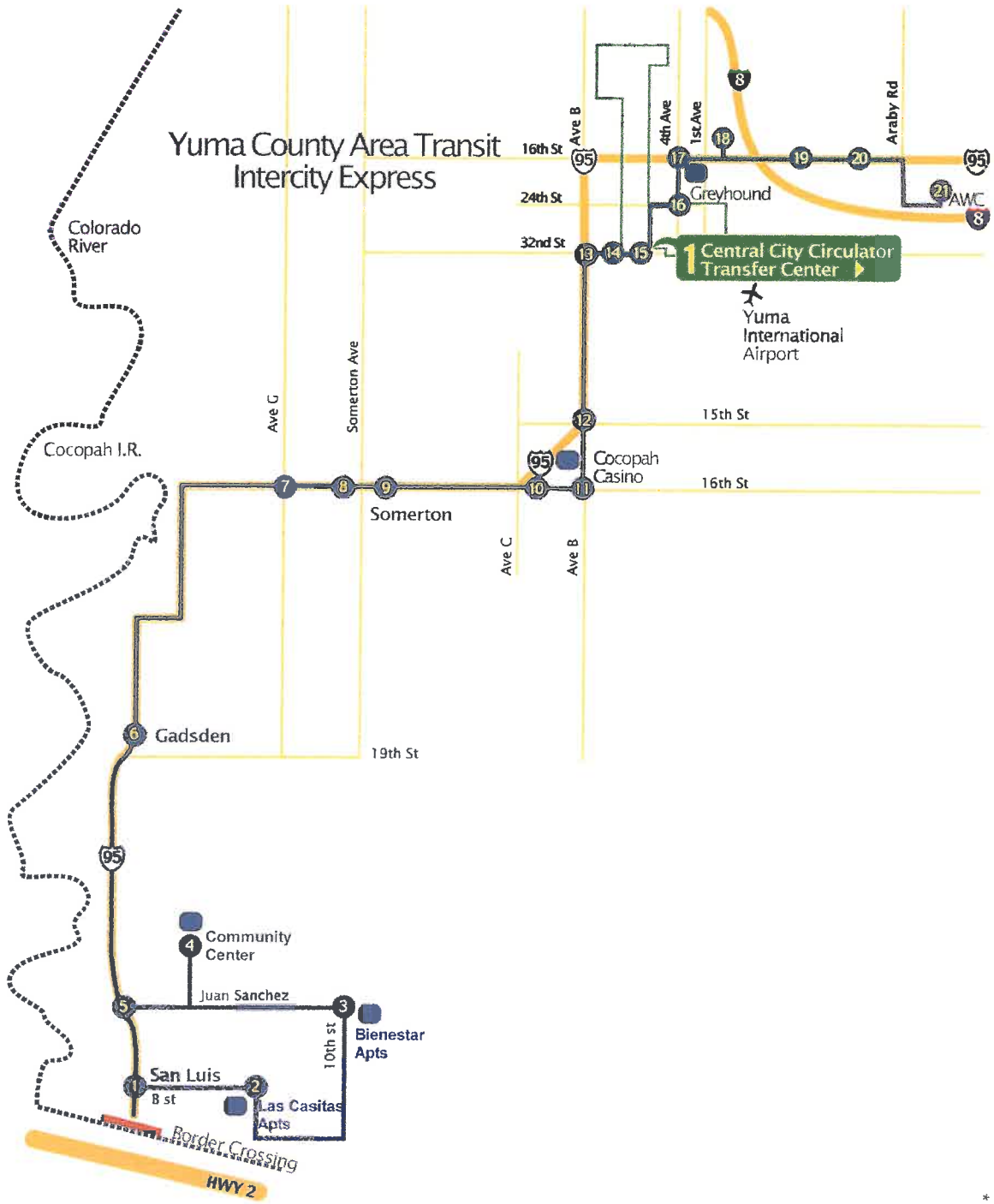




EXHIBIT 4-1 INTERCITY EXPRESS ROUTE (SAN LUIS-YUMA-AWC) MAP



not to scale



EXHIBIT 4-2 INTERCITY EXPRESS ROUTE (SAN LUIS-YUMA-AWC) SCHEDULE

| STOP LOCATION | TIMES | | | | | | | | | | | | | | | | | |
|-------------------------------------|---------|---------|---------|----------|----------|----------|---------|---------|---------|---------|---------|---------|----------|----------|----------|---------|---------|---------|
| | 6:00 AM | 6:30 AM | 7:30 AM | 9:00 AM | 10:30 AM | 12:00 PM | 1:30 PM | 3:00 PM | 4:30 PM | 6:00 AM | 6:30 AM | 7:30 AM | 9:00 AM | 10:30 AM | 12:00 PM | 1:30 PM | 3:00 PM | 4:30 PM |
| 1 SAN LUIS MAXI | 6:03 AM | 6:33 AM | 7:33 AM | 9:03 AM | 10:33 AM | 12:03 PM | 1:33 PM | 3:03 PM | 4:33 PM | 6:05 AM | 6:35 AM | 7:35 AM | 9:05 AM | 10:35 AM | 12:05 PM | 1:35 PM | 3:05 PM | 4:35 PM |
| 2 LAS CASTILAS APTS. | 6:05 AM | 6:35 AM | 7:35 AM | 9:05 AM | 10:35 AM | 12:05 PM | 1:35 PM | 3:05 PM | 4:35 PM | 6:09 AM | 6:39 AM | 7:39 AM | 9:09 AM | 10:39 AM | 12:09 PM | 1:39 PM | 3:09 PM | 4:39 PM |
| 3 BIENESTAR APTS. | 6:12 AM | 6:42 AM | 7:42 AM | 9:12 AM | 10:42 AM | 12:12 PM | 1:42 PM | 3:12 PM | 4:42 PM | 6:20 AM | 6:50 AM | 7:50 AM | 9:20 AM | 10:50 AM | 12:20 PM | 1:50 PM | 3:20 PM | 4:50 PM |
| 4 COMMUNITY CENTER | 6:27 AM | 6:57 AM | 7:57 AM | 9:27 AM | 10:57 AM | 12:27 PM | 1:57 PM | 3:27 PM | 4:57 PM | 6:30 AM | 7:00 AM | 8:00 AM | 9:30 AM | 11:00 AM | 12:30 PM | 2:00 PM | 3:30 PM | 5:00 PM |
| 5 MOCTEZUMA APTS. | 6:32 AM | 7:02 AM | 8:02 AM | 9:32 AM | 11:02 AM | 12:32 PM | 2:02 PM | 3:32 PM | 5:02 PM | 6:36 AM | 7:06 AM | 8:06 AM | 9:36 AM | 11:06 AM | 12:36 PM | 2:06 PM | 3:36 PM | 5:06 PM |
| 6 CADSