional transit service. This alternative remains a viable expansion option for the future and it is the desire of the TRIP group to have continued participation from the Dewey-Humboldt and Chino Valley communities in the planning and implementation effort.

REFINING THE SERVICE ALTERNATIVES

As part of the first technical memorandum, concepts for refining the service alternatives were presented to the TRIP group in May of 2008. The conceptual alternative was based on the preferences identified by each of the jurisdictions and consideration of how the services work together to provide an effective network for passengers, meet Americans with Disabilities Act (ADA) complementary paratransit requirements, and are operationally feasible. A single alternative was presented for fixed route services with hourly headways and the relationship between the voucher program and ADA paratransit service was explored. This was a starting point for discussions.

As part of the May site visit, the consultant conducted an on-board survey of existing Citibus passengers (Appendix C) and also included the findings from this survey into the next round of refinements.

The service plan refinements presented in June 2008 as part of the second technical report included deleting bi-directional service in the City of Prescott and changing the fixed route service in the Town of Prescott Valley to a flexible route. The TRIP group asked that a northern route be considered for the City of Prescott to enable passengers to access the services on North Willow Creek and at the Crossings Medical Center. June was also the first meeting of the Providers and Stakeholders Working Group. They also expressed a need for service on North Willow and asked that a comprehensive route system be identified. The TRIP group concurred.

In July 2008 the service plan refinements reflected the changes requested in May and a number of comments were received. At this meeting substantially more detail was provided on the fare structure and on the entire family of services that are proposed. A range of fares and fare discounts for passes and tickets were

presented, and overall there was consensus on a \$2.00 local and \$4.00 regional fare (full cash price). Although there was some interest in a three-zone fare system at the Provider and Stakeholders Working Group, ultimately the TRIP group decided the two-zone system was preferred.

The next meeting, held in September, included yet another set of revisions to the service plan, incorporating the comments from the July meetings and elected officials briefing. Routing in Prescott Valley was revised to better serve neighborhoods with low-income residents. Two options for the regional route in the City of Prescott were presented. One was based on looping the regional route through the City in order to have bi-directional service on the loop now served by Citibus. The other used the regional route to serve Sheldon, Montezuma, and Whipple while the local route served Miller Valley and Gurley. The proposed route on North Willow Creek was reserved for a second phase of development. These service plans were also presented to the public at two open house meetings.

More detail on each of these iterations, along with maps, is included in Appendix D. The comments received at the public meeting have resulted in a final revision to the service plan, including:

- Expanding flexible route service north of Long Mesa in Prescott Valley
- Identifying two areas in Prescott Valley where flexible route service and Paratransit service overlap and either vehicle might pick up a passenger. This is important because the street patterns in some areas could result in too long of a deviation of the flexible route service.
- Recommending that ADA Paratransit service be operated door-to-door. The participants in Prescott Valley feel strongly that this is the only practical way to meet residents needs, and the volunteer driver program representatives believe that this is important for both communities.

These changes are reflected in the recommended service plan for implementation as described in the next section.

IMPLEMENTATION SERVICE PLAN

The recommended service plan for implementation includes three steps. The first step includes those activities that need to occur before fixed and flexible transit route service can begin. This step has the greatest number of managerial activities, and completion of many is necessary before proceeding further. For example, key initial activities are hiring a transit administrator, establishing a governance system, securing financing, and procuring vehicles for fixed and flexible route services.

Table 2.2: Three Steps of Service Development

	Step 1	Step 2	Step 3
Management	<ul style="list-style-type: none"> • Establish governance structure <ul style="list-style-type: none"> ◦ Work with all entities in region • Secure financing <ul style="list-style-type: none"> ◦ Coalesce existing financial resources ◦ Identify and secure new funding • Hire transit administrator • Initiate procurement, contracting, and monitoring for services and activities 	<ul style="list-style-type: none"> • Maintain and strengthen managerial capacity • Build public awareness and support • Ongoing monitoring • Continue contracting and service development actions 	<ul style="list-style-type: none"> • Maintain and strengthen managerial capacity • Build public awareness and support • Ongoing monitoring • Continue contracting and service development actions
Services/Activities	<ul style="list-style-type: none"> • Initiate call and scheduling center • Initiate marketing and customer information activities • Expand voucher program to general public • Establish mileage reimbursement program 	<ul style="list-style-type: none"> • Initiate fixed and flexible route services • Initiate paratransit services • Adjust voucher program to reflect new services • Adjust and continue public information activities 	<ul style="list-style-type: none"> • Expand fixed and flexible route services

The second and third steps involve the implementation of fixed and flexible route services and the ADA paratransit service to complement those fixed routes. The initial plan for implementing route service was to divide it into two service plans: initial routes and expanded routes. Identifying the minimum system that could be implemented provides an opportunity to see how the public responds to service before expanding it. It also keeps open the possibility that limited service could be funded without a new tax.

Comments received from the public and elected officials indicated that it would be useful to identify additional steps for implementing services. Step two could begin with just paratransit services and then have fixed and flexible route services added. An “Initial Plus” step was also identified if the localities wish to add the Willow Creek route in City of Prescott at the same time as the other route services are started.

Through the course of this project the two municipalities have been clear that having a stable funding stream in place is necessary before fixed and flexible routes are implemented. Assuming this is the course followed, then the only value in implementing the route services at two different times is to gain

experience before providing higher levels of service. The region also can decide to implement the initial and expanded services simultaneously.

The vision for transit services is to provide a family of transit services with both initial and expanded fixed and flexible routes, ADA paratransit services, a voucher program, and a mileage reimbursement program for volunteer drivers. All of these services would be unified through a single call and scheduling center. Each service or program is described in the following sections, along with information on the recommended fare structure.

The description of the service plan begins with the fixed and flexible route services. It continues to describe the three specialized transportation services: ADA paratransit service, the voucher program, and the mileage reimbursement program. It concludes with a description of the fare structure. For each service type the activities occurring in each phase are delineated.

FIXED AND FLEXIBLE ROUTE SERVICES

The initial fixed and flexible routes are illustrated in **Figure 2.1**. This map also illustrates where the routes will flex in Prescott Valley and the ADA paratransit service area.

Figure 2.2 illustrates the expansion to the fixed and flexible routes. Again it illustrates where the routes will flex and where ADA paratransit service will be provided – note that with the extension of the local Prescott route to Willow Creek the area for paratransit service in Prescott is significantly expanded. In the City of Prescott additional paratransit time is provided for the expanded services because the route will no longer flex.

The “initial plus” option includes the Willow Creek route in Prescott and adjustments to paratransit, but no changes to services in Prescott Valley.

In Prescott Valley the expanded service includes an additional vehicle so the route operates in both directions on hourly headways (while the initial Prescott Valley route is a one-way loop). Minor changes to the regional and local route in downtown Prescott are also included. In Prescott Valley there is an increase in available time to flex with the expanded services so no additional paratransit service is planned.

It is important to note that this Transit Implementation Plan addresses current conditions. Over time, additional services are anticipated to be desired based on the continued development of the region. The ongoing growth and development of the transit network will be addressed in future years.

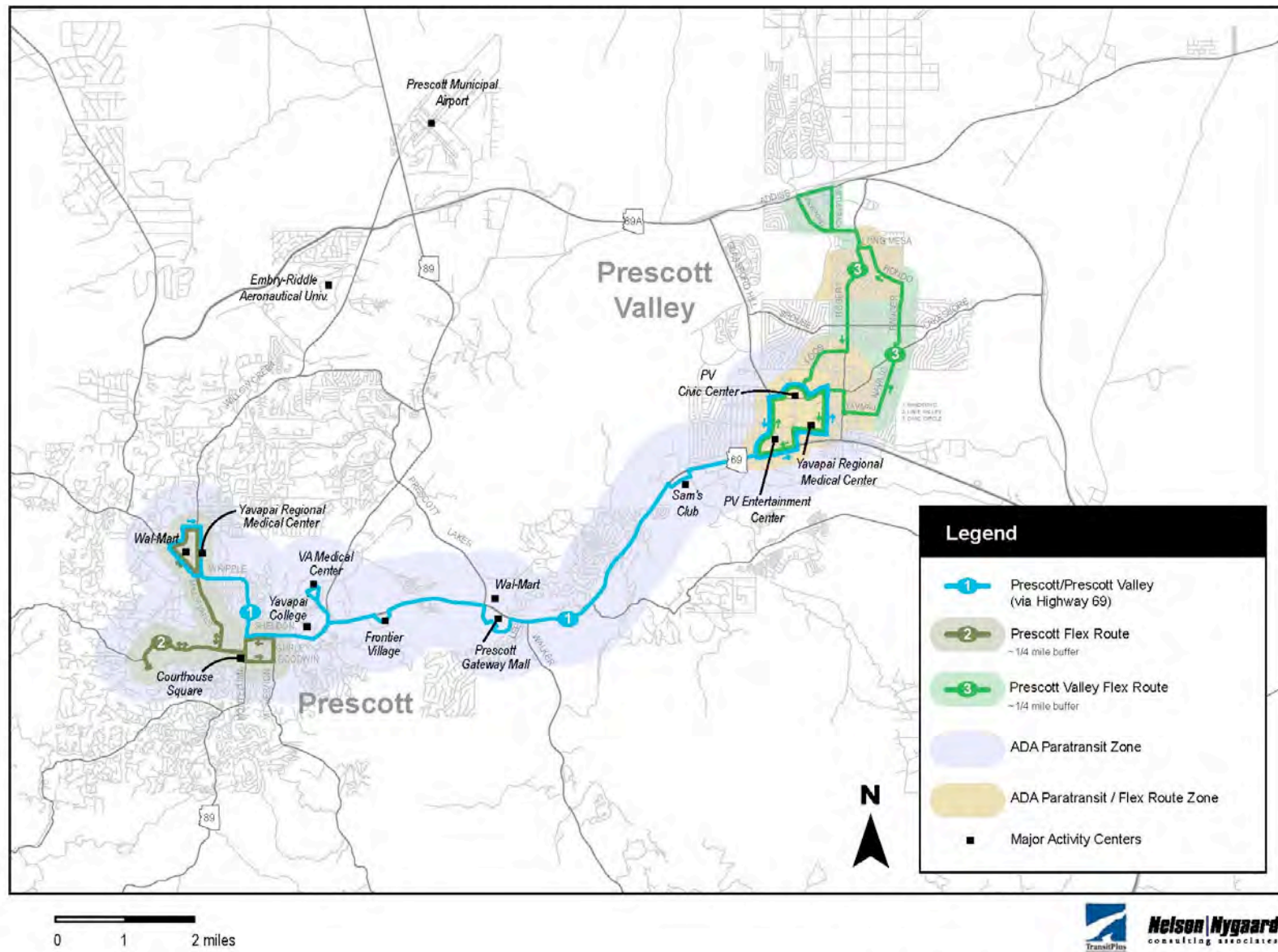
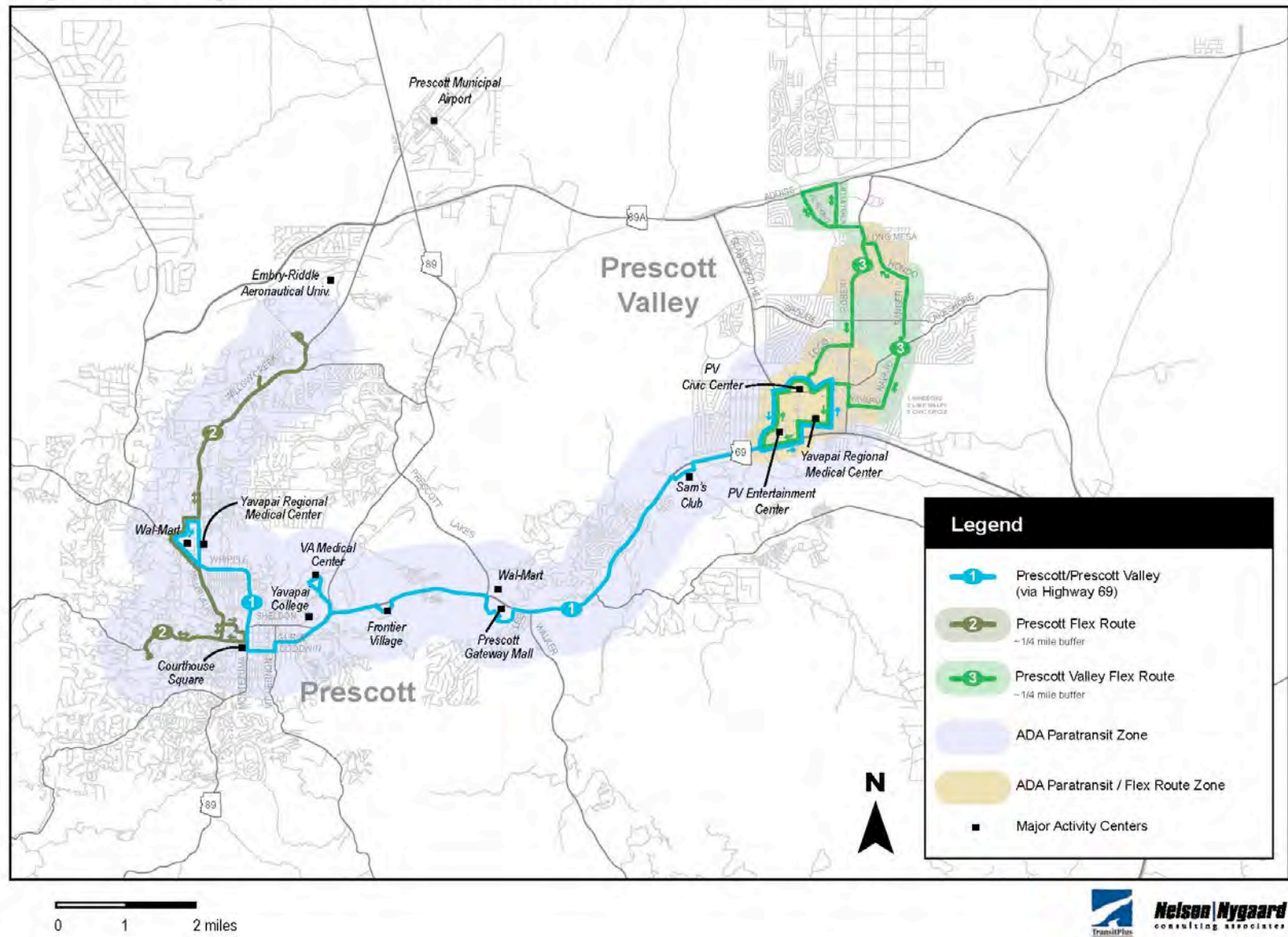
Figure 2.1: Initial Fixed and Flexible Routes

Figure 2.2: Expanded Fixed and Flexible Routes

Service Characteristics

The basic service characteristics for Initial, Initial Plus, and Expanded services are identified in **Tables 2.3, 2.4, and 2.5**. A total of seven vehicles are required to operate the initial services, split between the fixed and flexible route services and the paratransit services. One additional vehicle is needed for the initial plus option. For expanded services the vehicle requirements increase to nine with five for fixed and flexible route services and four for paratransit services. The contractors for the services will each need to be required to maintain one back-up vehicle.

Table 2.3: Service Characteristics for Initial Services

INITIAL SERVICE IMPLEMENTATION	Vehicles	Miles/Yr	Hours/Yr	Riders
Regional Service Begin with 2 buses Operate hourly, 13.5 hours/day	2	134,300	8,300	79,600
Prescott Valley Local Begin with 1 bus in loop route Operate hourly, 13.5 hours/day	1	59,900	4,100	39,800
Prescott Local Begin with 60% of bus each hr. (Balance of time/miles for ADA Flex)	0.6	36,100	2,500	23,900
	3.6	230,300	14,900	143,300
Paratransit 2.0 vehicles operate regionally	2	123,900	8,300	10,100
.5 vehicle operates in PV	0.5	31,000	2,100	3,400
.9 vehicle operates in Prescott	0.9	55,800	3,700	6,100
SUBTOTAL PARATRANSIT	3.4	210,700	14,100	19,600
TOTAL	7	441,000	29,000	162,900

For initial services approximately 441,000 miles are operated annually; this increases by 60,000 miles for initial plus services and by another 60,000 for expanded services. The increases occur primarily within the municipalities as services are increased. Service hours begin at 29,000 initially and increase to 33,000 for initial plus services and 37,000 for expanded services. Annual ridership of initial services is 162,900 and increases to 182,100 for initial plus services and 221,000 for expanded services.

Note that if the region decides to begin with paratransit services before the fixed and flexible route services, a total of 4 vehicles are recommended. The subtotal for paratransit numbers in the lower half of **Tables 2.3 or 2.4** reflect the characteristics of operating paratransit only.

Table 2.4: Service Characteristics for Initial Plus Services

INITIAL PLUS SERVICE IMPLEMENTATION	Vehicles	Miles/Yr	Hours/Yr	Riders
Regional Service Begin with 2 buses Operate hourly, 13.5 hours/day	2	134,300	8,300	79,600
Prescott Valley Local Begin with 1 bus in loop route Operate hourly, 13.5 hours/day	1	59,900	4,100	39,800
Prescott Local North Willow Creek Route instituted	1	62,700	4,100	39,800
	4	256,900	16,500	159,200
Paratransit 2.5 vehicles operate regionally	2.5	154,900	10,300	12,500
.5 vehicle operates in PV	0.5	31,000	2,100	3,400
1.0 vehicle operates in Prescott	1	62,000	4,100	7,000
SUBTOTAL PARATRANSIT	4	247,900	16,500	22,900
TOTAL	8	504,800	33,000	182,100

Table 2.5: Service Characteristics for Expanded Services

EXPANDED SERVICE IMPLEMENTATION	Vehicles	Miles/Yr	Hours/Yr	Riders
Regional Service Maintain Phase 1 Services with minor routing changes	2	134,300	8,300	79,600
Prescott Valley Local Add a second bus, providing two-way service and additional flex time.	2	119,800	8,200	79,600
Prescott Local Add route service to Commerce Drive at North Willow Creek, adjusting route in downtown area. (Full bus is used)	1	62,700	4,100	39,800
	5	316,800	20,600	199,000
Paratransit 2.5 vehicles operate regionally	2.5	154,900	10,300	12,500
.5 vehicles operates in Prescott Valley	0.5	31,000	2,100	3,400
1.0 vehicle operates in City of Prescott	1	62,000	4,100	7,000
SUBTOTAL PARATRANSIT	4	247,900	16,500	22,900
TOTAL	9	564,700	37,100	221,900

Scheduling

Schedules are presented in **Table 2.6** for the local and for regional routes. For ease, routes at both ends are timed to meet at :54 after the hour, provide a six minute layover, and depart on the hour. Based on community needs, the timing may be adjusted so routes depart at perhaps 15 minutes after or before the hour. This will be determined when service is implemented.

For the initial services, the local Prescott Valley route requires an estimated 49 minutes to operate, allowing 5 minutes for flextime and six minutes for driver layover. For expanded services, only the large residential loop is recommended for bi-directional service. As a result, an additional 35 minutes of running time is needed and 25 minutes is available for flexing.

The City of Prescott alternatives require 35 minutes to operate, leaving 19 minutes for deviating for ADA eligible riders. It is recommended that in Prescott the deviations be limited to those eligible for ADA paratransit services.

The regional route schedule matches the local route schedules. It requires 52 to 54 minutes to operate in each direction, allowing 6-8 minutes for layover at either end. This extra layover time in the regional schedules allow adequate time to board or disembark a passenger who uses a wheelchair or walker, so the regional route can be used effectively in place of some paratransit service.

Table 2.6: Running Time and Draft Schedules

LOCAL ROUTES			
	Miles	Minutes	Schedule Arrive
Prescott Valley - Initial service			
Town Hall to Pav Way & N. Lake Valley Rd	1.75	7.0	0:44
Pav Way & N. Lake Valley Rd. to Town Hall	1.75	7.0	0:51
Town Hall to Lakeshore & Navajo	2.25	9.0	0:10
Lakeshore & Navajo to Robert & Long Mesa Dr	1.75	7.0	0:17
Robert & Long Mesa via Viewpoint & Addis Ave.	2	8.0	0:26
Robert & Long Mesa to Town Hall	2.75	11.0	0:37
	12.25	49.0	minutes
<i>This bus has 6 minutes layover and 5 minutes flex time</i>			
Prescott Valley - expanded service			
Add fixed route mileage on large residential loop	8.75	35.0	
<i>Additional bus has 6 minutes layover and 19 minutes flex time</i>			
City of Prescott - initial service			
DES to W. Gurley & Grove	1.125	4.5	:18
W. Gurley & Grove to back via Mt Vernon	2.25	9	:27
W. Gurley & Grove to Walmart via Iron Springs	2	8	:35
Walmart to W. Gurley & Grove via North Willow	2.25	9	:09
W. Gurley & Grove to DES	1.125	4.5	:14
	8.75	35	
<i>This route has 19 minutes flex time</i>			
City of Prescott - expanded service			
DES to W. Gurley & Grove	1.25	5	:10
W. Gurley & Grove to Walmart via Iron Springs	1.75	7	:17
Walmart to Commerce at Tower Rd	4	14	:31
Commerce at Tower to Walmart	4	14	:45
Walmart to Montezuma & Gurley via W. Sheldon	1.9	7.6	:53
W. Gurley & Montezuma to DES	1.25	5	:05
	14.15	52.6	
<i>This route does not flex.</i>			
REGIONAL ROUTE			
	Miles	Minutes	Schedule Arrive
Regional Route - initial and expanded service			
<i>Eastbound</i>			
Walmart to 89/69 intersection via VA	5.375	21.5	:21
89/69 intersection to Gateway Mall	3	7.2	:29
Gateway Mall to Stoneridge Dr.	4.5	10.8	:40
Stoneridge Dr. to PV Town Hall	3.5	14	:54
	16.375	53.5	
<i>Westbound</i>			
PV Town Hall to Stoneridge	3	12	:12
Stoneridge to Gateway Mall	4.5	10.8	:24
Gateway to 89/69 intersection	3	7.2	:31
89/69 intersection to Walmart via VA	5.375	21.5	:53
	15.875	51.5	
Grand Total Miles / Minutes for Regional Route	32.25	105	

Bus Stops

This service will require a combination of stops within the public right-of-way and on private property. Stops planned for private property include:

- Sam's Club
- Gateway Mall
- Frontier Village
- Veterans Administration Facility
- Walmart off Gale Gardner Way in Prescott
- Safeway/K-mart off North Willow Creek in Prescott
- DES office in shopping center off West Gurley in Prescott
- In addition, a transfer center that allows two buses to park will be needed at the Town of Prescott Valley Civic Center.

For these stops, the transit administrator will want to negotiate license agreements with the property owners to provide for regular bus service. While Citibus currently serves five of these locations, additional space may be required to provide for larger buses and loading of passengers who use wheelchairs. In particular, the Walmart stop will need room for two buses to meet and to lay-over (although the layover may be away from the passenger bus stop).

The stop at Safeway/K-mart is on the list but the consultant cautions that this location should only be served if time allows; otherwise the stop can remain on the street.

Guidelines for the development of bus stops are included in Appendix F. Note also that each of the jurisdictions (City of Prescott, Town of Prescott Valley, and Yavapai County) will be responsible for approving stops within their jurisdiction and the Arizona Department of Transportation will be responsible for approving stops on the state highway.

Initially it is recommended that only bus stop signs be installed, although larger informational signs would also be desirable at the Civic Center in Prescott Valley and Walmart in Prescott. It is recommended that the region wait until services are running effectively before considering shelters and benches. Some flexibility may be needed in routing and stops in the first year or so.

Fixed and Flexible Route Service Delivery

It is recommended that services be provided via a contract for transit services. Vehicles would be provided to the contractor, and they will be equipped with wheelchair lifts and communication equipment. The flexible routes will require active dispatching so if this contract is let to a party other than the one providing

paratransit services, the communications equipment will enable the call and scheduling center to communicate with the drivers. This could be done via radios, mobile data terminals, or other methods.

PARATRANSIT SERVICES

Paratransit services, along with the voucher program and volunteer driver programs, are designed to meet the overall specialized transportation needs in the region. This section describes the paratransit services while the voucher and volunteer driver programs are described in the next sections.

The paratransit requirements will be met by a combination of full-time paratransit vehicles and flexible routes in local communities. Vehicles will be shared between local and regional paratransit, as it is expected that a significant number of the local riders will travel to regional destinations.

The initial service plan allocates 2 vehicles to regional services, one-half a vehicle to Prescott Valley, and .9 of a vehicle to Prescott. Over time where the vehicles are stationed and allocated can be adjusted based on the number of local and regional riders and the ability of passengers to use the fixed-route service for individuals who would otherwise require paratransit between communities.

The initial plus and expanded service plans allocate 2.5 vehicles to regional paratransit service; one-half of a vehicle to Prescott Valley, and one vehicle is allocated to City of Prescott.

Looking at anticipated demand numbers based on systems with strict eligibility criteria, a total of approximately 20,000 annual trips are anticipated. An estimated 7,000 annual trips can be carried by each vehicle in full-time paratransit service, so three vehicles should be able to meet this need initially. The fourth vehicle planned for expanded services may not be needed until demand develops. While even three vehicles provide a great deal of paratransit service, the use of the service may develop slowly so not all the hours may be needed in the first year.

Based on the ADA regulations and public comment, the implementation plan for paratransit services follows the federal minimum standards except that service is recommended to operate door-to-door rather than curb-to-curb.

Service Standards

Complementary paratransit will be provided to eligible individuals with a system established to determine paratransit eligibility. This process will include honoring eligibility conferred by other systems for a period of time as well as a process for people to dispute any finding that they are not eligible.

Complementary paratransit will be provided for regular fixed route services. Where routes flex, the flex route service will take the place of paratransit services. Complementary paratransit will:

- Be offered during the same days and hours as fixed route services
- Be available within $\frac{3}{4}$ -mile of fixed route services
- Be available with a 24-hour reservation and trips may be scheduled in advance. Subscription services will be provided, with up to 50% of the capacity at any point in time available for subscription trips.
- Have adequate capacity to meet all trip requests of eligible individuals.
- Have no restrictions on trip purposes.
- Have a fare of twice the regular cash fare for standard fixed route services operating in the same area.
- Be provided from door to door.
- Be guided by a set of policies that describe personal care attendants, what happens if the rider does not show up, what happens if the return trip is later than anticipated, and similar issues. A Riders Guide will be developed to describe these policies.

It is also recommended that the public transit agency actively work to coordinate services with agencies meeting the other specialized transportation needs of other riders so that community resources are effectively deployed. This will include establishing a joint call center that can be used to schedule rides for flex route passengers, paratransit riders, and others with specialized transportation requirements.

Three actions are recommended to provide efficient service to persons who are ADA paratransit eligible. One is to use route deviation services where feasible – and this is proposed in parts of Prescott Valley. The second is to use the same vehicles for both local and regional trips where feasible. On the fixed route side, the same vehicles that provide service in Prescott Valley will then continue on to the City of Prescott, making it unnecessary for an individual with a disability to transfer vehicles if they are traveling to a location served by the fixed and flexible route system. Similarly, paratransit vehicles will be scheduled to pick up locally in either Prescott or Prescott Valley and then continue onto the other community when practical. Finally, regional paratransit trips will be scheduled to depart from

Prescott and Prescott Valley on a regular schedule so that passengers can plan appointments around this schedule.

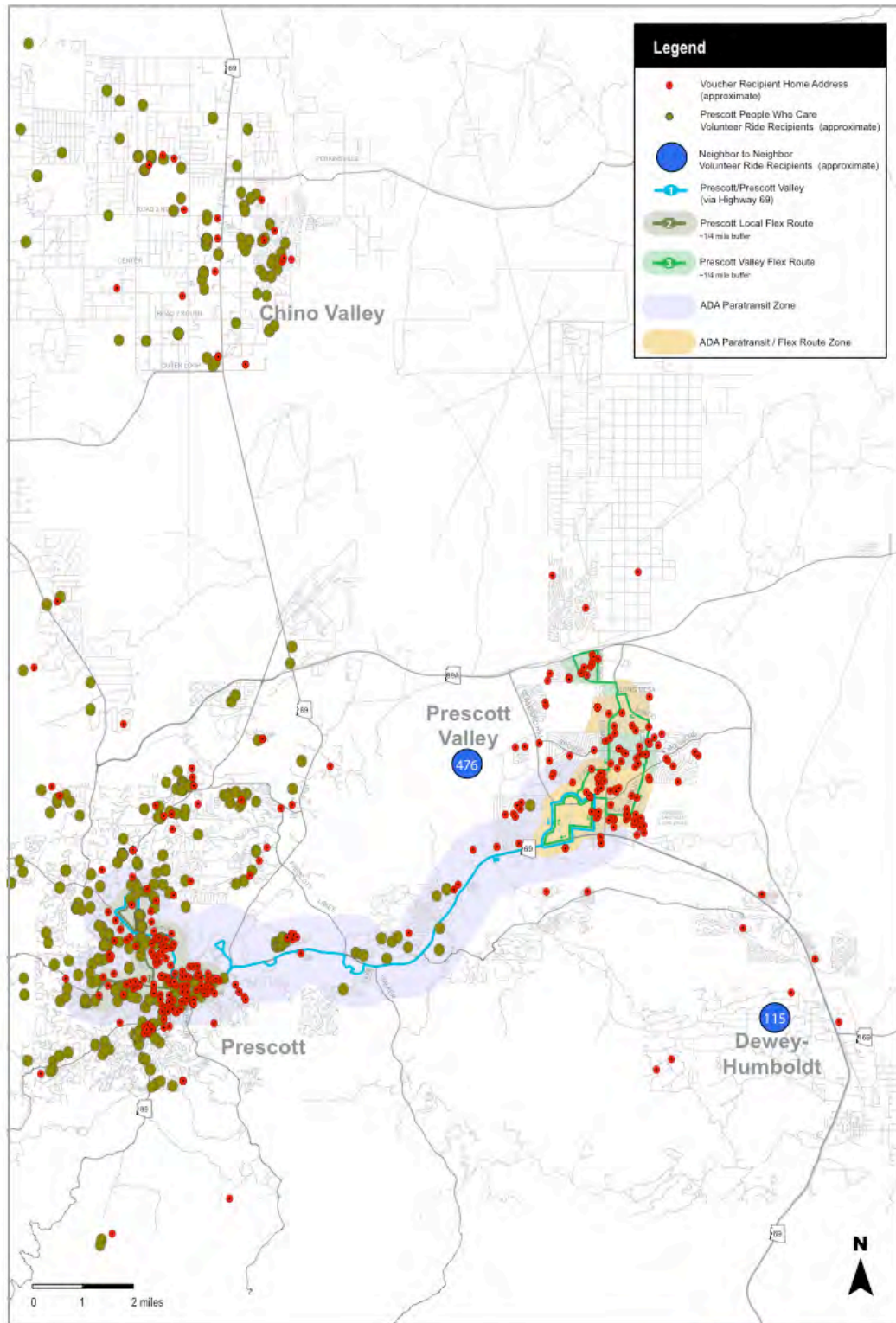
Complementary ADA Paratransit Service Delivery

It is recommended that paratransit services be provided by a primary contract with a provider who also is contracted with to operate the call and scheduling center. In addition ancillary contracts can be negotiated with taxi providers for overflow trips.

The budget is based on contracting for the full-time use of vehicles, and it is anticipated that a minimum of three vehicles will be needed to provide local and regional services. Overflow can be contracted out until it is more cost effective to add a fourth vehicle. Provider agencies have indicated they have available wheelchair lift-equipped vehicles so it is recommended this contract be bid for equipment and services.

GENERAL PUBLIC VOUCHER PROGRAM AND MILEAGE REIMBURSEMENT PROGRAM

These programs can be initiated as part of the Phase 1 activities. Prior to fixed and flexible routes being initiated, the voucher program will serve the general public; once the Phase 2 initial fixed and flexible route services are initiated, the voucher program will be more limited, primarily serving residents outside the area where public transit services are available. The mileage reimbursement program is anticipated to remain the same before and after fixed route service is initiated, although many people who rely on volunteer drivers may be able to use paratransit services instead. **Figure 2.3** illustrates the paratransit and flex route service areas for the initial fixed and flexible route services. It also shows the location where residents who currently use vouchers or receive rides from volunteer drivers live.

Figure 2.3: Specialized Transportation Services

Voucher Program

Modifications to the voucher program are included in the implementation plan. These include: administration by CYMPO or the transit agency, pre-qualification of voucher providers, and purchase of vouchers by users (at discount rates set by each city). Once the initial transit services are initiated, eligibility would be limited to those without other transit access. This last step is one that will occur naturally as the voucher trips are more expensive and provide less mobility than the other options which will be available.

There are several reasons for the changes in program management. One is that by using Federal Transit Administration funds to expand the program to the general public, it will be necessary to demonstrate management control over the program, how services are delivered, and to assure compliance with a variety of regulations. This will help to allay concerns over the quality of some services. Another is that it is important to bring together the various resources for transit services so they can effectively leverage the Federal dollars. Managing the voucher program as part of the overall transit program will provide a means of comparing investments in different types of mobility services. Finally, centralized management of services will be helpful for riders, providing a central place where information is available on all services and mobility options.

Management control can be asserted through direct management of the program or through contractual relationships. Initially, it is recommended that a contract with NACOG be used in order to provide for a smooth transition.

An important implementation activity will be setting up the program so passengers pay their user fee when obtaining scrip rather than paying the vendor. A 20% fee is recommended so the resident pays \$2 for every \$10 of scrip purchased. Other activities include establishing program guidelines for general public use and on how much scrip can be purchased at one time (as funds will remain limited). Finally, a certification for providers or quality control program needs to be established. This will provide potential riders with information about the various companies or agencies they can travel with (such as how fares are calculated). It will also provide an avenue for complaints or compliments.

Remember also that the voucher program is one used by several jurisdictions so the participating communities need to reach a consensus on the implementation changes and how they wish to participate in the program in the future. Not only do the other cities need to weigh in, but also NACOG and the providers need to offer their insights. The communities most impacted by potential changes are those for which fixed or flexible transit services are not presently planned.

Mileage Reimbursement Programs

Mileage reimbursement programs for volunteer drivers and for family and friends who augment the publicly provided services is a valuable part of the implementation plan. Mileage reimbursement programs can be a cost-effective way to provide transportation services to individuals who need more support than a typical transit system can provide, involving volunteer drivers or “family and friends” to provide the service.

These programs are useful for serving individuals who are outside the proscribed service area or trips that would otherwise involve a long distance of “empty” or “dead-head” miles. They can also be used for those who need service more frequently than regular service is provided.

Family and Friends Mileage Reimbursement

These programs for family and friends who provide transportation are often limited to those trips that the federal Medicaid funding will cover as a pass-through expense. If additional trip purposes are allowed, local funding is needed to cover the mileage reimbursement rate. All trips must be scheduled through a central call center. This provides an opportunity to put the individual on a bus – if one is already scheduled for the same trip time – and enables the agency to track the services that are provided, determine eligibility, and track travel patterns.

The passenger arranges for the driver and files a claim through the agency for reimbursement. For liability reasons, the agencies can have no role in arranging for the driver.

Volunteer Drivers

It is recommended that the mileage reimbursement for the volunteer driver programs be coordinated with the existing programs. The standards and eligible trip purposes may vary between volunteer driver programs, but some characteristics need to be consistent.

As with the Family and Friends mileage reimbursement, scheduling these trips through a call center is important. Trips can be done on a subscription basis, so a call is not needed for recurring trips – only cancellations.

As part of the implementation plan, consensus will be needed what is an eligible trip and what level of mileage reimbursement is appropriate. It may be appropriate to provide for a wider variety of trip eligibility in areas outside the paratransit service area than in those areas served by public transit.

FARE STRUCTURE

Table 2.7: Recommended Fare Structure

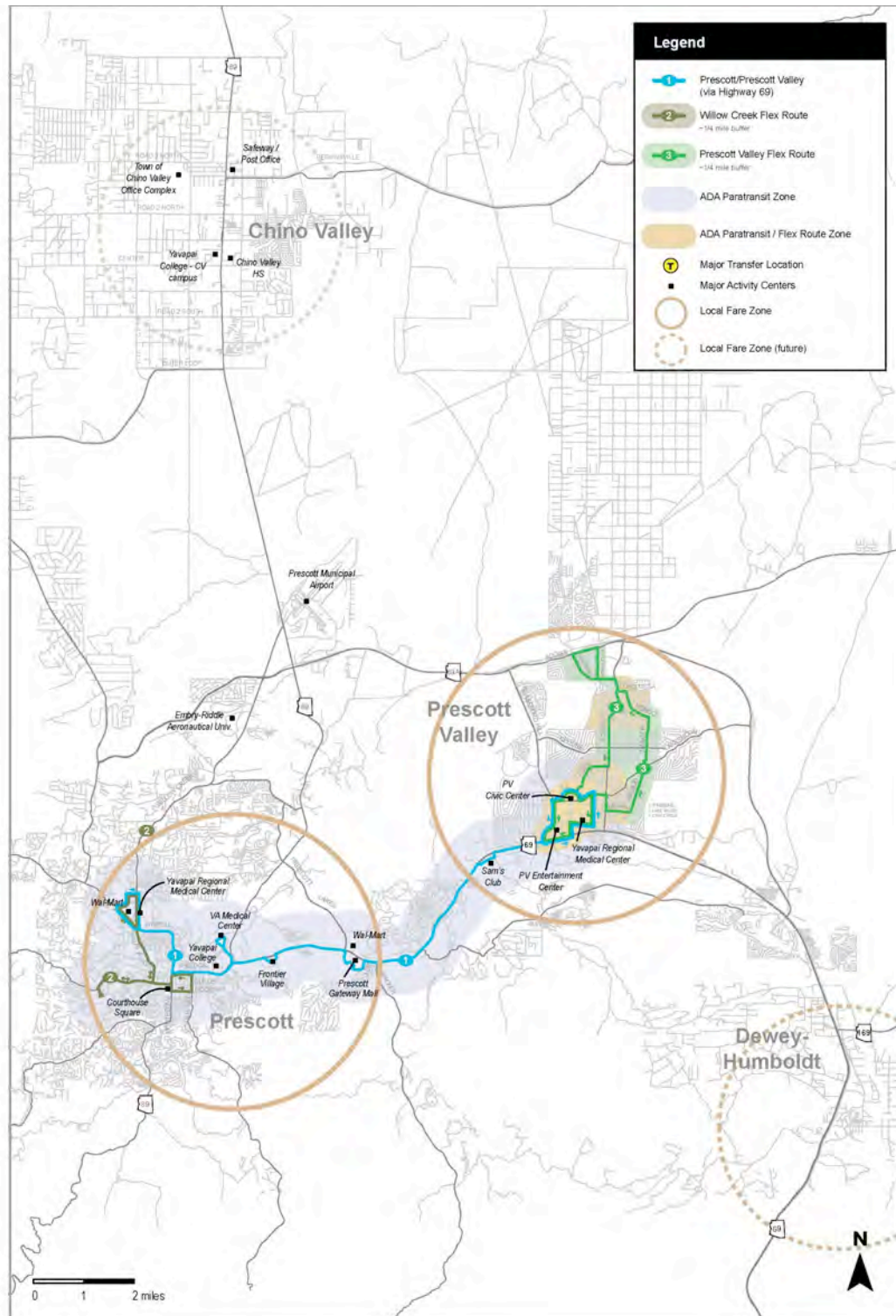
Cash Fares	Amount
Local	\$2.00
Regional	\$4.00
Discount Fare Local*	\$1.00
Discount Fare Regional*	\$2.00
Tickets	
10-ride booklet - local	\$15.00
10-ride booklet - regional	\$30.00
Discount 10-ride - local	\$7.50
Discount 10-ride - regional	\$15.00
Monthly Passes	
Local	\$60.00
Regional	\$120.00
Discount - Local*	\$30.00
Discount - Regional*	\$60.00
Scrip for Voucher Program	
User pays for 20% or \$2.00 for every \$10.00 of scrip.	

*Discount Fares apply to all older adults 65+ and individuals with disabilities. They may be extended to students or youth.

The recommended fare structure is identified in **Table 2.7**. Cash fares are the amounts a person boarding the bus pays. The discount fare provides a half-fare to individuals who are elderly or who have a disability and is available in all fund categories – cash, tickets, and passes. The recommended fare structure includes a 25% discount for tickets and passes.

Local fare zones are illustrated in **Figure 2.4**. All riders traveling outside the local zone would pay the higher regional rate.

The voucher fee is recommended at 20% of the cost of the scrip purchased, and it is recommended that scrip be sold in \$5 increments – so a minimum of \$5 would need to be purchased at a time. The denominations should be determined based on the fares charged by various providers, but it is anticipated that \$1 and \$5 denominations or a punch card will be adequate. A policy should be established that the any “change” that is provided for people using scrip to pay for a trip is in scrip – not cash. The reimbursement to providers should be for the amount of bus fares or metered fares and the scrip turned in, amounts that should match. Calls should be made to a percentage of the riders to verify the trips for which reimbursement is requested.

Figure 2.4: Fare Zones

3. GOVERNANCE & FINANCING

The work carried out on governance and financing mechanisms is summarized in this chapter, followed by analysis and recommendations on options. It begins with a review of the initial options considered, and then provides further analysis about the development of a public transit authority. Final decisions on the governance and financial structure will be developed in Phase 1 of the implementation.

Both the City of Prescott and Town of Prescott Valley have indicated that a funding mechanism will be needed to assure transit services have long-term stability. Governance and financing mechanisms are often connected so they are discussed together in this chapter. Governance is a broad term that encompasses the structure of the organization charged with planning and delivering transit services, the decision-making process, and public outreach activities. Financing mechanisms are generally specified as part of the governance structure, and in some cases only certain financing mechanisms can be used with a specific governance structure.

BACKGROUND

The implementation planning process explored the characteristics of effective governance and identified key characteristics that will be important in choosing a governance option. Three basic options were identified: **Table 3.1** identifies the main characteristics of each of these primary options and all are satisfactory for the service planned. All three are based on some form of intergovernmental agreement so they have many similarities. In summary, the main points for each option are:

- A simple **IGA** can be as extensive or limited as desired and have as many parties as desired. Either CYMPO or Yavapai County could serve as a lead agency to provide a regional emphasis.
- **CYMPO Management** would provide the recommended regional umbrella for services and link regional planning to service provision. A mechanism would be required so the parties funding specific services are the only ones voting on those services.
- A **Public Transit Authority** so provide a regional umbrella, and Arizona statutes provide for two types: an Intergovernmental Public Transit Authority (IPTA) or a Metropolitan Public Transit Authority (MPTA). Each is described in more detail in the next section.

Table 3.1: Characteristics of Governance Structures

Structure	Characteristics	Effective in what time frame?
Intergovernmental Agreement P u b l i c	<ul style="list-style-type: none"> • Flexible, easy-to-implement and amend. • Can be as limited or extensive in scope as desired. • A lead agency is needed and it is recommended this be CYMPO. • Essentially requires an annual renewal and both finance levels and service levels may not have the stability needed for long-term growth. • Only those jurisdictions interested in funding services need participate – may result in less of a regional approach to transit services. 	<ul style="list-style-type: none"> • May be good short or mid-term option, but limited in its ability to meet long-term needs of region as it grows to a population of 400,000.
CYMPO Management a n s i t A u t h o r i	<ul style="list-style-type: none"> • As an intergovernmental agency, many of the characteristics of the IGA apply to this option. • CYMPO is a regional agency, and all members would participate. A mechanism could be developed so that only certain agencies funded and voted on particular transit services (i.e. all might be interested in the voucher program but only a few entities might be interested in fixed route transit services) so that the control over those services lay with the jurisdictions funding the services. • CYMPO is the designated recipient for Federal Transit Administration funds and is also charged with regional transportation planning. • As the region grows towards 250,000, it is likely that transit services will become more complex and the needs of the transit system may outgrow CYMPO management. 	<ul style="list-style-type: none"> • This option could serve the region well through the mid-term.
Public Transit Authority (IPTA or MPTA) w o u l d a l	<ul style="list-style-type: none"> • Provides for the regional structure needed for effective transit service planning, coordination and delivery. • Allows for flexible boundaries – but requires that entire municipalities be included. County Supervisors are responsible for identifying the unincorporated boundaries. • IPTA requires a public hearing to establish; • IPTA does not include a funding mechanism; the MPTA includes the provision of a property tax levy for transit • An IPTA includes responsibilities for planning and for establishing bus stops. • More prescriptive than the other options; 	<ul style="list-style-type: none"> • Appropriate short or long-term. Requires more community support and resources initially, but best long-term structure for region.

RECOMMENDED STRUCTURE

After the briefing held for elected officials in July, 2008, the preference identified for the governance structure was a public transit authority. The final selection of governance structure and boundaries will be made as part of the implementation process. **Figure 3.1** illustrates draft boundaries for an intergovernmental public transit authority. As there are two types of public transit authorities, more discussion of the similarities and differences are summarized in **Table 3.2** and discussed below.

POPULATION LIMITATIONS

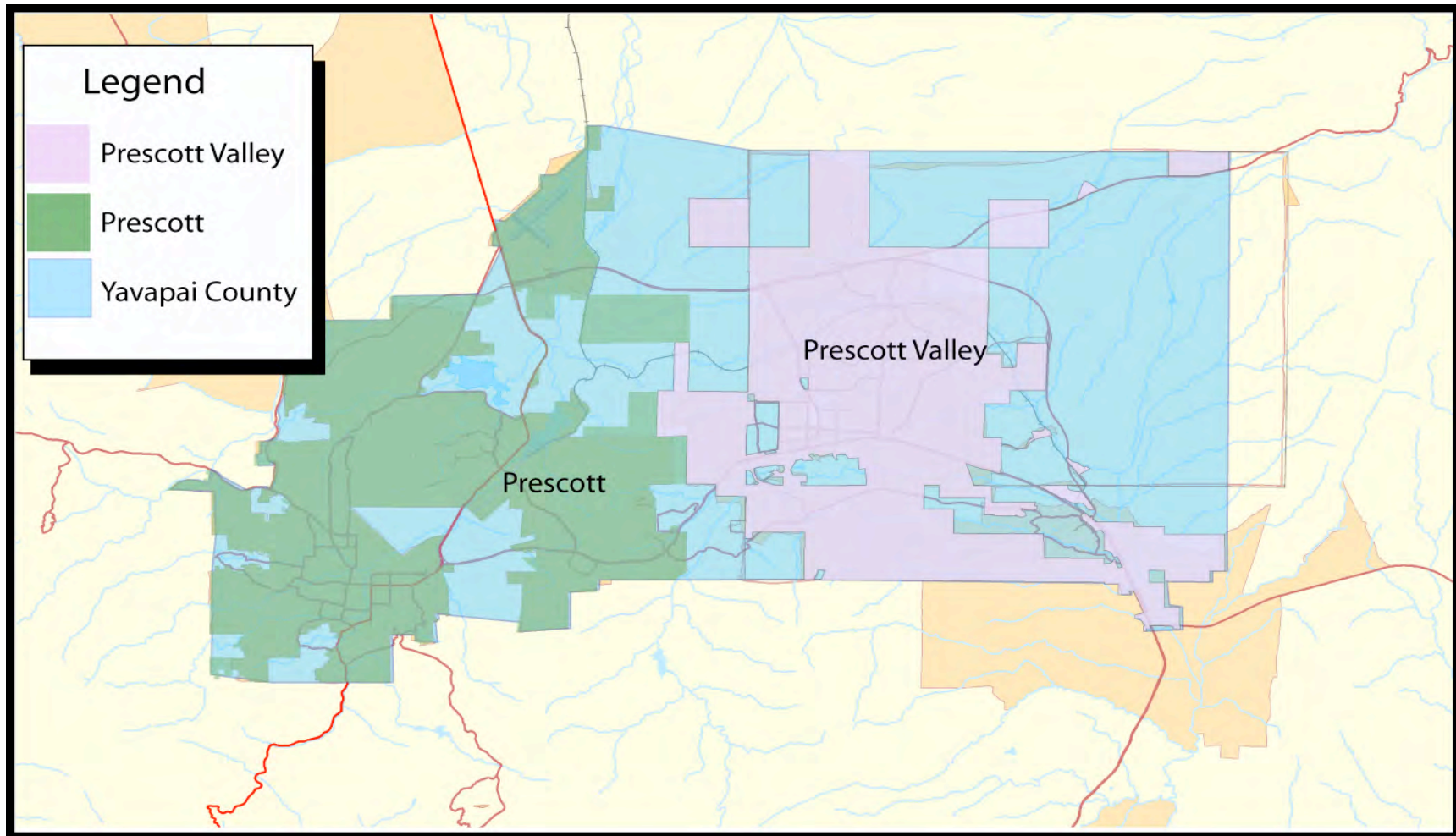
The IPTA is specific to counties with populations of under 400,000. The MPTA can be established in any size county and provides for the complexity that larger counties may need. The MPTA requires that 51% of the County population be included within the boundaries.

The area under discussion includes approximately 37% of the Yavapai County's population based on 2008 Arizona Department of Commerce population estimates so this standard is not met. Adding the towns of Chino Valley and Dewey-Humboldt would increase this to approximately 45%, still shy of the requirement by approximately 14,000 people. It may be possible to investigate whether a statutory change could be crafted to enable a MPTA to be used as a governing mechanism.

All jurisdictions will need to have the opportunity to consider their involvement in the proposed authority. If Chino Valley and Dewey-Humboldt choose to participate, the region will be significantly closer to the required 51% population limit. Two factors may affect their interest. The first is that one or more agencies might wish to participate if voters will be requested to authorize a funding source to provide transit services. The second is that the voucher and volunteer driver mileage reimbursement programs are ones that other communities may wish to participate in. Note that it is also possible for the authority to contract other communities for providing the voucher and volunteer driver mileage reimbursement programs in communities outside the boundary of the public transit authority.

PLANNING RESPONSIBILITIES

The IPTA includes planning responsibilities and provides for a comprehensive approach and the legal framework needed to provide coordinated regional services. The MPTA does not include the planning responsibilities that are included in the IPTA.

Figure 3.1: Draft Boundaries of Intergovernmental Public Transit Authority

FINANCING CONSIDERATIONS

Only the MPTA contains a financing mechanism, allowing for a property tax levy for transit services and providing bonding authority. As the property tax is set to cover the shortfall in revenues, only the amount needed in any given year need be collected.

For the other options (standard intergovernmental agreement, CYMPO management, or the IPTA) the participants will determine how funding will be provided as part of the negotiations for the agreement. Usually general funds are used for the local share of transit service for an IPTA – and these may come from a combination of sales tax, LTAF II, or other revenues. Because LTAF II is not a stable source it is more common to have sales tax to provide a stable funding stream.

Only the process for participants to fund the system needs to be determined, not the actual source of the funding. The process includes when funds will be budgeted and transferred by participants and what happens if an agency is unable to make the payment. Localities can determine from year to year the actual source of their contribution – in one year it might be LTAFII funding and in another year funds might come from general fund dollars.

It should also be noted that an MPTA can also use sales tax or LTAF II revenues. For RPTA in metro Phoenix sales tax is a foundation of their budget. Sales tax rates are generally set to allow for anticipated growth over at least a ten-year period.

ONGOING ROLE OF JURISDICTIONS

A major difference between the two options are that the participating jurisdictions retain a significant amount of control over the IPTA while the MPTA is entirely free-standing once it is established. In the IPTA, jurisdictions appoint board members and may remove them for cause. They also may retain some control over funding that is provided directly from the jurisdictions. With the MPTA, the board is responsible to the electorate and the budget is set through a public hearing process.

Another difference between the two options is that the IPTA requires that the entire area of a municipality must be included in the authority boundaries, while for a MPTA the boundaries can be drawn to cover only a portion of the jurisdiction.

Table 3.2: Comparison of Intergovernmental and Metropolitan Public Transit Authorities

Item	Intergovernmental PTA	Metropolitan PTA
Purpose and Responsibilities	<ul style="list-style-type: none"> A political subdivision and corporate body Established to design, operate, and maintain a public transit system 	<ul style="list-style-type: none"> A political subdivision incorporated as a non-profit enterprise Established to own and operate a metropolitan public transit system
Entities Eligible to Establish	<ul style="list-style-type: none"> Cities, towns, and designated unincorporated County areas where county population is less than 400,000 	<ul style="list-style-type: none"> Cities, towns and county acting jointly (Note, there are requirements that at least 51% of the population of the county be included in the authority boundaries.
Board Members	<ul style="list-style-type: none"> Board governs authority with 5 to 9 board members appointed by participating governmental entities. Five-year terms Executive director of COG serves as organizing director until the initial board hires a general manager Board members may be removed for cause by appointing entity 	<ul style="list-style-type: none"> Board governs authority with 5 to 11 elected board members Initial members are appointed by originating jurisdictions and serve until regular members are elected. Four-year terms No organizing director is specified, but law specifies the general manager shall work full-time.
Boundaries	<ul style="list-style-type: none"> Entire area of municipalities and Board of Supervisors determine unincorporated area to be included. 	<ul style="list-style-type: none"> The portion of the municipality to be included within the operating area is defined by ordinance. Provisions are made for additional areas to be included over time.
Process to Establish	<ul style="list-style-type: none"> Municipalities petition Co. Board of Supervisors Supervisors hold at least one public hearing If Supervisors find establishing authority would serve the public convenience, necessity, safety, or welfare, they shall establish IPTA by resolution Participating entities enter into an IGA to provide the PTA with the sole authority to design, operate, and maintain the public transit system 	<ul style="list-style-type: none"> Ordinances or resolutions are adopted by all proposed jurisdictions Board is elected at a statewide general election.
Funding	<ul style="list-style-type: none"> No provisions are made for funding and there is no authority to issue bonds; A combination of funds may be used. General funds or sales tax funds are two that may be used for local match to Federal Transit Administration or ADOT transit funds 	<ul style="list-style-type: none"> Annually board prepares a budget with expenses and revenues, after a public hearing process If additional revenues are required, balance is “certified” to Board of Supervisors who then levy a public transit authority tax on property in the service area in a sufficient amount Other funding may also be used – e.g., voters may also be asked to approve a sales tax. The MPTA has the ability to issue revenue bonds
Planning	<ul style="list-style-type: none"> Includes specific planning responsibilities and preparation of annual five-year program 	<ul style="list-style-type: none"> Not specified in the legislation.

FINANCING TRANSIT SERVICES

Transit is typically financed by a variety of different fund sources. In considering the differences between the two public transportation authorities it is useful to consider the type and magnitude of funding that may be required and available for the provision of public transit services. Both of the public transportation authority structures allow for using a wide variety of funds to cover the budget. The decision-making structure and management structure need to accommodate this and allow for the constraints imposed by different fund sources.

FEDERAL FUND SOURCES

Federal Transit Administration (FTA) funding for public transit services is a key source so the discussion in this study has revolved around the FTA funding for urban transportation and the requisite local matching funds. These funds need to be expended for services within the urbanized area boundary. In addition, there is FTA funding for rural areas and for tribal transit services. The Arizona Department of Transportation (ADOT) manages the rural FTA funds. Any routes or demand response services that travel to the rural area – for example a route to Chino Valley – would be eligible for FTA rural funding. In addition, ADOT has programs serving urban and rural areas which assist in:

- Purchasing equipment for organizations providing transportation to individuals who are elderly or disabled.
- Providing mobility management and similar services that help to provide coordinated transportation services.
- Providing job access transportation.
- Providing services that go beyond the ADA paratransit requirements in providing services to individuals with disabilities.

Federal Funds may be used for 50% of the net operating expense of transit services and 80% of capital costs. The remainder must be paid with local funds.

In order to access these funds, they need to be applied for and managed. In transportation systems that serve urban and rural areas it is ideal to have comprehensive planning and a single organization that applies for and manages all of these fund sources. Many organizations in the region have received funding for vehicles from ADOT and Territorial Transit has been awarded a grant for mobility management and a variety of activities aimed at building a foundation for coordinated transit services.

Because rural services are not included in the implementation plan, the rural funds managed by ADOT have not been included in the draft budget. However,

they will be an important part of a coordinated system in the future and would likely stretch the federal dollars available to support transit services.

At present the Central Yavapai urbanized area has available federal funds for the urbanized area services. The region receives approximately \$700,000 annually. The Initial Service level maximizes these funds. For services beyond this level, the incremental increase in costs will be funded with 100% local funds once the accrued Federal funds are drawn down. In addition, some other Federal programs – such as the Temporary Assistance for Needy Families (TANF) or Older Americans Act funds – can be used to support transit services. Often this is done through purchasing fares for the eligible population.

LOCAL FUNDING SOURCES

The most common source of funding is sales tax, requiring a vote of the public and an estimate of the amount that will be needed to provide services. Two financial plans have been developed, one based on very limited services and the other expanding the services operated in Prescott Valley to run in two directions and in City of Prescott to serve North Willow Creek. These provide a range to help understand the magnitude of funding that would be required for the proposed system.

Local funds can include LTAF II, but this has not been a reliable funding stream. As such, the following calculations, taken from the detailed ten-year budgets presented in Chapter 7, do not include LTAFII. In those years when it is received, the amount of other funding can be reduced to the extent that LTAF II is used to cover expenses.

The Initial system begins with a requirement of approximately \$400,000 annually in local funds while the Expanded system, on average, requires \$500,000, an additional \$100,000. This is calculated based on the total eligibility for federal funds and using up the accrued balance of urbanized area funds in the early years. Once the accrued federal funds are depleted, a greater proportion of costs will be switched to local funding.

The year in which the accrued balance is depleted will depend on how successful the region is at gaining ADOT funding and discretionary funding for vehicle replacements as well as what the reauthorization of federal transportation legislation holds in store for transit in small urbanized areas. Budget calculations estimate that the Initial system will deplete allocated federal revenues at the end of 2017 while the Expanded service level will deplete federal revenues three years earlier, at the end of 2014.

For this basic service plan, one can look at the budget estimates for 2019 and see that a local share of \$1.2 million for the initial system or \$1.9 million for the expanded system will be needed. This would require a sales tax of approximately 0.1 of a cent for the initial system and 0.15 of a cent for the expanded system.

- When going to the voters, it is useful to consider the long-term perspective so a decision can be made regarding what to ask for and when to place the question on the ballot.
- In the first five years (2010 through 2014) an average of \$450,000 to \$550,000 will be needed in local share to provide transit services for the initial and expanded services respectively. If a sales tax were used, a tax of approximately 0.05 would raise this amount. If a property tax were used, the rate is estimated to be around 0.06.
- In 2019, with inflation included and the accrued federal funds depleted, the local share of the initial and expanded system would be \$1.2 to \$1.9 million respectively. This would require a sales tax of 0.1 to 0.15 of a cent based on current tax generation.
- The region is growing and long-term will need a system that serves a population of 200,000 to 400,000 in population. While funding patterns vary significantly across the nation, in western states without access to state funding for operations it is common for sales tax rates for transit (the most common source of funding) to range from one-quarter of one percent to one percent. The amount varies widely, depending on factors such as the level of transit services and demographic and land use patterns.

While a property tax levy might be viable to provide funding for the first few years, it is unlikely that this would be a viable single source long-term because of the amounts that will be required as the area grows to a population of 400,000. Establishing an MPTA does not preclude the adoption of a sales tax levy so this could be considered as the system grows.

Ideally, a way will be found to fund services for a period of time and then voters can decide if the services are important enough to maintain or expand. If this approach is taken it is recommended that the fund source be in place for about ten years – long enough to have solid successes with services, for the services to become integrated into the fabric of the community, and for the economic benefits of having service become apparent. Funding the cost of transit with sales tax for a period of ten years would require between .05 and .1 of a cent for the initial or expanded plans, respectively. This does not consider the possibility of obtaining other FTA funding through the discretionary program or through ADOT programs or using LTAF II funds for a portion of the costs.

SELECTION OF A GOVERNANCE STRUCTURE

The final governance structure will need to be determined through discussion with the partners in the region and married with a proposed funding plan. In evaluating the options, keep in mind that the governance structure should:

- Match control and authority with funding responsibility.
- Provide a stable and sustainable financial foundation for transit services and an equitable means of sharing costs for services. The structure should also provide for a balance between the need to maintain stable services and the ability for partners to determine the level of service or funding that will be provided for transit services in their community.
- Be able to cover the entire urbanized area and have the flexibility to allow new jurisdictions to join as they choose to do so.
- Be able to effectively serve the urbanized area as it grows with the flexibility needed to respond to changing community needs with mechanisms for adjusting service type and levels as needs change.
- Provide for effective and inclusive decision-making that is coordinated with planning activities for other modes and has strong outreach activities to stakeholder agencies and volunteer organizations.
- Provide for administration of grant funding and compliance with state and federal regulations.
- Provide a broad range of mobility services with a single agency providing oversight, setting policies, and having the flexibility to provide a range of services that will best meet customer's needs. Current programs such as the voucher program, vehicle assignments, and the mobility management and other projects funded through the ADOT programs for Elderly & Disabled Individuals, Job Access, and New Freedom should be included in a single organization.

The above characteristics are often as much about how an organization is set up and managed as the basic organizational structure that is used. In addition, the management approach and organizational policies and goals will be important in developing an organization that is effective at meeting the needs of the area and becomes integrated into the fabric of the community.

Finally, it is important to start as soon as possible. There are already services being provided and resources coming into the region. With an application for FTA funds approved, a mechanism is needed to begin the work of monitoring existing resources and carrying out the implementation activities.

4. MANAGEMENT & COMPLIANCE

MANAGEMENT

A transit administrator is needed to implement services. This individual will eventually direct all transit activities including:

- Serve as staff in establishing a public transit authority and managing the organization for the board of directors.
- Develop an advisory committee to assure stakeholders and citizens have ongoing participation in the decision making process.
- Develop goals and objectives and monitor system performance.
- Oversee finance activities and transit fund – including budgeting, accounting, and raising revenues. This includes applying for and administering grants from the FTA, ADOT, and other entities and establishing the fare structure and selling of tickets and passes.
- Develop the various public transit service programs, including fixed and flexible route, paratransit, voucher and mileage reimbursement programs, and ADA paratransit eligibility. Establish policies, practices, and information for these programs.
- Procure equipment and services. These activities will start with the development of requests for proposals and continue through the award of contracts and monitoring the delivery of equipment or services.
- Work with jurisdictions to establish bus stops along the routes.

Initially, a transit administrator will be able to work with the mobility manager and active citizens in the region to get activities underway. As programs begin (such as transferring the voucher program to the transit authority) it will be necessary to have administrative support. The budget assumes that human resource and financial services are purchased from member jurisdictions as this will likely be the most cost-effective way to begin.

The consultant's recommendation is to hire a transit administrator as soon as possible, even if an interim intergovernmental agreement is necessary to accomplish this. Without a staff person to oversee the implementation of services, little will happen. It is not necessary to commit to funding fixed route services prior to hiring this individual. A transit administrator is needed to establish the services and carry out the initial implementation activities.

The remainder of this section identifies the key activities associated with Federal regulatory compliance. Actual compliance activities will not require the majority of the transit administrator's time, but they do define how many activities are carried out. As this is a new system, it is useful to build a common understanding of the regulatory expectations.

FEDERAL REGULATORY COMPLIANCE

All grantees are responsible for administration and management of the grant in compliance with the grant agreement and applicable FTA circulars and regulations. The grantee is also responsible for funds that "pass through" to a subrecipient. The regulatory requirements cover a wide range of management, financial, and planning activities.

CYMPO is a designated recipient for Federal Transit Administration funds and as such is directly responsible for meeting all Federal requirements. CYMPO and a range of agencies in the region are also eligible for Federal Transit Administration funds that are managed by Arizona Department of Transportation (ADOT). The primary programs managed by ADOT that CYMPO may participate in are Section 5310 for Individuals who are Elderly and have Disabilities; Section 5316 Job Access and Reverse Commute, and Section 5317 New Freedom program for individuals with disabilities. For grants managed by ADOT but awarded to CYMPO, ADOT has primary responsibility but passes these requirements onto grantees. Although some separate reporting will be required, by meeting FTA requirements CYMPO will also be meeting ADOT requirements.

This section addresses the major categories of regulatory requirements for agencies receiving Federal Transit Administration funding.

FTA GRANT MANAGEMENT

Grantees submit applications through the TEAM process and may revise budgets in ways that do not change the scope of a grant. FTA monitors grants to confirm that grantees establish and follow procedures that are reasonable and comply with FTA requirements. Submission of Annual Certifications and Assurances stand in lieu of detailed FTA scrutiny. Annual independent audits for recipients of urbanized area formula program funds and triennial reviews give FTA an opportunity to verify the grantee's certifications and assurances. The grantee's responsibilities include actions that:

- Provide continuous administrative and management direction of project operations.

- Provide, directly or by contract, adequate technical inspection and supervision by qualified professionals of all work in progress.
- Assure conformity to grant agreements, applicable statutes, codes, ordinances, and safety standards.
- Maintain the project work schedule agreed to by FTA and the grantee and constantly monitor grant activities to assure that schedules are met and other performance goals are being achieved.
- Keep expenditures within the latest approved project budget.
- Assure compliance with FTA requirements on the part of agencies, consultants, contractors, and subcontractors working under approved third party contracts or inter-agency agreements.
- Request and withdraw Federal cash only in amounts and at times as needed to make payments that are immediately due and payable.
- Account for project property and maintain property inventory records that contain all the elements required.
- Arrange for an annual independent organization-wide audit in accordance with OMB Circular, A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
- Prepare and submit force account and cost allocation plans prior to incurring costs if seeking reimbursement for these costs. Update and retain these approved documents for FTA upon request and during Triennial Review.
- Retain for availability during the Triennial Review process.

Financial and Program Reporting Requirements

FTA must be able to report on program results, industry trends and its own oversight responsibilities. The information FTA needs for program forecasting, management and reporting is furnished through narrative milestone/progress reports submitted by grantees about significant events, relevant grant activities and any changes to or variances in the grant schedule or budget. Most of this information is submitted electronically through the TEAM system to make it easy for the grantee and enable the FTA to manage its overall program and to respond fully to specific requests from Congressional committees, auditors and the general public.

Program of Projects (POP)

Quarterly reports are submitted to the FTA. The reports will include an updated Program of Projects (POP) for each approved grant, which contains active projects. The updated POP will reflect project descriptions, changes in projects from one category to another, and adjustments if applicable. If revisions to the POP result in changes to the line item budget for the grant, those changes will be submitted as budget revisions. Significant civil rights compliance issues occurring during the year (Title VI, Equal Employment Opportunity (EEO), or

Disadvantaged Business Enterprise (DBE) Program complaints against CYMPO or subrecipients) will be addressed in the annual status report. Also, CYMPO may report notable accomplishment or problems involving subrecipients.

Both quantitative and qualitative information is included in the POP.

Financial Status Report

All recipients are required to maintain records, which adequately identify the source and application of funds provided for financially assisted activities. An accurate, current, and complete disclosure of the financial results of financially-assisted activities must be submitted to the FTA quarterly. Reports will be prepared using the accrual method of accounting.

Milestone Activity Reports

For activity line items for which milestones were required at the time of application, the recipient will enter revised milestone dates as part of the report. If the estimated completing date for the grant has changed, the revised data will be entered, with an explanation as to why the date has changed.

Project Closeout Reports

When 90% of grant funds are expended it is time to prepare for project closeout by reconciling all expenditures, revising the program of projects, and if necessary, submitting a budget revision via TEAM.

When 100 percent of the grant funds are expended, the MPO will initiate project closeout by verifying a zero balance, submitting final milestones, submitting the final Financial Status Report (SF 269A) and requesting close out via TEAM to FTA.

Certifications and Assurances

Certifications and assurances that CYMPO will comply with various Federal requirements are signed annually by an authorized public official (Annual List of Certifications and Assurances). When the grant application is approved, these compliances become a part of the project contract.¹

¹ Applicants also submit an opinion of council indicating the statutory authority of the applicant to apply for and receive a Federal grant, along with a resolution of the applicant's governing body to authorize the applicant to file the application and assurances, and to execute a grant agreement with the FTA.

In signing the Annual List of Certifications and Assurances, the grantee also agrees to pass on those requirements to subcontractors as appropriate for the projects.

The certifications and assurances required by the FTA vary depending on the proposed project. The following summarizes the major areas of compliance, but is not a complete list of the certifications and assurances.

Civil Rights Requirements

Grantees must certify compliance with all applicable civil rights and equal employment laws at application and through the period in which federal funding is received. The main areas of Civil Rights with which recipients must be familiar and comply:

- **Title VI Nondiscrimination:** Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, and national origin. Related law further prohibits discrimination on the basis of age or gender.
- **Equal Employment Opportunity (EEO):** Section 19 of the Federal Transit Act expand the Title VI requirements to employment and business opportunities funded through the FTA.
- **Disadvantaged Business Enterprises (DBE):** The requirements of 49 CFR Part 26 as amended, "Participation by Disadvantaged Business Enterprises in Department of Transportation Programs" apply to this program. This involves developing a DBE plan, setting annual goals based on the availability of DBE contractors, publishing a notice and taking comment, and working with local contractors to encourage their use of DBE contractors. Reports are filed quarterly on the level of contracting and rate of DBE contracting. A semi-annual report is also required.
- **Americans with Disabilities Act (ADA):** All grant recipients and subrecipients must comply with the Americans with Disabilities Act of 1990 (ADA), as amended, and predecessor legislation, Section 504. The ADA includes wide-ranging provisions for transportation services and equipment provisions. Other portions address public-access facilities and employment. Please see the section below on the ADA for a list of key activities for transit services.

School Transportation

Under the FTA's school bus requirements recipients may not engage in school bus operations exclusively for the transportation of students. Grantees may provide "tripper" service, in which mass transit service is modified to accommodate the needs of school students and personnel with peak trips in hours when needed.

Charter Bus Rule

Under FTA's charter service regulation, recipients may not provide charter service using FTA-funded equipment or facilities if there is at least one willing and able private operator.

Buy America

The grant applicant must certify that in procurement goods it will comply with applicable Buy America laws. Specific Buy America requirements apply to each acquisition of iron, steel, or manufactured goods, including rolling stock.

Americans with Disabilities Act Activities

Key activities that must be carried out in the provision of transit services include:

- Accessible fixed route transit services, including wheelchair lifts on all buses, announcements of stops and other aids for individuals with disabilities, accessible informational materials, and employee training.
- Complementary paratransit services and a process to determine eligibility and certify those who are eligible.
- Maintenance of accessible features, especially wheelchair lifts or kneeling features on buses.
- Accessible bus stops and access to other public facilities (such as transfer centers and the path of travel to and from these facilities)

The ADA requirements will need to be incorporated into contracts for services, and these contracts monitored to assure that the provisions are carried out as required. In addition, there is a requirement to have an approved paratransit plan.

Fares

Systems must provide half fares to individuals who are elderly or have disabilities. This half-fare requirement applies to all media – cash fare, tickets and passes.

Public Involvement and Planning

Public involvement and planning requirements are identified in the joint FTA/FHWA planning regulations as well as in various Civil Rights legislation and regulations. The joint planning regulations encourage integration of planning for transit with other modes of transportation, defining transit planning and programming activities. In addition, the FTA requires that transit agencies

actively coordinate with agencies providing for human service transportation, medical transportation, and the transportation needs of workforce development programs. This integration of planning activities both with other transit modes and with agencies providing program specific transportation services can be accomplished through the involvement of stakeholders in the decision-making process, establishing one or two committees to review and comment on proposals and activities.

Finally, public involvement activities are required for major planning activities and major service or fare changes. Major service changes are usually defined as those affecting 25% or more of a route's service hours.

Safety, Security, & Emergency Preparedness

The Civil Rights laws also address security and emergency preparedness. The FTA wants to know that emergency preparedness, disaster response, and disaster recovery planning and operations comply with these Federal civil rights laws and are consistent with Executive Orders on Environmental Justice, Limited English Proficiency, and Individuals with Disabilities in Emergency Preparedness. Service contracts need to cover the possibility of an emergency situation and to provide adequate training to staff so they are able to respond to emergencies. It is recommended that transit systems be involved with local emergency preparedness activities.

Drug and Alcohol Regulations

A drug and alcohol policy meeting FTA requirements needs to be adopted by the transit agency and passed on to its contractors. The Transit Administrator is responsible for monitoring compliance of the policy. For fixed route and paratransit contractors, pre-employment, random, and post-accident testing is required.

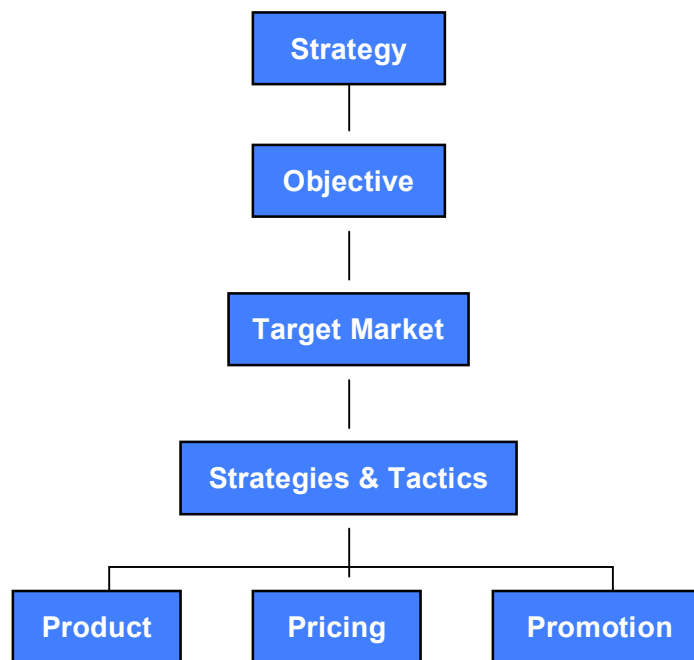
It is important to note that drug and alcohol testing is not required for the voucher program as participants have choice in deciding with whom they will travel. Also, drug and alcohol testing is not required for volunteer drivers as long as they are not compensated more than the actual cost of the trip.

National Transit Database Reporting

Annual reports are required for the National Transit Database. These include financial, operating and ridership information and require that a sampling program be established to report ridership. The requirements vary for fixed route and demand responsive transportation, but these requirements will need to be included in the requests for proposals that are issued for the service contracts. The transit administrator will then compile all information and file the reports.

5. MARKETING PLAN

This chapter outlines a plan for marketing public transit services within the Central Yavapai Metropolitan Planning Organization (CYMPO) region, which includes Prescott, Prescott Valley, and Yavapai County. This is an action plan of strategies to pursue the identified target markets and accomplish specific objectives. This plan reflects the strategic marketing process illustrated below, with strategies flowing naturally from the current situation in the region.



This plan was developed as part of the CYMPO Transit Implementation Plan and covers the entire family of services: fixed and flexible route transit services, paratransit, the voucher program, and volunteer driver services.

The CYMPO region is beginning to establish a coordinated public transit system with a “Family of Services”. As such the objectives relate to the needs to develop a basic system identity and communicate to the public what services are offered, how to use them, what they cost, the benefits these services confer, and how to participate in the development of the system.

MARKETING OBJECTIVES

The following objectives have been identified for the marketing effort:

- **Establish a transit identity that will enhance service coordination and marketing efforts.** Develop a coordinated brand for the transit vehicles, stops, facilities and materials to increase awareness and improve the visibility of the transit network.
- **Develop a user-friendly and easy to understand network of transit services through passenger information materials and signage.** Most potential users have little experience with transit, particularly demand responsive services. Developing materials and services that are easy to understand and use will be a critical element in implementing the system.
- **Build awareness of the transit services and how to use them once they are available.** Creating awareness that local and regional public transportation services are available and where to go to find out about them will be a primary objective of this plan. Marketing efforts should build awareness by educating the general public about what transportation options are available, how to get more information, and how to access services. Then, when an individual is ready to consider using transit, they will be able to translate their interest into action.
- **Communicate the value of the transit network and how it reflects local values and needs.** Beyond awareness, the marketing effort must seek to communicate the value of alternate transportation modes to the community and how the coordinated “Family of Service” approach delivers flexibility to meet a wide range of needs and provides the most cost-effective service.

TARGET MARKETS

For transit marketing efforts to be effective, they must address target groups for whom the transit system will offer distinct advantages.

- **Local Workers**
Many service industry workers are in relatively low-wage jobs and could benefit from having an economical public transportation option. Workers traveling between Prescott and Prescott Valley may be reached through communications with the business community and media outlets.
- **Persons with Disabilities**
Persons with disabilities are another core constituency for transit usage. Their disabilities often cause them to be long term, regular users of public transportation. This is the group most likely to use public transit for work and

basic travel needs. Social service programs generally provide effective channels for communicating with these individuals and their families.

- **Low Income Families**
Low income families are important to identify as a target group – although many workers in low-wage jobs or individuals with disabilities may belong to this group. With a need for public transportation services, this is the group where the greatest unrealized ridership potential exists. Often these individuals are difficult to reach to inform them about the available public transportation services.
- **Spanish Speakers**
Customized communication efforts are required to reach persons who speak little or no English.
- **Seniors**
Seniors are also core riders of public transportation. Their travel needs include medical, shopping and social trips within their local communities, as well as medical travel to other communities in the region. They are also individuals who will take advantage of the different services offered, perhaps being able to use a fixed or flexible route initially but then requiring more and more trips where assistance or personalized service is required.

Most seniors do not consider using public transportation until they are unable to drive themselves. Hence it is important to build awareness of the services among the general population as well as among social service agencies and medical providers who work with aging individuals.

- **Students**
Prescott College, Yavapai College (in Prescott, Prescott Valley and Chino Valley), and Embry-Riddle Aeronautical University draw students from throughout the region. Students have the potential to become core riders of public transportation as they tend to be in the lower income category as well.

Further, some college students are required to complete a community service project before graduation, which may present an opportunity for student participation in a variety of transit marketing projects.

- **Individuals Outside of the Transit Service Area**
At the present time, only the voucher and volunteer driver programs are proposed to serve areas such as Chino Valley and Dewey Humboldt. Communication strategies will need to differentiate between services available in the core transit service area and the remainder of the region.

- **Gatekeepers**
Rather than targeting potential transit users directly, many of the strategies outlined in this plan target “gatekeepers.” These are individuals who can provide access to certain constituencies. For example Arizona Department of Economic Security (DES) caseworkers are gatekeepers for low income families and a senior center is a gatekeeper for their members. The gatekeepers are often in a position to provide low-cost, highly targeted communication channels to their constituents.

MARKETING STRATEGIES

The marketing strategies, which form the core of this plan, are grouped based on the key marketing objectives. These activities should begin early in Phase 1.

ESTABLISH A TRANSIT IDENTITY/BRAND

Once the Implementation Plan is approved, it is recommended that work begin immediately on a branding/image campaign. The goal is to roll out the new brand just before the service implementation. This is an element that can be undertaken in partnership with the Mobility Manager’s activities. The elements that must be completed for a mid-2010 rollout date for the image/brand campaign follow.

Develop a Name and Logo

The transportation system needs a distinct name or logo to serve as the starting point for the creation of a cohesive identity. A name not only identifies the system, but also tells customers about the service, peaks customer interest and invites further investigation. This is an essential aspect of branding an organization and should not be taken lightly. It should be memorable and create a certain feeling when heard. Therefore establishing a name and a logo – a brand – for the system must be one of the first steps in the marketing effort.

Most agencies that operate both fixed route and paratransit operate them under a unified system name or logo with sub-brands for each. This is the approach that is recommended for the entire Family of Services - fixed and flexible route service, paratransit, and the voucher and mileage reimbursement program for volunteer drivers.

For example you might use YavaTran as the name for the fixed route service and create a logo that incorporates a symbol used on the bus stop sign. Then you might call the dial-a-ride YavaTran *On Call*, the voucher program may be YavaTran *Vouchers*, and the mileage reimbursement program for volunteer

program YavaTran *Partners* with a variation of the logo for each. While the above selection is illustrative, the process of naming and branding of the system is one that can effectively involve stakeholders and the community.

The desirable outcome in creating a family of logos for various services is to maintain a cohesive relationship and immediate recognition, while differentiating between different products. Steps in the process will include:

- Determine name to be used for the transit system overall. To be effective, a name should be short, clear and easy to refer to.
- Identify variations of the name to be used for fixed route, Paratransit, voucher, and special programs such as the mileage reimbursement program.
- Create a logo for consistent use throughout the system. The logo should be clear, simple and immediately recognizable as the identifier for the transportation system.
- Utilize the logo and names consistently on vehicles, bus stop signage and all passenger information and materials.

Today, naming a transit system is even more complicated because of the Internet. Even if you do not plan to have a website immediately, you need to reserve a domain name. Some research will need to be conducted to find an unused name that is also still available as a domain name. One name may end up as the official system name and a slightly different name may be the domain name.

Establish Position for the New “Brand”

The new identity will be relevant to the following audiences:

- For potential transit users, the network of services should be positioned as a way to access key activity centers within Prescott, Prescott Valley and the surrounding area, an easy first step in securing the transportation they need.
- For “gatekeepers” such as social service providers, the system should represent a community resource to support their clients, a point of contact with the transit network, a source of information, and an opportunity for input.
- For funding agencies, the system should represent a coordinated effort on the part of Prescott, Prescott Valley, and Yavapai County to meet mobility needs in an effective and efficient manner.

Design the Vehicles

Early in the process of ordering vehicles, it will be necessary to decide the exterior design. This may be done with decals or a full bus wrap. It is recommended that the logo, identity, phone number, and website are incorporated in the design.

The system plans to purchase vehicles for fixed route service and to initially contract with human service agencies for paratransit vehicles, and some vehicles may not be used full-time for paratransit service. Generally, vehicles that are used in full-time service are branded as part of the system, but those that are used part-time may retain the name of the primary system.

Your design considerations may include developing a logo decal that can be placed on vehicles operated by others on behalf of the transit system. This system provides system recognition while still allowing the contractors identity to remain on vehicles that are used primarily for other services.

The transit system will also need to determine whether to use the exterior of the vehicles for advertising. Consideration can be given to using the rear of the vehicle for advertising while using the sides of the vehicles for transit branding and information. Please be aware though, the rear of the vehicle has the most impact on the traveling public and is thus the prime space on the vehicle. The interior of the vehicle can also be used for advertising, but revenues would be lower than exterior vehicle advertising.

Include the Identity in Communication Materials

The keys to establishing any brand are consistency and repetition. The transit system's logo and message need to be incorporated into every communications tool relating to public transportation in the area. It should, of course, be the primary identity on marketing tools including maps, schedules, brochures and the website. However it should also be included in the following:

- Printed passenger information materials
- News releases
- Correspondence

Design Bus Stop Signage

Signage is a key element of a system's brand and serves two valuable purposes. First, it lets passengers know where to wait for the bus and, second, it advertises the fact that transit service is available within a given corridor or to a specific destination. Seeing bus stop signage along the road informs or reminds travelers

that they have a transit alternative. Having a phone number prominently displayed on the bus stop sign also provides an easy way for the potential rider to get more information.

All fixed route bus stops should include the new system logo, bus stop designation and the information phone number. If only flexible route service is provided at some locations, signs will need to indicate this and the number to call to request the bus to deviate.

Optionally, the sign can be designed to include decals, which indicate more detailed information such as the route number and destination of routes serving the specific stop. The more detailed the information that is provided, the more of a challenge it is to keep it current. While you may wish to allow room for this in the future, it is not recommended that detailed information be provided until the system has gone through its initial development and routes have stabilized.

Design Fare Media

It is recommended that the fare media be kept simple, using cash, 10-ride ticket books, or monthly passes. Monthly bus passes encourage riders to utilize transit more frequently by providing an opportunity for unlimited rides throughout the duration of the month. They eliminate the need for cash and provide convenience to the rider. They also provide a way for an agency to pay for an individual's rides. Monthly passes will need to be designed that include the name, logo, whether it is for local or regional service, whether it is a full-fare pass or a half-fare pass, and month it is accepted. Similarly, tickets should include the name, logo, and value.

ENHANCE USER-FRIENDLINESS

The overall goal of the transit system is to make transportation accessible to those who need it. One major obstacle to accessibility is that the Family of Services may be difficult to understand and use. Residents may not be used to reading maps or schedules and the concept of having a variety of services for different travel needs is new to many. Hence, an important task of this plan is to create a unified transit information program that will provide clear and complete information regarding all available transportation services including transit, paratransit, vouchers, and partnerships such as the mileage reimbursement for volunteer drivers. This is the most important marketing strategy to undertake. The following strategies call for this coordinated information to be available through a variety of channels.

Establish a Scheduling, Dispatch, and Information Center with Bilingual Capacity

Increases in technological capacity have made comprehensive scheduling and dispatch centers more common. This centralized phone number will provide riders with the ability to schedule paratransit trips, purchase vouchers, coordinate volunteer driver trips, and obtain information about the fixed route system. It will also be the number to call for lost and found items. Scheduling and dispatch software will be utilized to provide fast, convenient paratransit scheduling and dispatching and provide for uniform and accurate reporting.

Despite growing internet utilization, market research shows that the telephone is still the primary way in which most novice transit users access passenger information. Many individuals who need public transportation do not have internet access and some do not read or even speak English. Hence a comprehensive telephone information center with bilingual capabilities is a viable means of introducing potential users to the availability of transportation services.

The telephone information center should serve as a first point of contact for transit users. This is the number that will be publicized on print material, websites and other promotional materials. Further, a comprehensive database of all area transportation providers with details on their respective service array will provide dispatchers and riders with a means to contact other providers as needed. It will serve as a clearinghouse for linking callers the appropriate transportation services and information.

Call Center Services:

- Schedule paratransit trips and flex route deviations
- Eligibility determination for paratransit and reimbursed volunteer driver trips
- Purchase vouchers, passes and tickets
- Dispatch services
- Coordinate service connections.
- Ability to provide Spanish language assistance.
- Up-to-date information about schedules and service availability
- Lost and found

Phone Directory Listing

The first place most people turn when they need information is the telephone book. Once the telephone information number is established it should be listed in the directory. In the white pages it should be listed under the organization name and in the yellow pages it should be listed under transportation and/or bus services along with a small in line ad.

Produce System Map and Brochure

A system map and brochure provides a variety of opportunities for marketing the transportation system. By simply being distributed at locations throughout the region, it will build visibility for the network of services. Through targeted distribution to gatekeepers, it will allow these individuals to become channels of communication to their clients. By being featured in ads and press releases, it will provide a call to action.

There are two primary components to designing and producing a transit brochure: content and format.

Content

The materials should provide the potential user or gatekeeper with the most complete information possible regarding all transit services including fixed route, paratransit, fares, volunteer driver programs, and voucher programs as appropriate. There will need to be a balance between the detail of the information provided and the desire not to date the materials by details that change frequently. However, erring on the side of caution by providing too little information will make the materials useless.

The information materials should include the following characteristics:

Information Materials Should be:

- Easy to understand – if reading the passenger guide is too difficult, potential passengers will assume that using the system is the same.
- Accurate and up-to-date – if a passenger tries to use out-of-date materials and has a bad experience, the chances of getting them to try transit again are minimal.
- Readily available – the need to use transit often occurs unexpectedly. The more easily available information is, the more likely the potential rider is to use the bus.
- Attractive and inviting – passenger information materials that are attractive, eye-catching and widely distributed can greatly increase a transit agency's visibility.

- A size large enough to allow for complete information and legibility.
- System-wide map which shows:
 - Major streets; all streets served by transit
 - Each route shown in a distinct color
 - Regional services between Prescott and Prescott Valley
 - Transfer points.
 - Key destinations and landmarks
 - Clear, easy to understand legend.
- Schedules for each route, color coded to the map.

- How-to-Ride Information for all services
- Fares, fare media, and where to purchase passes and tickets
- Elderly/disabled discounts
- Transfers
- Bus stops
- Paratransit Information:
 - Reservations
 - Hours
 - Fares
 - Eligibility requirements
- Contact phone numbers
- Voucher Program Information:
 - Cost of vouchers
 - Service area
 - Where to purchase vouchers
 - Participating transportation providers
- Information on partnerships such as with volunteer driver programs, including how to participate
- Holidays with no service

The guide should be designed with the needs of the user in mind. In an easy-to-understand format it should focus on providing all the information a person needs to use the system effectively. It may be appropriate to design different brochures that depict the fixed and flexible route services and the services for those with specialized transportation needs - paratransit, voucher and the volunteer driver programs operating in the service area. All materials should be available in English and Spanish.

Format

There are a variety of considerations in designing the physical format of the guide. These include:

- The ability to easily and economically update the information.
- Economy of printing. A small booklet or fold-out piece is more cost effective and easier to reproduce than a pocket folder.
- Ease of use and distribution. A single fold-out piece is easier to distribute than a pocket folder with multiple inserts and can have a clear effective date which applies to the whole piece.
- Consider the information you wish to provide and examine materials used by other systems to provide ideas of what might work best for your system.

Establish Information/Pass Outlets

It is important that the system map and brochure be broadly distributed. Decisions need to be made about the best way to distribute materials in each jurisdiction. Visibility for the guide and the transit services it represents can be greatly increased through the purchase of plastic brochure holders – a decal with the transit logo, web address and a phone number on the back will provide the organization with information on where to call when supplies run low.

The outlets should include high traffic locations within each community, as well as locations specifically frequented by members of the target audiences. For example:

- Libraries
- Government offices
- Major employment centers
- Post Offices
- Senior Centers
- Subsidized housing complexes
- Medical clinics
- Social service offices
- Secondary schools and colleges
- Training programs

Create a Website

The creation of the system map and program brochures will pave the way for the development of a corresponding website mirroring the content and look of the print materials. Initially, the primary audience for the website may be human service agencies investigating transportation options for the clients. However, as internet access and usage continues to expand, more and more end users will use the website as an information tool.

The website will provide all of the information included in the print materials. Because of the ease of updating a website compared to printed pieces, the site may provide more detailed information. Downloadable versions of the printed materials is a good strategy for the website.

Website May Include:

- Home Page: clean menu driven, with easy links to all information
- System map
- Complete schedule information
- How-to-Ride information
- Paratransit information
- Voucher program information and providers
- Information on volunteer driver programs in the region
- Links to other marketing partners

Steps involved in establishing the website will include:

- Select and purchase domain name.
- Design a website consistent with the transit identity and print materials.
- Establish the website with a local host that can provide the system with on-going assistance in terms of updates and technical support.
- Submit site to search engines. The web host will also be able to assist in submitting the site to search engines. Recommended key words are: transit, public transportation, transportation, Prescott, Prescott Valley, Yavapai, paratransit, bus, vouchers, and the name of the transit system.

Once the website is on-line, it will be advantageous to ask other local organizations and agencies to provide a transportation link from their websites – particularly the county and municipal websites and chamber of commerce websites.

BUILD AWARENESS

Making potential transit users more aware of the transit services available and how to use them is a key goal of this plan. A long-term goal is to build awareness among the general public. However, you can begin with building awareness among those individuals and organizations that provide assistance to groups most likely to have a need for public transportation – the gatekeepers who work with low-income families, senior citizens, job seekers and persons with disabilities.

Targeted Outreach

For some populations including non-English speaking, persons with disabilities, and seniors, the best way to provide transit information is through a “gatekeeper” such as a case workers, language instructor or some human service provider. Comprehensive outreach efforts insure that these individuals and organizations have the knowledge and tools they need to effectively educate or travel train their clients.

A good outreach strategy involves attending meetings and making presentations to various gatekeeper

Steps to Develop a Community Based Marketing Program:

- Identify the gatekeepers
- Develop a relationship with the gatekeepers – meet with them to discuss their transportation needs.
- Identify direct channels of communication such as distributing transit information, articles in their newsletters, presentations etc.
- Develop customized marketing materials
- Work through the gatekeepers to implement on-going targeted marketing efforts.

groups. This is an on-going element that should be conducted at least once a year and any time service changes are planned.

Tactics for building and maintain the support of gatekeepers include:

- Develop an email list and provide email updates regarding service changes or issues.
- Consider holding a human service worker event where they would be taken on a bus tour of the system, treated to lunch, educated about the transit services available, and sent back to their offices with a supply of transit information materials.

Senior Citizens

Seniors residing in areas served by the local fixed routes should be primary targets for promotional efforts towards this market. At senior oriented apartment complexes, mobile home parks, and senior centers there may be areas where information can be displayed.

Strategies for encouraging ridership:

- Lobby displays

Information displays can be effective at senior residences and senior centers. By placing the displays in highly visible areas (such as lobbies, dining rooms or near mailboxes) they will both build awareness and provide an easy information source.

- Customized schedules

Seniors unfamiliar with transit use often find traditional passenger information confusing. Using desktop

publishing, customized schedule flyers can be easily created. The schedule should show only the information most relevant to seniors at a particular residence. For example, the bus schedule might only show key destinations relevant to seniors (shopping and medical) and times of day practical for them to travel (don't show a trip to the grocery that they can't get back from). The schedule should use 12 to 14 point type for easy reading and highlight the senior fare. These pieces can be laminated and posted in apartment offices or distributed to residents with their rent notices.

Presentations may Include:

- A talk about how the system works, highlighting destinations of interest to seniors
- An explanation of how to read the schedule.
- A trial ride on the bus, if possible.
- Each participant should be left with a passenger guide and a free day-pass for future use.

- Outreach presentations
Personal on-site presentations are a very effective means of educating seniors about transit services. Venues for presentations include senior residences, senior centers and senior volunteer programs.
- Travel Training
A travel training program will provide a jumpstart for a valuable additional strategy for helping seniors make the transition from driving to using transit. The project could result in the training of “Transit Ambassadors” who may be able to “travel train” other seniors in their complexes or senior centers.

Employees

Increasing the number of workers who use the bus to commute is the most effective way of building the ridership base as these individuals are likely to be daily riders. The potential to attract ridership among service workers will be limited by the span of service, however service is planned to operate during the key work hours, covering shifts that run from 7 AM until 6 PM.

Targeted strategies for promoting ridership among workers include:

- Enlist employers as marketing partners. Identify service and manufacturing employers such as hotels, retailers (Wal-Mart), downtown restaurants, manufacturing sites and other employers who are on transit routes and have large pools of relatively low-wage workers who would benefit from having a cost effective commute option.
- Ask them to provide transit information to employees through break room posters or paycheck stuffers.
- Ask them to include transit information in the materials provided to new hires.
- Ask for the opportunity to make a presentation at employee meetings.
- Enlist the assistance of the Chamber of Commerce in reaching out to additional employers.
- Offer weekly passes sold only through employers. Most service employees are paid on a weekly or bi-weekly basis. Many are unable or unwilling to commit the funds required to purchase a monthly pass. Consider offering a weekly pass, which would be sold only through participating employers to their employees. A weekly pass sold at a discounted rate would provide a very affordable commute option.
- Periodic “Free Ride Days” for workers in uniform or with name tag. Promote commuting by bus by periodically offering a free ride day for workers. Anyone riding the bus in their work uniform or with a name-tag or employee ID would be given a free ride for the day. The free ride days could be publicized through news releases, posters in bus shelters and flyers/posters distributed through employers.

Hispanic Community

Hispanic residents generally exhibit a willingness to utilize public transportation, making them a critical target group for the marketing effort. Passenger information should be distributed in Spanish through a variety of channels:

- Telephone information – Spanish speaking personnel
- Printed Materials – bilingual or Spanish version
- On-board Notices to Passengers
- Information displays at bus stops and transfer centers
- Conduct outreach and information distribution through programs that work with non-English speaking population.

Transit staff should work with programs targeting non-English speaking residents to identify opportunities for promoting transit awareness and use among their constituents.

Low Income Families

Low income families can be encouraged to use transit even more than they already do by making easy to use passenger information and appropriate fare media readily available. Gatekeepers who work with low income families are often charged with helping them access medical, social and educational services and are eager to act as “sales agents” for public transportation.

Willing marketing partners for this segment may include:

- Housing Authority
- Social Services
- Health Clinics

Persons with Disabilities

It is critical for any transit agency to work closely with organizations that serve persons with disabilities to insure that transit services are meeting their travel needs and to maximize their utilization of the fixed and flexible route transit services.

Potential may exist to provide travel training that would allow those individuals that are able to utilized fixed route services for routine trips. This would increase their independence while reducing the daily demand for paratransit trips. Such travel training may be conducted in partnership with agencies serving individuals with physical or developmental disabilities.

Promotional Campaigns

The initiation of service is a key opportunity for a promotional campaign, initial activities may include a Fare Free Day to give residents a chance to try the service, having the vehicles in a parade or community event, giving away items on the bus, or having a local radio announcer profile drivers or businesses along the route. Give-away items might include a refrigerator magnet with the bus name, logo and information number, a packet of system information (such as the map, schedule, or other materials), or gifts donated by merchants or employers.

Two ideas for ongoing promotions are:

- Try Transit” grocery bag stuffer promotion. One thing that every resident in the service area has in common is the need to shop for groceries. The transit administrator could ask the grocery stores in the region to participate in a promotion over a single three day period (e.g. Thursday through Saturday). They would be provided with promotional fliers to be placed in every shopping bag. Each flyer would include a coupon for a free round trip along with basic information about available transit services. Those who use their free ride coupons would be entered in a drawing for a free grocery shopping spree. This kind of promotion is appropriate only for fixed route service.
- Shuttle services to special events. Many transit systems have found that they can broaden their base of users and supporters by providing specialized services such as shuttles to special events. Residents and visitors who have little need for general transit services, often find these useful as they are direct, convenient and allow them to avoid traffic congestion and parking concerns. To promote ridership of such special services, the transit provider will want to work in cooperation with the event promoters.

Maximize Media Exposure

The implementation of a transit system in the community should be used as a mechanism for implementing an aggressive public relations effort. Develop a news release calendar with input from group members and update it quarterly. Issue news releases to all newspapers and radio stations within the region. In addition, the news releases should be sent to organizations which publish newsletters including the Chambers of Commerce, Senior Centers, businesses, etc. (These should be identified during the initial outreach to gatekeepers).

Topics for Releases:

The creation of the system and its purpose
Information on the Family of Services
Voucher program changes
Introduction of the Transit Guide and Website
Establishment of the information phone number
Arrival of new buses
Promotional Campaigns
Recruitment of volunteer drivers for partner programs

An additional opportunity for media exposure is available by participating in local public affairs programs. A letter or call to all of the radio stations would likely be sufficient to solicit some opportunities to appear as a guest on radio talk shows.

COMMUNICATE THE VALUE OF TRANSIT SERVICES

Challenges that new transit systems face include:

- The need to communicate the value of public transportation services.
- Building an understanding that the system reflects community values. These values include:
 - providing mobility to individuals who need assistance in order to get to jobs or to continue to live independently in their homes;
 - providing mobility in a cost-effective manner; and
 - supporting the private sector.
- Building credibility for the system, showing that the partners can successfully address local mobility needs.

In the first three years it will be important to achieve successes, involve a wide segment of the community in the development of the transit system, and communicate these successes to the entire community. The public will need to understand the value and successes of the transit system if they are to continue to support the system financially and build the system over time.

Involve Stakeholders in the Development of the System

The region has citizens who bring a wide range of knowledge and skills to the table and can be involved in an advisory capacity or to assist in the ongoing development of the transit system. This may be done through committees charged with a specific task – such as implementation of the marketing program or development of the call center – or it may include having individuals participate in an ongoing citizens' advisory committee to provide comments to those

charged with making decisions about the system. Developing a system that is responsive to the needs in each community, of the major markets the system is serving, and of the participating human service, medical, and employment development programs will promote success.

The most successful systems are those that become part of the fabric of the community, integrated with many activities, programs and groups. While this takes time to develop, beginning with an orientation of community involvement is an important asset.

Call Center

The development of a call center is an important example of where the involvement of a wide range of stakeholders will be valuable. From the selection of the software to reporting the services provided, agencies now involved with funding and providing specialized transportation will be able to provide critical information on how to make the call center a community asset. It is important that the call center work well for a wide range of entities so enlisting their support in the planning and development phase can be quite valuable.

Marketing the System

Marketing activities are another area where there are opportunities for citizen involvement. The region has many talented individuals who can add value to the marketing and outreach activities. They may be especially useful in leading those efforts that need to be carried out sooner rather than later. Citizens may be able to get the naming and branding efforts underway before the region would otherwise be able to do so, as there will not be staff available for these activities until a Transit Administrator is hired. These activities can also be coordinated with the Mobility Manager so there is a smooth transition to a comprehensive system that ties together public transit and agency transportation services.

Create and Implement Testimonial Advertising Campaign

Customer testimonials are an effective and highly credible communications strategy, especially in small communities. By identifying and highlighting transportation users who are demographically similar to potential users we can communicate the message that public transportation is in fact “for people like you.” The key is creating an effective testimonial campaign that features a diverse group of riders who represent different target groups and different ways of using public transportation. For example, these might include a worker who rides transit regularly to a job, a senior citizen who uses the bus for shopping, a rider who uses the voucher program to travel to work and a young student taking the bus to school. You might even include a volunteer driver in one ad as a

means of recruiting volunteers. While it is impossible to include every type of passenger, the objective is to show that the transportation service is available to everyone and can meet a diverse set of needs.

Recruitment Testimonials

Bus operators and dispatchers are generally very helpful in identifying riders who are suitable testimonial candidates. If the person is willing, make sure they understand that their photo and/or comments will be used in the newspaper, website, and on the radio. Generally it is nice to offer them a small gift for their time – possibly a number of free rides or a gift certificate for lunch.

Select Advertising Media

Print advertising are recommended as the primary medium for a testimonial campaign as it allows for the use of a rider's photograph along with their name. However, radio stations are generally willing to work with non-profit or public service clients to provide free public service announcements in addition to paid airtime. Hence, the campaign should use radio in conjunction with the print media.

Develop Ads

The campaign will be composed of a series of identically formatted ads featuring different riders. To develop the print testimonial ads begin by meeting with each passenger individually to interview and photograph them at a familiar location. The interview should address what transportation means they use, how they use it, and what benefits they derive from it. Typically, during the interview, the rider will say something that makes a great headline. The quote selected for the headline should highlight a specific benefit that the rider derives from using public transit. The ad copy should describe how the rider uses public transportation and address additional benefits it offers. Each ad should end by positioning transit as an easy way to access services throughout the region and should include references to the transit website and information line.

Implement the Campaign

The testimonial campaign should be a long term effort implemented in bi-annual flights of 6-8 weeks. This means that the ads and commercials should be run as intensively as possible for a 6-8 week period twice each year. Ads should be rotated during the period to create an impression of inclusive diversity.

EVALUATION OF THE MARKETING PROGRAM

A key factor in a successful marketing program is evaluating its impact on the transit system. All marketing activities should be evaluated to assure they are effective in meeting the goals for transit. Begin by specifying the desired outcomes, activities, and indicators for each of the programs created. Typically this process is done in a collaborative manner, with stakeholder involvement.

The *desired outcome* is what the program is expected to realistically accomplish in the time frame. For example, the goal may be to achieve a certain ridership target or to increase ridership by 5% on the overall system over the course of a year. Other goals may be to increase by 5% the awareness of the available transit services or knowledge on how to get information on services. There may be more than one desired outcome established; remember each outcome (and the effectiveness at achieving the outcome) will provide a foundation for subsequent programs.

The *activities* are action steps developed to bring about the anticipated outcomes and are typically a direct service. The transit system may develop an incentive program, a contest, or another specific marketing strategy to increase ridership and to further develop a positive image of the system.

Indicators are measurements of the progress in specific activities in achieving outcomes. In order to measure key factors, baseline information will need to be developed. Indicators can be examined in two ways: 1) the quantity and quality of the program activities that have occurred, and 2) the quantity and quality of the outcomes delivered. When looking at the quantity and quality of activities, one could measure the number of events held, the number of participants, or number of brochures distributed. When looking at the progress on outcomes delivered, one may examine ridership counts, survey results indicating changes in awareness of the system, or other specific anticipated outcome. The indicators will vary by activity and anticipated outcome.

Key tools in measuring the effectiveness of the marketing program include surveys and the regular recordkeeping done by the transit system. The ongoing recordkeeping may include information on riders by route, number of information calls, the type of information calls, the number and type of complaints, and the number and type of service requests.

It is important to establish a baseline prior to beginning any marketing initiative – through ongoing data collection or surveys – so you will be able to evaluate the effectiveness of the program. It is recommended that baseline data collection be carried out at the start of the service in 2010 and quarterly thereafter.

As an evaluation tool for a marketing initiative, surveys may be distributed or conducted on a regular basis and used to determine both the quantitative and qualitative successes of the initiative. The type of survey and frequency will depend on the specific initiative. Examples of surveys include:

- Driver passenger counts
- On-board surveys
- Telephone surveys
- Mail-back surveys and
- Intercept surveys

A written survey, distributed on-board, is a powerful tool for collecting data about the quality of the program. The following survey is a simple example of how to construct a written survey to gather information from riders.

Table 5.1: Sample Passenger Survey²

We are conducting a study regarding our transit services, and would appreciate your taking a few minutes during your trip to complete this survey.		
1.	How often do you ride transit?	
	<input type="checkbox"/> Less than once a month	<input type="checkbox"/> 1-4 times a month
	<input type="checkbox"/> 3-5 times a week	<input type="checkbox"/> 6 or more times a week
		<input type="checkbox"/> 1-2 times a week
2.	How long have you regularly ridden transit?	
	<input type="checkbox"/> First time	<input type="checkbox"/> Less than 1 month
	<input type="checkbox"/> 4-6 months	<input type="checkbox"/> 7-12 months
		<input type="checkbox"/> 1-3 months
		<input type="checkbox"/> 1-3 years
3.	What is the purpose of this trip?	
	<input type="checkbox"/> Work	<input type="checkbox"/> Shopping
	<input type="checkbox"/> School	<input type="checkbox"/> personal business
		<input type="checkbox"/> Medical
		<input type="checkbox"/> Social/Recreational
4.	How did you get to the bus?	
	<input type="checkbox"/> Walked less than 3 blocks	<input type="checkbox"/> Walked 3 or more blocks
	<input type="checkbox"/> Drove self to stop	<input type="checkbox"/> Transferred from another route
	<input type="checkbox"/> Other (please specify): _____	
5.	Did you have a car available for this trip?	
	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6.	Do you have a valid driver's license?	
	<input type="checkbox"/> Yes	<input type="checkbox"/> No
7.	If you drove to the stop where did you park?	
	<input type="checkbox"/> Designated park and ride lot	<input type="checkbox"/> General on street parking
		<input type="checkbox"/> Other (please specify)
8.	How far do you normally travel to work?	
	<input type="checkbox"/> less than one mile	<input type="checkbox"/> 1-3 miles
	<input type="checkbox"/> 11-20 miles	<input type="checkbox"/> 21-30 miles
	<input type="checkbox"/> Over 40 miles	<input type="checkbox"/> 4-10 miles
		<input type="checkbox"/> 31-40 miles
9.	Why did you choose to ride trains? (Check as many as may apply)	
	<input type="checkbox"/> Only alternative	<input type="checkbox"/> No car available for this trip
	<input type="checkbox"/> Save time parking	<input type="checkbox"/> Save money on the cost of travel
		<input type="checkbox"/> Avoid traffic
		<input type="checkbox"/> Care about the environment

² TCRP Report 50, A Handbook of Proven Marketing Strategies for Public Transit, 1999

A telephone survey is useful for measuring the awareness of the transit system in the community; however it can be less cost-effective than other methods. It supplies the researcher with the ability for feedback from non-users of the system and provides an opportunity for the provider to utilize that feedback to improve the marketing strategy and target a new audience.

A mail-back survey is typically more expensive than paper surveys, when postage is factored in, but it is less expensive than a telephone survey. An advantage of a mail-back survey is that more complete questions can be distributed to a specific demographic within the community.

An intercept survey is similar to a short interview and is conducted in a place with a high volume of people. They are cost effective and give the opportunity for input from both users and non-users. It is recommended that these surveys be conducted on multiple days, in different locations, and at different times to reduce the chance of bias results.

The number of additional riders on the same route or service compared to a previous time period can be used to measure the project outcome. If it is a new route or service, the number of riders can be compared to the projections before the new service. A specific ridership goal should be determined prior to the roll-out of the marketing or fare incentive program(s) and tracked throughout the duration of the programs. This will provide a quantitative measure of success and can be used to make decisions about the program development, implementation, and mid-term adjustments.

It is most effective to conduct surveys on a regular and consistent basis, typically monthly, quarterly, or semi-annually, depending on the initiative. The cost of the evaluation (whether staff time, surveys, or data collection) should be built into each marketing initiative. Results from an initial survey conducted prior to the implementation of service changes can be used as a base for creating the marketing plan and measuring its success through subsequent surveys. These measurements should be utilized in each annual marketing plan to provide consistency and reliability in the results.

MARKETING BUDGET AND SCHEDULE

The annual transit operating budget is approximately \$1.3 million. The rule of thumb in the transit industry is that approximately 2% of the operating budget should be allocated to marketing expenditures, beyond the provision of basic passenger information. This would be approximately \$27,000 per year for promotional marketing efforts. Add to this approximately \$3,000 per year for maintaining and printing the passenger guide for a total recommended

communications budget of approximately \$30,000. (This budget does not include the cost of producing and installing signage or vehicle graphics as these should be covered under capital budgets). The chart on the following page includes an estimated marketing budget for FY 2009 through FY 2013 for implementing the key strategies outlined in this plan.

The implementation schedule is intended as a guide to implement each strategy. However this schedule will need to be updated following implementation of the system and as needs change. The Providers/Stakeholders working group and Territorial Transit are anticipated to be actively involved with the initial steps in the implementation. Some items are included in the grants applied for by Territorial Transit. Early implementation activities include:

- Establishing a regional transportation information database comprised of area transportation providers.
- Leading the branding effort in conjunction with the providers and stakeholders group which has been involved in the development of the Implementation Plan
- Designing the webpage
- Evaluating scheduling and dispatch software for the implementation of the centralized call center.
- Hosting public outreach events to inform the public of the upcoming changes to the voucher program and the implementation of the new transit system

Once a Transit Administrator is hired, he/she will be responsible for carrying out the remainder of the marketing tasks and updating the marketing plan as needed. It is anticipated that the Transit Administrator will continue to work closely with Territorial Transit as they carry-out their grant-funded activities.

Table 5.2: Recommended Marketing Budget

Strategy	Activity/Expense	2009	2010	2011	2012	2013
Establish Transit Identity						
Develop Name and Logo	Design	\$5,000	\$0	\$0	\$0	\$0
Design Vehicles	Design	\$0	\$2,000	\$0	\$0	\$0
	Wrap/Decal	\$0	Capital	\$0	\$0	\$0
Bus Stop Signage	Design	\$0	\$2,000	\$0	\$0	\$0
	Produce & Install	\$0	Capital	\$0	\$0	\$0
Enhance User Friendliness						
Establish Telephone Information Center		\$0	Operations	Operations	Operations	Operations
Phone Directory Listing		\$0	\$500	\$515	\$530	\$546
System Map and Brochure	Design	\$0	\$5,000	\$0	\$0	\$0
	Print	\$0	\$5,000	\$3,000	\$3,090	\$3,183
	Update	\$0	\$0	\$1,000	\$1,030	\$1,061
Establish Information/Pass Outlets	Brochure Holders & Display Racks	\$0	\$1,000	\$0	\$0	\$0
Website	Create	\$0	\$2,500	\$0	\$0	\$0
	Maintain	\$0	Staff	Staff	Staff	Staff
Build Awareness						
Targeted Outreach	Materials	\$0	\$1,000	\$1,030	\$1,061	\$1,093
Grocery Bag Stuffer Campaign		\$0	\$0	\$3,500	\$3,605	\$3,713
Implement Try Transit Campaign		\$0	\$3,000	\$3,000	\$3,090	\$3,183
Maximize Media Exposure	News Release Calendar		Staff	Staff	Staff	Staff
	Advertising	\$0	\$3,500	\$3,605	\$3,713	\$3,825
Create an Inclusive Image						
Testimonial Advertising Campaign		\$0	\$0	\$8,000	\$8,240	\$8,487
Conduct Spanish Language Advertising and Outreach		\$0	\$2,500	\$2,500	\$2,575	\$2,652
Total		\$5,000	\$27,000	\$25,120	\$25,874	\$26,650

Table 5.3: Recommended Marketing Schedule

[illegible]

6. PROCUREMENT OF EQUIPMENT AND SERVICES

OVERVIEW

This chapter discusses the major capital and service procurements needed for the implementation. It begins with capital items such as the vehicles needed to operate the service and the communications equipment necessary for the call center to provide coordinated scheduling and dispatch services. The second section covers the various service contracts required to implement the transit plan.

CAPITAL EQUIPMENT

Capital equipment may consist of many items: buses, bus stop signs, shelters, radios, and computer equipment are commonly purchased. This section will focus on buses and the various computers and communication equipment needed for the call center. Shelters are not recommended until there is some experience with the system, so they are not covered here.

BUSES

There are many choices in the bus market from small to large vehicles; ones with a low-floor design to ones with wheelchair lifts; light, medium, and heavy duty vehicles; and ones with gasoline, diesel, clean diesel or alternative fuel engines.

When considering the type of vehicle to purchase for fixed and flexible route services, there are several key considerations:

- Passenger capacity and ability to operate effectively on the routes (operational characteristics include turning radius and bottom clearance;
- Passenger comfort and functionality (characteristics include aisle width, headroom for passengers, and suspension system)
- Cost (initial and life-cycle) and anticipated lifetime (5, 7, 10 or 12 year bus)
- Fuel efficiency and maintenance requirements

The consultant recommends starting with medium duty body-on-chassis bus with a 5-7 year life. Once service is successful it may be desirable to switch to a heavy-duty bus with a 12-year life. The investment in a 5-7 year body-on-chassis vehicle is about one-third of that for a heavy-duty bus (\$90,000 vs. \$270,000 or more). The cost advantage is not as great when one considers the useful

lifetime, actual local share, and other advantages of a purpose built heavy-duty bus (such as improved suspension and braking systems, wider aisles, etc.) In recent years the body-on-chassis vehicles have been improved upon and there are some good vehicles in the market that are quite suitable for the proposed service.

It is recommended that accessible vehicles be purchased with the following equipment:

- Front and side destination sign
- Simple farebox, such as Diamond brand, that will accept paper and coins
- Bicycle racks
- Overhead stanchions
- Passenger capacity for approximately 21-24
- Upgraded seats
- Upgraded suspension features such as MoreRyde or Alteride

In discussing vehicles with an operator in Colorado who is quite knowledgeable about vehicles, the consultant found he was much more satisfied with vehicles built on the Chevrolet chassis (C-560) with a Duramax Diesel engine over the Ford series. The Ford V-10 engine is one this provider has had problems with and generally the Fords are reported to be under-braked (requiring much more frequent replacement of brakes and tires) and the front-end is not heavy enough for the application. The Chevrolet chassis is heavy duty – it is built to be used for dump trucks as well – so do not skimp on the suspension upgrades. With the upgrades no passenger dissatisfaction is reported.

COMMUNICATIONS AND CALL CENTER EQUIPMENT

An effective scheduling and dispatch center is a key element of the service plan. Investing in equipment for the center and the vehicles at the front-end will pay dividends for many years, resulting in higher passenger productivity and improved customer satisfaction.

The scheduling and dispatch center will carry out the following functions:

- Provide customer information about all available services
- Provide customer service by:
 - Determining ADA paratransit eligibility
 - Selling scrip for the voucher program as well as bus tickets and passes
 - Collecting lost and found items
 - Take calls for flex route requests and assign them to drivers
 - Take calls for paratransit service and schedule trips

- Coordinate trips for riders who will use the services of volunteer drivers

There are several aspects of the system that will be reflected in the call and scheduling center.

- **Two Providers.** This implementation plan recommends that two separate contracts be advertised for services, one for fixed route services and one for paratransit services and the call center. While both could be awarded to the same provider, this section assumes that they are awarded to different entities. The region has many providers and it may be most effective to be able to take advantage of the expertise of more than one provider. The paratransit service contract is combined with the call center because so many call center functions are related to the paratransit service. However, the call center will need to communicate with both the paratransit and the fixed/flex route vehicles.
- **Vehicles.** The vehicles for the fixed and flexible route services will be purchased by the transit authority while the paratransit vehicles will be provided through the service contract.
- **Radio Communication.** Each provider will have their existing dispatch function in place. Decisions will need to be made as to whether transit calls will use these existing radio systems or if a single radio frequency will be used for all transit services. Long-term it is anticipated that a single radio frequency will be needed as the volume and range of calls will require this. Short-term, it may be possible to communicate via mobile data terminals and cell phones to arrange for flex route pick-ups. This issue needs to be explored in the early phase of establishing the system.

The recommended components of a call and scheduling system include computers and scheduling software, mobile data terminals, and automatic vehicle locators. There are many scheduling software packages available such as RouteMatch, Easy Rides, and Trapeze. These can be evaluated by the Providers/Stakeholders subcommittee in conjunction with the Mobility Manager to determine which would best meet the overall needs of the region. Demonstrations can be scheduled using an internet connection. Programs with components allowing for billing of a variety of human service programs and scheduling trips to be provided by volunteers would be valuable.

Mobile data terminals and automatic vehicle locators (AVL) are integral parts of these systems. The automatic vehicle locators provide the real-time location of vehicles making it easier for dispatch staff to determine how to assign trips and make adjustments due to passengers getting out late from medical appointments, traffic, or other issues. This is especially useful in systems serving a large geographic area and will provide more benefits as the services cover

additional communities. The mobile data terminals both relay information between drivers and the dispatcher and record information such as the pick-up location (based on coordinates from the automatic vehicle locator) and mileage. This information is important for billing and monitoring service.

It is recommended that this system be purchased, at a minimum, for the vehicles used for paratransit and the fixed and flexible route services and the back-up vehicles. It is likely that the paratransit operator may wish to have other vehicles in their fleet available for back-up, so it may be desirable to purchase at least two extra vehicle units.

The costs of these systems vary by manufacturer, but are estimated to be between \$150,000 and \$200,000. The final cost will also depend on the number of vehicles that are outfitted with the AVL and mobile data terminal units. The higher figure has been used in the budget.

SERVICE CONTRACTS

Service contracts will be needed in both Phase 1 and Phase 2. Immediately, a contract will be needed in order to transition the voucher program to one serving the general public. A key activity in getting ready for Phase 2 services will be the development of a request for proposals for the paratransit/call center services and the fixed/flexible route services. Each is discussed below.

CONTRACT FOR VOUCHER PROGRAM

At present the voucher program is administered by NACOG and it is recommended that for the short-term it remain with NACOG. However, a contract will need to be established that provides for:

- Service availability to the general public
- Riders purchasing scrip or a bus pass for Citibus rather than being given scrip with the expectation they will make a co-payment. Riders will continue to use their scrip with the provider of choice, and the amount of scrip available to each passenger will be based on the number of requests.
- Recordkeeping requirements, including information for the National Transit Database
- Payment procedures

Generally, the contract will need to provide for continuing control by the transit agency over the program and assure that all Federal Transit Administration requirements are met. Because of the existing nature of this program, it is recommended that the initial contract be done as a sole-source procurement.

The municipalities have existing contracts with NACOG and this extension is of a transitional nature, to complete the year's services. Decisions will need to be made by Chino Valley and Dewey-Humboldt as to whether they wish to continue working with NACOG or shift to the transit agency's program.

Longer-term, it is recommended that the voucher program be administered by the transit agency, although some day-to-day functions (such as selling scrip) might be included with the paratransit / call and scheduling center contract. Within the first nine months the transit agency can take over the administration of the program or issue an RFP for administration of the program for a defined period of time.

RFP AND CONTRACT FOR PARATRANSIT SERVICES / CALL AND SCHEDULING CENTER

This contract is described as a single contract with all services beginning at once, but realistically some phasing of the services will be needed. The region may wish to begin with getting the software up and running, populating the database, and even starting paratransit services before fixed route services begin. A transition will be needed, and the speed with which this contract is implemented can be geared to the needs and resources of the region.

This will be the more complex of the two service contracts as all the requirements for service provision will be included in addition to the requirements for the call center. An effective way to construct this contract and the one for fixed and flexible route services is to obtain sample contracts from agencies contracting for similar services and then to refer to the following document from the Transit Cooperative Research Program "Legal Research Digest No. 8, Transportation Service Agreements: A Preparation and Reference Guide for Transit Attorneys". It was prepared in 1997 but still stands as an excellent guide to the various clauses that should be included in any transit service contract. It explains the situations in which one approach or another may be desirable. In addition, the FTA has a circular on procurement which should be used as a reference in preparing the requests for proposals (RFP) and awarding the contracts.

The primary components of the paratransit/call and scheduling center contract are:

- Paratransit service provision, with four peak hour vehicles in operation. The contract will specify:
 - The number of hours to be operated in paratransit service
 - How the City of Prescott vehicle will be used for both ADA and fixed route services.

- The policies that will be followed in providing service and monitoring use, covering such items as how late return trips will be handled, how no-shows will be handled, mechanisms to group trips together or transfer riders to the fixed route regional service, and specific requirements for assuring services are provided in a manner that meets the ADA.
- Driver training requirements. These generally are specified to include new hire training requirements and ongoing refresher training with course requirements generally described and a minimum number of hours are provided.
- Drug and alcohol testing
- General reporting requirements for service provision, billing, fare handling, safety, and others. It is recommended that cash fares be kept by the contractor and the amount of the bill be reduced by the fares received. The contractor will also be responsible for reporting all information required for the National Transit Database.
- Vehicle requirements. These accessible vehicles will be provided by the contractor, but will need to meet defined maintenance and safety standards, have defined markings (such as a system logo), and be subject to inspections.
- Customer services, including information on all services available; lost and found; paratransit eligibility determination; and selling of passes, tickets, and scrip. The contract will generally specify the tasks and any requirements for each task. Examples include:
 - A specific number of available telephone lines or the maximum average wait time in peak periods for information services and for scheduling of rides
 - Specific requirements on hours of operation and how passengers calling on Sunday (when no service is provided) schedule trips for Monday.
 - Policies that will be followed in determining paratransit eligibility and specifics to assure the facility is accessible to all persons with disabilities
 - Reporting requirements.
- Operation of the scheduling and dispatch system for paratransit and flexible route services. This contract will lease the call center equipment (hardware/software/and vehicle equipment) to the contractor, so the contract will need to establish the terms for this. The contractor will be responsible for:
 - Operation of the scheduling system. This includes establishing and maintaining a database of passengers, training staff, and establishing effective communications with the fixed/flexible route provider in order to provide good services to passengers.
 - Meeting performance standards and reporting on all services.

- Billing for passenger trips that are paid (or partially paid) by other fund sources.

The discussion about how the call and scheduling center is set up has focused on the needs of the fixed/flexible route services and the paratransit services. However, the region is encouraged to work actively with the providers and human service agencies in the region and develop a system which can be used by multiple agencies to coordinate services. Other agencies wishing to partner would be expected to pay a fee for using the system, but the goal would be to keep the fee to that required to cover the additional costs of dispatching for their services. The region will find significant advantages to building into this system the potential for coordination.

RFP AND CONTRACT FOR FIXED AND FLEXIBLE ROUTE SERVICES

This contract will address many of the same service requirements listed above: level of service operated, service standards and policies that will be followed, driver training, safety, regulatory requirements (ADA, drug and alcohol testing, etc.), and all reporting requirements. The fixed and flexible route contract will also include provisions for distributing information on-board the vehicles to passengers. This may include schedule brochures or notices of public hearings on service changes. If advertising on vehicles is planned (either interior or exterior) this will need to be specified in the contract.

In this contract the vehicles will be owned by the transit agency and leased to the contractor. The transit agency will be responsible for all markings and information on the vehicles, but the contract will need to specify the maintenance and safety requirements. Provisions will need to be included for inspections.

CONCLUSION

These contracts can be complex, but there are excellent examples available to follow and good reference material available. Allow plenty of time to develop the scopes of work for each RFP for proposal and the actual draft contracts. It is anticipated to take longest to develop a scope for the paratransit/call and scheduling contract as this will need to be geared to the specific situation existing in the region and will require a collaborative approach.

Once the RFPs are released, allow four to six weeks for a response and another month for evaluation of the proposals. It can often take another month for negotiating and signing a contract. Finally, service contracts generally allow for at least 90 days for start-up and employee training before service provision starts. Plan on a total of six months from the time the RFP is released to when service will begin.

7. FINANCIAL PLAN

OVERVIEW

The financial plan addresses overall costs for Phase 1, Phase 2 and Phase 3 services as well as recommendations on the allocation of costs and revenues between the parties. The chapter begins with presentation of 10-year budgets for the initial and expanded services. It then covers recommendations on allocating costs and revenues for transit services in the CYMPO region.

DRAFT TEN-YEAR BUDGETS

The budget numbers have been refined to extend them out 10 years, include the equipment necessary to equip a call center and provide communications devices for the vehicles, include replacement vehicles after five years, to add a marketing budget (only schedule printing was originally included) and to revise revenue figures to reflect the point where it is anticipated that FTA revenues allocated to the area will be depleted and replace them with additional local revenues.

Three budgets have been prepared. **Table 7.1** reflects Phase 1 and Phase 2 activities, including initial route services. Service contracts costs have been increased by 5% to allow for uncertainty regarding oil prices and other costs increased by 4% annually. **Table 7.2** reflects the costs of initial services plus the North Willow Creek Road route. **Table 7.3** reflects the cost of expanded services, with initial and expanded services implemented simultaneously.

These budgets provide a reasonable estimate of what will be required to operate the proposed services. They are based on implementation of service in late 2010, a reasonable timeframe considering what needs to be accomplished on a managerial level. More detailed budgets can be prepared once firm dates are known and additional decisions are made in the implementation process.

These budgets are guides and remember it is possible to take elements from each budget. For example, the region could begin paratransit service before adding route services. Or, the lower level of fixed route service could be operated for 2-5 years and then services expanded.

The budgets identify administrative, operating, and capital expenses for each service type. On the revenue side, the tables reflect fares, Federal revenues and local matching funds. The Federal dollars only show those funds appropriated to the region, not only which may be awarded from ADOT programs. As such, these budgets are conservative.

Table 7.1: Initial Services Draft 10-Year Budget

Expense Category	Expense Function	Year 2009	Year 2010	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	Year 2019	
General & Administrative													
Salaries & Wages	Transit Manager - April 1 start date	\$46,800	\$64,896	\$67,492	\$70,192	\$72,999	\$75,919	\$78,956	\$82,114	\$85,399	\$88,815	\$92,367	
	Program Assistant	20,800	\$43,264	\$44,995	\$46,794	\$48,666	\$50,613	\$52,637	\$54,743	\$56,932	\$59,210	\$61,578	
	CYMPO Administrator	7,571	\$7,874	\$8,189	\$8,517	\$8,857	\$9,212	\$9,580	\$9,963	\$10,362	\$10,776	\$11,207	
	Accounting	5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117	\$7,401	\$7,697	\$8,005	
	Human Resources	2,704	\$2,812	\$2,925	\$3,042	\$3,163	\$3,290	\$3,421	\$3,558	\$3,701	\$3,849	\$4,003	
	Purchasing	5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117	\$7,401	\$7,697	\$8,005	
	Subtotal	88,691	130,095	135,299	140,711	146,339	152,193	158,280	164,611	171,196	178,044	185,166	
Fringe Benefits	FICA/Medicare	6,785	9,952	\$10,350	\$10,764	\$11,195	\$11,643	\$12,108	\$12,593	\$13,096	\$13,620	\$14,165	
	Health Insurance	8,559	8,901	\$9,257	\$9,627	\$10,013	\$10,413	\$10,830	\$11,263	\$11,713	\$12,182	\$12,669	
	Retirement	8,536	8,878	\$9,233	\$9,602	\$9,986	\$10,386	\$10,801	\$11,233	\$11,683	\$12,150	\$12,636	
	Disability Insurance	443	650	\$676	\$704	\$732	\$761	\$791	\$823	\$856	\$890	\$926	
	Subtotal	24,323	28,382	29,517	30,698	31,925	33,203	34,531	35,912	37,348	38,842	40,396	
Services, Materials & Supplies	Training & Conferences	5,000	2,500	\$2,600	\$2,704	\$2,812	\$2,925	\$3,042	\$3,163	\$3,290	\$3,421	\$3,558	
	Office Supplies	2,600	2,704	\$2,812	\$2,925	\$3,042	\$3,163	\$3,290	\$3,421	\$3,558	\$3,701	\$3,849	
	Dues & Publications	1,000	1,000	\$1,040	\$1,082	\$1,125	\$1,170	\$1,217	\$1,265	\$1,316	\$1,369	\$1,423	
	Brochures & Timetables	10,000	5,000	\$5,200	\$5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117	
	Marketing	10,000	30,000	\$26,000	\$27,040	\$28,122	\$29,246	\$30,416	\$31,633	\$32,898	\$34,214	\$35,583	
	Legal Services	31,200	19,469	\$20,248	\$21,057	\$21,900	\$22,776	\$23,687	\$24,634	\$25,620	\$26,644	\$27,710	
	Insurance	2,000	2,080	\$2,163	\$2,250	\$2,340	\$2,433	\$2,531	\$2,632	\$2,737	\$2,847	\$2,960	
	Miscellaneous	1,040	1,082	\$1,125	\$1,170	\$1,217	\$1,265	\$1,316	\$1,369	\$1,423	\$1,480	\$1,539	
		Subtotal	62,840	63,834	61,188	63,635	66,181	68,828	71,581	74,444	77,422	80,519	83,740
Rent & Utilities	Office Rent	4,643	4,828	5,021	\$5,222	\$5,431	\$5,648	\$5,874	\$6,109	\$6,354	\$6,608	\$6,872	
	Janitorial Services	1,572	1,635	1,701	\$1,769	\$1,840	\$1,913	\$1,990	\$2,069	\$2,152	\$2,238	\$2,328	
	Telephones	1,500	1,560	1,622	\$1,687	\$1,755	\$1,825	\$1,898	\$1,974	\$2,053	\$2,135	\$2,220	
	Subtotal	7,715	8,024	8,345	8,678	9,026	9,387	9,762	10,152	10,559	10,981	11,420	
Administrative Expenses	Subtotal, G&A Expenses	184,000	230,000	234,000	243,000	253,000	263,000	274,000	285,000	296,000	308,000	320,000	
Purchased Transportation													
Voucher Program		300,000	235,000	40,000	42,000	44,000	46,000	48,000	50,000	53,000	56,000	59,000	
Mileage Reimbursement		10,000	20,000	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	
Contract Paratransit Services			226,000	753,000	791,000	831,000	873,000	917,000	963,000	1,011,000	1,062,000	1,115,000	
Contract Transit Services			224,000	745,000	782,000	821,000	862,000	905,000	950,000	998,000	1,048,000	1,100,000	
	Subtotal, Purchased Transportation	310,000	705,000	1,558,000	1,636,000	1,718,000	1,804,000	1,894,000	1,988,000	2,088,000	2,193,000	2,302,000	
GROSS, OPERATING AND ADMINISTRATION EXPENSES		494,000	935,000	1,792,000	1,879,000	1,971,000	2,067,000	2,168,000	2,273,000	2,384,000	2,501,000	2,622,000	
Passenger Fares													
Fixed Route (reduced to 75% of calculations)		0	\$68,000	\$227,000	\$258,000	\$303,000	\$318,000	\$334,000	\$351,000	\$369,000	\$387,000	\$406,000	
Paratransit Services (reduced to 75% of calculation in colum F)		0	\$27,000	\$91,000	\$103,000	\$121,000	\$127,000	\$133,000	\$140,000	\$147,000	\$154,000	\$162,000	
Voucher Program		60,000	47,000	8,000	8,400	8,800	9,200	9,600	10,000	10,600	11,200	11,800	
TOTAL, PASSENGER FARES		60,000	142,000	326,000	369,400	432,800	454,200	476,600	501,000	526,600	552,200	579,800	
NET OPERATING EXPENSES		434,000	793,000	1,466,000	1,509,600	1,538,200	1,612,800	1,691,400	1,772,000	1,857,400	1,948,800	2,042,200	
Farebox Recovery		12.1%	15.2%	18.2%	19.7%	22.0%	22.0%	22.0%	22.0%	22.1%	22.1%	22.1%	
Capital Purchases													
Revenue Vehicles - 21 to 29' medium duty, low-floor (\$90K each)		0	450,000	0	0	0	0	0	500,000	0	0	0	
Call Center and Communications Equipment (Scheduling system, MDTs, etc)		0	200,000	0	0	0	0	0	0	0	0	0	
Bus Stop Signs		0	15,000	0	0	0	0	0	0	0	0	0	
Shelters / Benches (\$75K investment)		0	0	0	75,000	0	0	0	0	0	0	0	
Operations Center		0	0	0	0	0	0	0	0	0	0	0	
Office Equipment / Computers		2,500	3,500	1,500	2,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	
TOTAL, CAPITAL EXPENSES		2,500	668,500	1,500	77,500	1,500	1,500	1,500	501,500	1,500	1,500	1,500	
TOTAL, CAPITAL & NET OPERATING EXPENSES		496,500	1,603,500	1,793,500	1,956,500	1,972,500	2,068,500	2,169,500	2,774,500	2,385,500	2,502,500	2,623,500	
Revenues Applied by Source													
FTA Section 5307	Administrative (80%)	147,200	184,000	187,200	194,400	202,400	210,400	219,200	228,000	236,800	246,400	256,000	
	Operating (50% of Net) Initial Voucher	120,000	94,000	0	0	0	0	0	0	0	0	0	
	Operating (50%) of Net - 60% of Fixed Rt.		46,800	155,400	157,200	155,400	163,200	171,300	179,700	188,700	198,300	208,200	
	Capital Cost of Contracts - 40% of FR		49,920	165,760	167,680	165,760	174,080	182,720	191,680	201,280	211,520	222,080	
	Operating (80%) of Net Paratransit		159,200	529,600	550,400	568,000	596,800	627,200	658,400	691,200	726,400	762,400	
	Capital Equipment (80%)	2,000	534,800	1,200	62,000	1,200	1,200	1,200	401,200	1,200	1,200	1,200	
	Subtotal	269,200	1,068,720	1,039,160	1,131,680	1,092,760	1,145,680	1,201,620	1,658,980	1,319,180	1,383,820	1,449,880	
Non-Federal	Administrative (20%)	36,800	46,000	46,800	48,600	50,600	52,600	54,800	57,000	59,200	61,600	64,000	
	Operating Balance - Voucher & Mileage ⁽¹⁾	130,000	114,000	52,000	54,600	57,200	59,800	62,400	65,000	68,400	71,800	75,200	
	Operating Balance - Fixed Route	0	59,280	196,840	199,120	196,840	206,720	216,980	227,620	239,020	251,180	263,720	
	Operating Balance - ADA Paratransit	0	39,800	132,400	137,600	142,000	149,200	156,800	164,600	172,800	181,600	190,600	
	Capital Equipment (20%)	500	133,700	300	15,500	300	300	300	100,300	300	300	300	
	Subtotal	167,300	392,780	428,340	455,420	446,940	468,620	491,280	614,520	539,720	566,480	593,820	
Farebox Revenue		60,000	142,000	326,000	369,400	432,800	454,200	476,600	501,000	526,600	552,200	579,800	
TOTAL		Revenue	496,500	1,603,500	1,793,500	1,956,500	1,972,500	2,068,500	2,169,500	2,774,500	2,385,500	2,502,500	2,623,500

Table 7.2: Initial Service Plus North Willow Creek Road Route

Expense Category		Expense Function	Year 2009	Year 2010	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	Year 2019
General & Administrative													
Salaries & Wages	Transit Manager - April 1 start date		\$46,800	\$64,896	\$67,492	\$70,192	\$72,999	\$75,919	\$78,956	\$82,114	\$85,399	\$88,815	\$92,367
	Administrative Assistant		20,800	\$43,264	\$44,995	\$46,794	\$48,666	\$50,613	\$52,637	\$54,743	\$56,932	\$59,210	\$61,578
	CYMPO Administrator		7,571	\$7,874	\$8,189	\$8,517	\$8,857	\$9,212	\$9,580	\$9,963	\$10,362	\$10,776	\$11,207
	Accounting		5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117	\$7,401	\$7,697	\$8,005
	Human Resources		2,704	\$2,812	\$2,925	\$3,042	\$3,163	\$3,290	\$3,421	\$3,558	\$3,701	\$3,849	\$4,003
	Purchasing		5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117	\$7,401	\$7,697	\$8,005
	Subtotal		88,691	130,095	135,299	140,711	146,339	152,193	158,280	164,611	171,196	178,044	185,166
Fringe Benefits	FICA/Medicare		6,785	9,952	\$10,350	\$10,764	\$11,195	\$11,643	\$12,108	\$12,593	\$13,096	\$13,620	\$14,165
	Health Insurance		8,559	8,901	\$9,257	\$9,627	\$10,013	\$10,413	\$10,830	\$11,263	\$11,713	\$12,182	\$12,669
	Retirement		8,536	8,878	\$9,233	\$9,602	\$9,986	\$10,386	\$10,801	\$11,233	\$11,683	\$12,150	\$12,636
	Disability Insurance		443	650	\$676	\$704	\$732	\$761	\$791	\$823	\$856	\$890	\$926
	Subtotal		24,323	28,382	29,517	30,698	31,925	33,203	34,531	35,912	37,348	38,842	40,396
Services, Materials & Supplies	Training & Conferences		5,000	2,500	\$2,600	\$2,704	\$2,812	\$2,925	\$3,042	\$3,163	\$3,290	\$3,421	\$3,558
	Office Supplies		2,600	2,704	\$2,812	\$2,925	\$3,042	\$3,163	\$3,290	\$3,421	\$3,558	\$3,701	\$3,849
	Dues & Publications		1,000	1,000	\$1,040	\$1,082	\$1,125	\$1,170	\$1,217	\$1,265	\$1,316	\$1,369	\$1,423
	Brochures & Timetables		10,000	5,000	\$5,200	\$5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117
	Marketing		10,000	30,000	\$26,000	\$27,040	\$28,122	\$29,246	\$30,416	\$31,633	\$32,898	\$34,214	\$35,583
	Legal Services		31,200	19,469	\$20,248	\$21,057	\$21,900	\$22,776	\$23,687	\$24,634	\$25,620	\$26,644	\$27,710
	Insurance		2,000	2,080	\$2,163	\$2,250	\$2,340	\$2,433	\$2,531	\$2,632	\$2,737	\$2,847	\$2,960
	Miscellaneous		1,040	1,082	\$1,125	\$1,170	\$1,217	\$1,265	\$1,316	\$1,369	\$1,423	\$1,480	\$1,539
		Subtotal		62,840	63,834	61,188	63,635	66,181	68,828	71,581	74,444	77,422	80,519
Rent & Utilities	Office Rent		4,643	4,828	5,021	\$5,222	\$5,431	\$5,648	\$5,874	\$6,109	\$6,354	\$6,608	\$6,872
	Janitorial Services		1,572	1,635	1,701	\$1,769	\$1,840	\$1,913	\$1,990	\$2,069	\$2,152	\$2,238	\$2,328
	Telephones		1,500	1,560	1,622	\$1,687	\$1,755	\$1,825	\$1,898	\$1,974	\$2,053	\$2,135	\$2,220
		Subtotal		7,715	8,024	8,345	8,678	9,026	9,387	9,762	10,152	10,559	10,981
Administrative Expenses		Subtotal, G&A Expenses	184,000	230,000	234,000	243,000	253,000	263,000	274,000	285,000	296,000	308,000	320,000
Purchased Transportation													
Voucher Program		300,000	235,000	40,000	42,000	44,000	46,000	48,000	50,000	53,000	56,000	59,000	
Mileage Reimbursement		10,000	20,000	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	
Contract Paratransit Services			266,000	885,000	929,000	975,000	1,024,000	1,075,000	1,129,000	1,185,000	1,244,000	1,306,000	
Contract Transit Services			248,000	825,000	866,000	909,000	954,000	1,002,000	1,052,000	1,105,000	1,160,000	1,218,000	
		Subtotal, Purchased Transportation	310,000	769,000	1,770,000	1,858,000	1,950,000	2,047,000	2,149,000	2,256,000	2,369,000	2,487,000	2,611,000
GROSS, OPERATING AND ADMINISTRATION EXPENSES			494,000	999,000	2,004,000	2,101,000	2,203,000	2,310,000	2,423,000	2,541,000	2,665,000	2,795,000	2,931,000
Passenger Fares													
Fixed Route (reduced to 75% of calculations)		0	\$87,000	\$291,000	\$330,000	\$388,000	\$407,000	\$427,000	\$448,000	\$470,000	\$494,000	\$519,000	
Paratransit Services (reduced to 75% of calculation in column F)		0	\$31,000	\$104,000	\$118,000	\$138,000	\$145,000	\$152,000	\$160,000	\$168,000	\$176,000	\$185,000	
Voucher Program		60,000	47,000	8,000	8,400	8,800	9,200	9,600	10,000	10,600	11,200	11,800	
TOTAL, PASSENGER FARES		60,000	165,000	403,000	456,400	534,800	561,200	588,600	618,000	648,600	681,200	715,800	
NET OPERATING EXPENSES		434,000	834,000	1,601,000	1,644,600	1,668,200	1,748,800	1,834,400	1,923,000	2,016,400	2,113,800	2,215,200	
Farebox Recovery		12.1%	16.5%	20.1%	21.7%	24.3%	24.3%	24.3%	24.3%	24.3%	24.3%	24.4%	24.4%
Capital Purchases													
Revenue Vehicles - 21 to 29' medium duty, low-floor (\$90K each)		0	450,000	0	0	0	0	0	600,000	0	0	0	0
Call Center and Communications Equipment (Scheduling system, MDTs, etc)		0	200,000	0	0	0	0	0	0	0	0	0	0
Bus Stop Signs		0	15,000	0	0	0	0	0	0	0	0	0	0
Shelters / Benches (\$75K investment)		0	0	0	75,000	0	0	0	0	0	0	0	0
Operations Center		0	0	0	0	0	0	0	0	0	0	0	0
Office Equipment / Computers		2,500	3,500	1,500	2,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	
TOTAL, CAPITAL EXPENSES		2,500	668,500	1,500	77,500	1,500	1,500	1,500	601,500	1,500	1,500	1,500	
TOTAL, CAPITAL & NET OPERATING EXPENSES			496,500	1,667,500	2,005,500	2,178,500	2,204,500	2,311,500	2,424,500	3,142,500	2,666,500	2,796,500	2,932,500
Revenues Applied by Source													
FTA Section 5307	Administrative (80%)	147,200	184,000	187,200	194,400	202,400	210,400	219,200	228,000	236,800	246,400	256,000	
	Operating (50% of Net) Initial Voucher	120,000	94,000	0	0	0	0	0	0	0	0	0	0
	Operating (50%) of Net - 60% of Fixed Rt.		48,300	160,200	160,800	156,300	164,100	172,500	181,200	190,500	199,800	209,700	
	Capital Cost of Contracts - 40% of FR		51,520	170,880	171,520	166,720	175,040	184,000	193,280	203,200	213,120	223,680	
	Operating (80%) of Net Paratransit ⁽¹⁾		188,000	624,800	648,800	669,600	632,608	122,050	109,354	93,562	78,107	61,364	
	Capital Equipment (80%)	2,000	534,800	1,200	62,000	1,200	1,200	1,200	0	1,200	1,200	1,200	
		Subtotal	269,200	1,100,620	1,144,280	1,237,520	1,196,220	1,183,348	698,950	711,834	725,262	738,627	751,944
Non-Federal	Administrative (20%)	36,800	46,000	46,800	48,600	50,600	52,600	54,800	57,000	59,200	61,600	64,000	
	Operating Balance - Voucher & Mileage	130,000	114,000	52,000	54,600	57,200	59,800	62,400	65,000	68,400	71,800	75,200	
	Operating Balance - Fixed Route	0	61,180	202,920	203,680	197,980	207,860	218,500	229,520	241,300	253,080	265,620	
	Operating Balance - ADA Paratransit	0	47,000	156,200	162,200	167,400	175,800	184,600	193,800	203,400	213,600	224,200	
	Capital Equipment (20%)	500	133,700	300	15,500	300	300	300	601,500	300	300	300	
	Local Funds to cover shortfall in FTA funds						70,592	616,350	401,846	443,038	485,293	835,436	
		Subtotal	167,300	401,880	458,220	484,580	473,480	566,952	1,136,950	1,548,666	1,015,638	1,085,673	1,464,756
Farebox Revenue		60,000	165,000	403,000	456,400	534,800	561,200	588,600	618,000	648,600	681,200	715,800	
TOTAL		Revenue	496,500	1,667,500	2,005,500	2,178,500	2,204,500	2,311,500	2,424,500	2,878,500	2,389,500	2,505,500	2,932,500
Estimated FTA Funds Available	Available FTA funds	\$2,040,145	\$2,520,945	\$2,189,075	\$1,832,764	\$1,402,912	\$1,034,551	\$699,760	\$870,580	\$1,050,260	\$1,238,800	\$1,436,820	
	New Allocation	\$750,000	\$768,750	\$787,969	\$807,668	\$827,860	\$848,556	\$869,770	\$891,514	\$913,802	\$936,647	\$960,063	
	Used	\$269,200	\$1,100,620	\$1,144,280	\$1,237,520	\$1,196,220	\$1,183,348	\$698,950	\$711,834	\$725,262	\$738,627	\$751,944	
	Balance	\$2,520,945	\$2,189,075	\$1,832,764	\$1,402,912	\$1,034,551	\$699,760	\$870,580	\$1,050,260	\$1,238,800	\$1,436,820	\$1,644,940	

(1) The amount of FTA funds in this row has been reduced by the shortfall in FTA funds anticipated for outlying years. Eligibility is higher than actual expenditures.

(2) Voucher program is funded with FTA funds in 2009-2010 while open to general public; it then shifts to local funding.

Table 7.3: Expanded Services 10-Year Draft Budget

Expense Category	Expense Function	Year 2009	Year 2010	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	Year 2019	
General & Administrative													
Salaries & Wages	Transit Manager - April 1 start date	\$46,800	\$64,896	\$67,492	\$70,192	\$72,999	\$75,919	\$78,956	\$82,114	\$85,399	\$88,815	\$92,367	
	Administrative Assistant	20,800	\$43,264	\$44,995	\$46,794	\$48,666	\$50,613	\$52,637	\$54,743	\$56,932	\$59,210	\$61,578	
	CYMPO Administrator	7,571	\$7,874	\$8,189	\$8,517	\$8,857	\$9,212	\$9,580	\$9,963	\$10,362	\$10,776	\$11,207	
	Accounting	5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117	\$7,401	\$7,697	\$8,005	
	Human Resources	2,704	\$2,812	\$2,925	\$3,042	\$3,163	\$3,290	\$3,421	\$3,558	\$3,701	\$3,849	\$4,003	
	Purchasing	5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117	\$7,401	\$7,697	\$8,005	
	Subtotal	88,691	130,095	135,299	140,711	146,339	152,193	158,280	164,611	171,196	178,044	185,166	
Fringe Benefits	FICA/Medicare	6,785	9,952	\$10,350	\$10,764	\$11,195	\$11,643	\$12,108	\$12,593	\$13,096	\$13,620	\$14,165	
	Health Insurance	8,559	8,901	\$9,257	\$9,627	\$10,013	\$10,413	\$10,830	\$11,263	\$11,713	\$12,182	\$12,669	
	Retirement	8,536	8,878	\$9,233	\$9,602	\$9,986	\$10,386	\$10,801	\$11,233	\$11,683	\$12,150	\$12,636	
	Disability Insurance	443	650	\$676	\$704	\$732	\$761	\$791	\$823	\$856	\$890	\$926	
	Subtotal	24,323	28,382	29,517	30,698	31,925	33,203	34,531	35,912	37,348	38,842	40,396	
Services, Materials & Supplies	Training & Conferences	5,000	2,500	\$2,600	\$2,704	\$2,812	\$2,925	\$3,042	\$3,163	\$3,290	\$3,421	\$3,558	
	Office Supplies	2,600	2,704	\$2,812	\$2,925	\$3,042	\$3,163	\$3,290	\$3,421	\$3,558	\$3,701	\$3,849	
	Dues & Publications	1,000	1,000	\$1,040	\$1,082	\$1,125	\$1,170	\$1,217	\$1,265	\$1,316	\$1,369	\$1,423	
	Brochures & Timetables	10,000	5,000	\$5,200	\$5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117	
	Marketing	10,000	30,000	\$26,000	\$27,040	\$28,122	\$29,246	\$30,416	\$31,633	\$32,898	\$34,214	\$35,583	
	Legal Services	31,200	19,469	\$20,248	\$21,057	\$21,900	\$22,776	\$23,687	\$24,634	\$25,620	\$26,644	\$27,710	
	Insurance	2,000	2,080	\$2,163	\$2,250	\$2,340	\$2,433	\$2,531	\$2,632	\$2,737	\$2,847	\$2,960	
	Miscellaneous	1,040	1,082	\$1,125	\$1,170	\$1,217	\$1,265	\$1,316	\$1,369	\$1,423	\$1,480	\$1,539	
		Subtotal	62,840	63,834	61,188	63,635	66,181	68,828	71,581	74,444	77,422	80,519	83,740
Rent & Utilities	Office Rent	4,643	4,828	5,021	\$5,222	\$5,431	\$5,648	\$5,874	\$6,109	\$6,354	\$6,608	\$6,872	
	Janitorial Services	1,572	1,635	1,701	\$1,769	\$1,840	\$1,913	\$1,990	\$2,069	\$2,152	\$2,238	\$2,328	
	Telephones	1,500	1,560	1,622	\$1,687	\$1,755	\$1,825	\$1,898	\$1,974	\$2,053	\$2,135	\$2,220	
	Subtotal	7,715	8,024	8,345	8,678	9,026	9,387	9,762	10,152	10,559	10,981	11,420	
Administrative Expenses	Subtotal, G&A Expenses	184,000	230,000	234,000	243,000	253,000	263,000	274,000	285,000	296,000	308,000	320,000	
Purchased Transportation													
Voucher Program		300,000	235,000	40,000	42,000	44,000	46,000	48,000	50,000	53,000	56,000	59,000	
Mileage Reimbursement		10,000	20,000	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	
Contract Paratransit Services			266,000	885,000	929,000	975,000	1,024,000	1,075,000	1,129,000	1,185,000	1,244,000	1,306,000	
Contract Transit Services			309,000	1,030,000	1,082,000	1,136,000	1,193,000	1,253,000	1,316,000	1,382,000	1,451,000	1,524,000	
	Subtotal, Purchased Transportation	310,000	830,000	1,975,000	2,074,000	2,177,000	2,286,000	2,400,000	2,520,000	2,646,000	2,778,000	2,917,000	
GROSS, OPERATING AND ADMINISTRATION EXPENSES		494,000	1,060,000	2,209,000	2,317,000	2,430,000	2,549,000	2,674,000	2,805,000	2,942,000	3,086,000	3,237,000	
Passenger Fares													
Fixed Route (reduced to 75% of calculations)		0	\$87,000	\$291,000	\$258,000	\$303,000	\$318,000	\$334,000	\$351,000	\$369,000	\$387,000	\$406,000	
Paratransit Services (reduced to 75% of calculation in colum F)		0	\$31,000	\$104,000	\$103,000	\$121,000	\$127,000	\$133,000	\$140,000	\$147,000	\$154,000	\$162,000	
Voucher Program		60,000	47,000	8,000	8,400	8,800	9,200	9,600	10,000	10,600	11,200	11,800	
TOTAL, PASSENGER FARES		60,000	165,000	403,000	369,400	432,800	454,200	476,600	501,000	526,600	552,200	579,800	
NET OPERATING EXPENSES		434,000	895,000	1,806,000	1,947,600	1,997,200	2,094,800	2,197,400	2,304,000	2,415,400	2,533,800	2,657,200	
Farebox Recovery		12.1%	15.6%	18.2%	15.9%	17.8%	17.8%	17.8%	17.9%	17.9%	17.9%	17.9%	
Capital Purchases													
Revenue Vehicles - 21 to 29' medium duty, low-floor (\$90K each)		0	540,000	0	0	0	0	0	600,000	0	0	0	
Call Center and Communications Equipment (Scheduling system, MDTs, Bus Stop Signs		0	200,000	0	0	0	0	0	0	0	0	0	
Shelters / Benches (\$75K investment)		0	15,000	0	0	0	0	0	0	0	0	0	
Operations Center		0	0	0	75,000	0	0	0	0	0	0	0	
Office Equipment / Computers		2,500	3,500	1,500	2,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	
TOTAL, CAPITAL EXPENSES		2,500	758,500	1,500	77,500	1,500	1,500	1,500	601,500	1,500	1,500	1,500	
TOTAL, CAPITAL & NET OPERATING EXPENSES		496,500	1,818,500	2,210,500	2,394,500	2,431,500	2,550,500	2,675,500	3,406,500	2,943,500	3,087,500	3,238,500	
Revenues Applied by Source													
FTA Section 5307	Administrative (80%)	147,200	184,000	187,200	194,400	202,400	210,400	219,200	228,000	236,800	246,400	256,000	
	Operating (50% of Net) Initial Vouch	120,000	94,000	0	0	0	0	0	0	0	0	0	
	Operating (50%) of Net - 60% of Fixed Rt.		66,600	221,700	247,200	249,900	262,500	275,700	289,500	303,900	319,200	335,400	
	Capital Cost of Contracts - 40% of FR		71,040	236,480	263,680	266,560	280,000	294,080	308,800	324,160	340,480	357,760	
	Operating (80%) of Net Paratransit		188,000	624,800	660,800	683,200	717,600	753,600	791,200	830,400	872,000	915,200	
	Capital Equipment (80%)	2,000	606,800	1,200	62,000	1,200	1,200	1,200	481,200	1,200	1,200	1,200	
	Subtotal	269,200	1,210,440	1,271,380	1,428,080	1,403,260	1,471,700	1,543,780	2,098,700	1,696,460	1,779,280	1,865,560	
Non-Federal	Administrative (20%)	36,800	46,000	46,800	48,600	50,600	52,600	54,800	57,000	59,200	61,600	64,000	
	Operating Balance - Voucher & Mile:	130,000	114,000	52,000	54,600	57,200	59,800	62,400	65,000	68,400	71,800	75,200	
	Operating Balance - Fixed Route	0	84,360	280,820	313,120	316,540	332,500	349,220	366,700	384,940	404,320	424,840	
	Operating Balance - ADA Paratransit	0	47,000	156,200	165,200	170,800	179,400	188,400	197,800	207,600	218,000	228,800	
	Capital Equipment (20%)	500	151,700	300	15,500	300	300	300	120,300	300	300	300	
	Subtotal	167,300	443,060	536,120	597,020	595,440	624,600	655,120	806,800	720,440	756,020	793,140	
Farebox Revenue		60,000	165,000	403,000	369,400	432,800	454,200	476,600	501,000	526,600	552,200	579,800	
TOTAL		Revenue	496,500	1,818,500	2,210,500	2,394,500	2,431,500	2,550,500	2,675,500	3,406,500	2,943,500	3,087,500	3,238,500

At the bottom of each table is an estimation of the available federal fund balance. After the accrued balance is depleted, local expenditures are increased to cover the shortfall.

In the implementation planning process there have been two competing themes, both which are important:

- All phases of service are needed now.
- A funding stream will be needed prior to starting fixed route services.

Beginning services presents challenges from the perspective of institutional structure, management, finances, and operations. A public transit authority has been recommended as the preferred alternative for the institutional structure for delivering services. A transit administrator will be needed to implement this structure and shepherd the process of developing public transit services.

It is unknown how the public will respond to a request to fund the services. What is known is that doing a better job of managing the many transit resources in the area will result in a more effective use of the funds, improved mobility, and economic benefit. The first step is making a commitment to implement Phase 1 services, including the hiring of a transit administrator.

Once this is done the region can determine details of what can be funded with existing revenue streams, when to go to the voters, and what to request. This implementation plan and the budgets in this chapter provide the tools to use in crafting those decisions.

ALLOCATION OF COSTS AND REVENUES

It is recommended that the initial allocation of costs be made based on service levels and ridership. This is generally perceived as fair, and provides a solid policy foundation for the budget. Over time actual ridership levels can be considered if desired. As service builds, it will be important to establish performance standards to be met in order to maintain service, service development standards to expand services, and standards or conditions that must exist in order to establish new services.

In the long run it will be important to make service decisions based on travel patterns rather than political boundaries. This works well when there is a sales tax or similar mechanism – because the tax is collected without regard to the boundaries of individual jurisdictions participating in the transit agency.

Moving from concepts of cost allocation to applications in the CYMPO region, it is necessary to identify how administrative costs, capital costs, and operating costs

will be shared. Consideration also needs to be given to the fare revenues generated by each service, as well as available Federal funds for off-setting costs.

COSTS AND REVENUES FOR INITIAL SERVICE LEVEL

Operating Costs

Table 7.4 identifies estimated costs for a full year of service at the initial 7-bus level of route and paratransit services, along with the voucher and mileage reimbursement programs. For this table, the general administrative costs have been allocated across all programs. Note that the costs used for the voucher program are an estimate for Prescott and Prescott Valley only, and do not include Chino Valley and Dewey-Humboldt. If those additional voucher expenses are added, the percentage of overhead expenses will change. For the purposes of this discussion it is cleaner to keep it to the three entities participating in the Implementation Plan project.

Table 7.4: Costs and Net Costs by Program for Initial Services

Cost Center or Program	Total Annual Cost	% of Program	Admin Overhead*	Total Expense	Operating Revenues**	Net Expenses
Voucher Program*	\$40,000	3%	\$6,000	\$46,000	\$8,000	\$38,000
Mileage Reimbursement	\$20,000	1%	\$3,000	\$23,000	\$0	\$23,000
Paratransit	\$753,000	48%	\$113,000	\$866,000	\$91,000	\$775,000
Transit	\$745,000	48%	\$112,000	\$857,000	\$227,300	\$629,700
TOTAL	\$1,558,000	100%	\$234,000	\$1,792,000	\$326,300	\$1,465,700

*General Administration = \$234,000 This amount is divided across all programs

**Operating revenues are included at 75% of estimated levels for this example. Detailed revenue assumptions are included in the appendices to this report.

The fare revenues are spread to each type of service where they are generated. This approach is recommended rather than trying to determine how much to allocate to each jurisdiction. Otherwise, a level of complexity is added that takes significant staff time to sort through without significant benefit. Passengers transfer between routes and with monthly passes it is not possible to know when a transfer is being made and when a boarding passenger is simply completing a one-way trip.

The operating revenue assumptions used to develop annual revenue estimates were based on a \$2 local / \$4 regional full fare and a \$60 local monthly pass / \$120 regional monthly pass. In addition, ADA fares were calculated at \$4 for local trips and \$8 for regional trips.

Fixed and flexible route services are estimated to generate a total of \$303,100 annually. The average fare per passenger is \$2.12, with local riders paying an

average of \$1.19 and regional riders paying an average of \$2.92. ADA Paratransit services are estimated to generate a total of \$121,200 annually.

The total revenue is estimated at \$424,300. Because ridership develops over time and because the split in fares may be different than the assumptions, an estimate of 75% of the projected fare revenues was used for the initial year (and is reflected in **Table 7.4**, 85% of projected fare revenues for the second year, and 100% for the third year. Then revenues were increased by 5% annually.

Initial Services - Capital Costs

Allocating the capital costs for vehicles can be done either when purchased or on an annual basis when they are used in service. Both methods are illustrated as one fits well for paratransit and one for fixed/flexible route services.

For paratransit services, providers have indicated that they have vehicles available that can be used for initial services, so this cost can be included in the contract cost. Generally, a \$60,000 lift-equipped vehicle for paratransit service will last 5 years, so each vehicle will have an average cost of \$12,000 annually. Of this, 80% is covered with federal funds and 20% reflects the local match. For the planned four vehicles needed in the system, the annual cost of \$48,000 has been added to the annual operating cost.

For fixed route services, five vehicles will be needed – four in daily service and one as back-up. Two vehicles will be used on the regional route and one each in Prescott and Prescott Valley. The fifth will be a back-up. These vehicles need to be ordered and paid for up front, so the costs are recommended to be shared by the jurisdictions based on their share of service costs. The regional route is allocated 50% of the costs, and 25% of the costs are allocated to each Prescott and Prescott Valley. Federal funds will cover 80% and local funds 20% of the total.

Federal Revenues and Local Share

The amount of Federal funding available for off-setting the costs is an important factor in cost allocation. **Table 7.5** illustrates the approximate amount of Federal funds that are anticipated for each of the basic programs. The expected local share is shown as an overall percentage.

Table 7.5: Federal and Local Shares of Each Program – Initial Service Level

Cost Center or Program	FTA			Local Match	Local Share of Net Cost
	Admin	Operating	Capital		
Voucher Program*	\$4,800	\$0	\$0	\$33,200	87%
Mileage Reimbursement	\$2,400	\$0	\$0	\$20,600	90%
Paratransit	\$90,400	\$529,600	\$0	\$155,000	20%
Transit	\$89,600	\$155,310	\$165,700	\$219,090	35%
TOTAL	\$187,200	\$684,910	\$165,700	\$427,890	

* Dependent on municipal funding levels

Allocation of Transit and Paratransit Costs

Costs were allocated between routes and services based on service miles and ridership. This section describes how this is applied in the CYMPO region.

For fixed and flexible routes, the costs of those routes that operate entirely within a jurisdiction are allocated to that jurisdiction. For the regional route, the intersection of Highways 69 and 89 was used on the west side (with the cost of serving the VA allocated to the City of Prescott). The intersection of Highway 69 and Stoneridge Drive was used on the east side. The following table illustrates how each method breaks out the costs.

Complementary paratransit services are allocated using the same method. The cost of local paratransit service is allocated to the community in which it operates. The cost of regional paratransit is allocated to the regional corridor.

Putting it all Together

The following list summarizes the recommended allocation principals:

- Administrative costs are allocated to each program based on the percentage of the budget.
- Regional route costs are allocated based on mileage between the major intersections.
- Local route costs are allocated entirely to the jurisdiction in which they operate.
- Paratransit costs are allocated to the corridor in which service operates.
- Voucher and mileage reimbursement costs are based on where the rider lives and are simply estimated for this exercise.

Table 7.6 identifies the estimated costs of the initial services allocated to each jurisdiction using this model.

Table 7.6: Annual Cost Allocation for Initial Service Level

Costs by Jurisdiction	Vouchers	Mileage Reim.	Regional Route	Local Routes	Local Paratransit	TOTAL	Approx. Local Share
City of Prescott	\$19,000	\$8,050	\$195,900	\$94,700	\$205,000	\$522,650	\$149,900
Yavapai County		\$6,900	\$441,800			\$448,700	\$124,000
Prescott Valley	\$19,000	\$8,050	\$195,900	\$157,200	\$114,000	\$494,150	\$153,400
	\$38,000	\$23,000	\$833,600	\$251,900	\$319,000	\$1,465,500	\$427,300

The local share for City of Prescott and Town of Prescott Valley is approximately \$150,000 annually. The overall share of costs is slightly higher in Prescott Valley than in the other jurisdictions, because the initial service plan allocates a full bus to Prescott Valley while Prescott has only 60% of a vehicle. The paratransit levels are higher for City of Prescott because they have so many route miles within their boundaries; this balances the costs out somewhat. Yavapai County is responsible for \$124,000, just under one-third of total operating costs. Note that the total amounts allocated to each jurisdiction could vary substantially based on the level of the voucher program that is continued in each community.

The capital costs for fixed route service are not included above as they are a one-time expense. Allocating the cost of two vehicles to the regional route and one vehicle for local service in each city, the total costs and local share are illustrated in **Table 7.7**. Also included in this table are the costs for the call and scheduling center – a total of \$200,000 – split equally between regional services and local services. These capital costs would need to be budgeted in the year that service begins, and it should be anticipated that they may be incurred from 6 months to 3 months before the actual operation of services.

Table 7.7: Capital Costs by Jurisdiction – Initial Service Level

Jurisdiction	Regional Route	Local Routes	TOTAL	Local Share
City of Prescott	\$79,900	\$170,000	\$249,900	\$49,980
Yavapai County	\$180,200		\$180,200	\$36,040
Prescott Valley	\$79,900	\$170,000	\$249,900	\$49,980

COSTS AND REVENUES FOR INITIAL PLUS AND EXPANDED SERVICE LEVELS

A similar exercise was carried out for the initial plus and expanded levels of service, based on the costs and revenues in **Table 7.2** and **7.3**, using 2011 as a base year. **Tables 7.8** through **7.11** illustrate the costs, revenues, and local share for the initial plus service level. With the initial plus service level, costs increase for City of Prescott as that is where the service is added. Minor changes occur for Town of Prescott Valley and Yavapai County due to the shuffling of paratransit vehicles. There is no change in capital cost as four vehicles were needed under the initial plan for the route services (plus one spare). Although only 3.4 were allocated to route services at a time, it is not possible to purchase a fraction of a bus.

Table 7.8: Costs and Net Costs by Program – Initial Plus Service Level

Cost Center or Program	Total Annual Cost	% of Program	Admin Overhead*	Total Expense	Operating Revenues**	Net Expenses
Voucher Program*	\$40,000	2%	\$5,000	\$45,000	\$8,000	\$37,000
Mileage Reimbursement	\$20,000	1%	\$3,000	\$23,000	\$0	\$23,000
Paratransit	\$885,000	50%	\$117,000	\$1,002,000	\$104,000	\$898,000
Transit	\$825,000	47%	\$109,000	\$934,000	\$245,700	\$688,300
TOTAL	\$1,770,000	100%	\$234,000	\$2,004,000	\$357,700	\$1,646,300

*General Administration = \$234,000 This amount is divided across all programs

**Operating revenues are included at 75% of estimated levels for this example. Detailed revenue assumptions are included in the appendices to this report.

Table 7.9: Federal and Local Shares of Each Program – Initial Plus Service Level

Cost Center or Program	FTA			Local Match	Local Share of Net Cost
	Admin	Operating	Capital		
Voucher Program*	\$4,000	\$0	\$0	\$33,000	89%
Mileage Reimbursement	\$2,400	\$0	\$0	\$20,600	90%
Paratransit	\$93,600	\$624,800	\$0	\$179,600	20%
Transit	\$87,200	\$173,790	\$185,400	\$241,910	35%
TOTAL	\$187,200	\$798,590	\$185,400	\$475,110	

* Dependent on municipal funding levels

Table 7.10: Annual Cost Allocation – Initial Plus Service Level

	Vouchers	Mileage Reim.	Regional Route	Local Routes	Local Paratransit	TOTAL	Approx. Local Share
City of Prescott	\$18,500	\$8,050	\$216,000	\$169,000	\$225,000	\$636,550	\$184,000
Yavapai County		\$6,900	\$487,100			\$494,000	\$132,300
Prescott Valley	\$18,500	\$8,050	\$216,000	\$161,400	\$112,000	\$515,950	\$158,700
	\$37,000	\$23,000	\$919,100	\$330,400	\$337,000	\$1,646,500	\$475,000

Table 7.11: Capital Cost by Jurisdiction – Initial Plus Service Level

Jurisdiction	Regional Route	Local Routes	TOTAL	Local Share
City of Prescott	\$79,900	\$170,000	\$249,900	\$49,980
Yavapai County	\$180,200		\$180,200	\$36,040
Prescott Valley	\$79,900	\$170,000	\$249,900	\$49,980

Tables 7.12 through 7.15 illustrate the costs, revenues, and local share for the expanded service level. The local shares of operating costs increase for both municipalities (with Prescott Valley increasing by \$75,000 annually and City of Prescott increasing by \$40,000 annually) while the County operating cost drops slightly. The net increase in capital costs is about \$6,000 for each municipality while the County increases by \$4,000.

The expanded services are added within the municipalities, so the change affects them the most. Note that the cost for fixed and flexible route services increase by approximately \$200,000 in Prescott Valley where a second bus is added while costs increase by about \$100,000 in City of Prescott where the equivalent of one-half bus is added. With paratransit services, costs are actually less for Prescott Valley than with the initial level of service because the added flex time will reduce the need for additional services.

Table 7.12: Costs and Net Costs by Program – Expanded Service Level

Cost Center or Program	Total Annual	% of Program	Admin Overhead*	Total Expense	Operating Revenues**	Net Expenses
Voucher Program*	\$40,000	2%	\$5,000	\$45,000	\$8,000	\$37,000
Mileage Reimbursement	\$20,000	1%	\$2,000	\$22,000	\$0	\$22,000
Paratransit	\$885,000	45%	\$105,000	\$990,000	\$104,000	\$886,000
Transit	\$1,030,000	52%	\$122,000	\$1,152,000	\$291,300	\$860,700
TOTAL	\$1,975,000	100%	\$234,000	\$2,209,000	\$403,300	\$1,805,700

*General Administration = \$234,000 This amount is divided across all programs

**Operating revenues are included at 75% of estimated levels for first year

Table 7.13: Federal and Local Shares of Each Program – Expanded Service Level

Cost Center or Program	FTA			Local Match	Local Share of Net Cost
	Admin	Operating	Capital		
Voucher Program*	\$4,000	\$0	\$0	\$33,000	89%
Mileage Reimbursement	\$1,600	\$0	\$0	\$20,400	93%
Paratransit	\$84,000	\$624,800	\$0	\$177,200	20%
Transit	\$97,600	\$221,610	\$236,400	\$305,090	35%
TOTAL	\$187,200	\$846,410	\$236,400	\$535,690	

* Dependent on municipal funding levels

Table 7.14: Annual Cost Allocation – Expanded Service Level

	Vouchers	Mileage Reim.	Regional Route	Local Routes	Local Paratransit	TOTAL	Approx. Local Share
City of Prescott	\$18,500	\$7,700	\$200,900	\$192,200	\$222,000	\$641,300	\$187,000
Yavapai County		\$6,600	\$453,100			\$459,700	\$121,200
Prescott Valley	\$18,500	\$7,700	\$200,900	\$367,200	\$111,000	\$705,300	\$226,800
	\$37,000	\$22,000	\$854,900	\$559,400	\$333,000	\$1,806,300	\$535,000

Table 7.15: Capital Costs by Jurisdiction for Expanded Services

Jurisdiction	Regional Route	Local Routes	TOTAL	Local Share
City of Prescott	\$89,300	\$190,000	\$279,300	\$55,860
Yavapai County	\$201,400		\$201,400	\$40,280
Prescott Valley	\$89,300	\$190,000	\$279,300	\$55,860

8. IMPLEMENTATION ACTIVITIES

OVERVIEW

This chapter summarizes the implementation activities for the various components of the plan. Activities are identified by category. The responsible party and an estimated time frame are provided. Note that many activities can be undertaken concurrently.

While in many cases elected officials or the board of the new agency will ultimately be responsible, staff support will be needed for many activities. Because of the number of items that need to be carried out initially, hiring a transit administrator is encouraged as early as possible. While it is understood that decisions have not been made about the ability to fund fixed route transit services, a transit administrator will be needed to access the FTA funds, to operate the voucher program, and to provide a basis for coordination of transit services.

In addition, it is suggested that some activities can begin using resources in the community. The Providers/Stakeholders working group and the Mobility Manager funded through ADOT can provide significant support in defining the scope of services and equipment that will be needed for the call and scheduling center, undertaking initial marketing activities, and similar projects.

GOVERNANCE AND FINANCE

Two tables identify the implementation activities in this topic area with **Table 8.1** focusing on governance and **Table 8.2** focusing on financial activities. This topic area has less definition than some others as the decision on the type of public transit authority established determines the specific steps that will be followed.

The governance structure can be established only with the funding to move forward with Phase 1 services. It is important to get something in place (even on an interim basis using existing local funding levels) because a significant amount of work needs to be carried out to implement transit services.

Table 8.1: Governance Related Activities

Activity	Responsible Party	Time Frame
Establish IPTA or MPTA <ul style="list-style-type: none"> - Invite all jurisdictions to participate in discussions - Determine process for making decisions - Carry-out process 	Jurisdictions (Staff support will be needed)	3-6 months
Appoint initial Board	Member jurisdictions	Upon signing IGA
Establish initial policy framework, including bylaws and procedures	Board / Transit Administrator	2-3 months after signing IGA
Develop initial goals, objectives, and strategic plan		
Organizational development activities, including service performance standards	Board / Transit Administrator	Ongoing

The process for making decisions on the type of funding that will be sought for fixed and flexible route services will need to provide an opportunity for the public to comment. Ultimately the public will be responsible for approving any new taxes for transit services.

Table 8.2: Finance Related Activities

Activity	Responsible Party	Time Frame
Establish transit fund and procedures for accounting, budgeting, and cash flow	Board and Transit Administrator	Within 1-2 mos. of IGA signing
Establish initial budget	Board and Transit Administrator	Within 1-2 mos. of IGA signing
Carryout activities needed to obtain initial funding	Transit Administrator	Within 1-3 mos. of IGA signing
Establish procurement procedures	Transit Administrator	2- 4 mos. after IGA is signed
Annual financial activities (budget, grants, reporting, audits, etc.)	Board and Transit Administrator	Ongoing
Identify funding source for fixed/flexible route service and pursue	Board, Transit Administrator, citizens	Start immediately

SERVICE IMPLEMENTATION

Table 8.3 identifies basic activities needed to implement services. The time frames list the amount of time that is estimated to be required to complete the task. Some can and will need to be carried out concurrently.

Phase 1 services include establishing the general public voucher program and volunteer driver reimbursement program. Activities also include the definition of how the call center will be established and the development of policies and programs to meet the ADA requirements.

Phase 2 and 3 are combined because the steps are the same for initiating or expanding services. Phase 2 /3 services include the provision of paratransit services, fixed and flexible route services and the implementation of the call and scheduling center as defined in Phase 1. Note that the time frame for establishing the call and scheduling center and procuring transit services are quite lengthy. These activities need to begin well before the date for implementing services. The establishment of bus stops and negotiation of license agreements can take a surprisingly long time. Property is often owned by companies and finding the right person to obtain approval from can be time consuming. Governmental jurisdictions need to process requests for stops and consider the traffic and parking impacts of requested stops.

Table 8.3: Service Implementation Activities

Phase 1 Services & Activities	Responsible Party	Time Frame
Establish general public voucher program <ul style="list-style-type: none"> - Consensus on program changes - Contract for initial administration - Agreements for local share - Public information - Implement and monitor program 	Board and Transit Administrator	3 months
Establish volunteer driver reimbursement <ul style="list-style-type: none"> - Establish program guidelines - Implement via contracts and client registry - Monitor program 	Board and Transit Administrator in conjunction with volunteer driver programs	3 months; Implement after decisions are made on call center operation
Define how call center will be established <ul style="list-style-type: none"> - Evaluate software & equipment options - Define scope of services - Identify participants & cost sharing 	Board and Transit Administrator; Mobility Manager and Providers/Stakeholders can take initial lead	6 months
Define ADA policies and programs <ul style="list-style-type: none"> - Define eligibility policies and process - Define service policies - Develop scope of work for providing these services (may be included with call center contract) 	Board and Transit Administrator	3 months
Phase 2 / 3 Services	Responsible Party	Time Frame
Establish call and scheduling center <ul style="list-style-type: none"> - Procure equipment - Procure services - Install and test system - Initiate services 	Board and Transit Administrator	12-18 months
Establish ADA paratransit services <ul style="list-style-type: none"> - Identify scope for service procurement - Procure services - Prepare Riders Guide - Implement and monitor 	Board and Transit Administrator	9-12 months
Establish fixed and flexible route services <ul style="list-style-type: none"> - Identify where bus stops will go, gain necessary approvals, and prepare to install signs - Negotiate license agreements for stops on private property - Prepare monthly passes and tickets, identify outlets and prepare to implement - Prepare schedule, map and Riders' Guide materials and distribute as part of marketing campaign - Procure services - Implement and monitor 	Board and Transit Administrator	12 months

MARKETING

The activities summarized below are described in more detail in the marketing chapter. While some activities can begin immediately, others will not be rolled out until services are ready to begin. The customer information activities will be updated each time new services are added. The information and sales outlets will also have expanded functions as services are expanded.

Table 8.4: Marketing Activities

Activity	Responsible Party	Time Frame
Establish system identity - Name and logo - Design vehicles - Design signage	Providers/Stakeholders group working with Mobility Manager and Transit Administrator	3-6 months
Customer Information - Develop brochures re: services - Develop system map - Develop web page	Providers/Stakeholders group working with Mobility Manager and Transit Administrator	3-6 months for initial; ongoing updates
Establish information and pass sales outlets	Transit Administrator	1 month
Campaigns	Transit Administrator	Varies – ongoing

PROCUREMENT

A first step, defining procurement procedures, was included under finance activities. This may initially be to simply use a process already in place at a member entity – as CYMPO does now with the City of Prescott. This section identifies the major procurements that are anticipated for Phase 1 and Phase 2 services, providing a time frame for each step. The need to procure equipment and services was also identified as part of the service implementation activities. In **Table 8.5** the steps are identified for each major procurement.

Table 8.5: Procurement Activities

Scheduling System	Responsible Party	Time Frame
Evaluate systems and determine which will best meet the region's needs	Providers/Stakeholders and Mobility Manager	4 months
Develop specs and bid package	Transit Administrator assisted by Mobility Mgr.	1-2 months
Solicit bids, evaluate, and award	Transit Administrator	3 months
Install and test	Transit Administrator and contractor	3-6 months
Buses		
Develop specs and bid package	Transit Administrator	1-2 months
Solicit bids, evaluate, and award	Transit Administrator	3 months
Order, receive, inspect, and accept	Transit Administrator	6-12 months
Paratransit/ Call Center Contract		
Develop scope of work and RFP	Transit Administrator	1-2 months
Solicit bids, evaluate, and award	Transit Administrator	3 months
Implementation	Transit Administrator	3 months after award
Fixed and Flexible Route Services		
Develop scope of work and RFP	Transit Administrator	1-2 months
Solicit bids, evaluate, and award	Transit Administrator	3 months
Implementation	Transit Administrator	3 months after award

REGULATORY AND COMPLIANCE ACTIVITIES

Table 8.6 summarizes the primary regulatory and compliance activities. For the most part these require ongoing attention, although most have initial activities to establish policies and procedures. The Transit Administrator will be responsible for most of these activities.

Table 8.6: Regulatory and Compliance Activities

Activities	Responsible Party	Time Frame
Grant management activities <ul style="list-style-type: none"> - Annual applications - Quarterly reports - Draw down funds and reconcile accounts - Training and reviews 	Transit Administrator	Ongoing
Disadvantaged Business Enterprise <ul style="list-style-type: none"> - Prepare plan - Set annual goals - Reporting 	Transit Administrator	Ongoing
ADA Activities – establish <ul style="list-style-type: none"> - Paratransit eligibility criteria - Service policies - Certification process - Dispute resolution - Include service and training requirements in service contracts 	Transit Administrator	During Phase 1; 2 months
Establish Drug and Alcohol policy and include in service contracts	Transit Administrator, in conjunction with ADOT's contractor	2 months
National Transit Database <ul style="list-style-type: none"> - Set up and carry out NTD reporting. - Include operator requirements in service contracts 	Transit Administrator	3 months and then ongoing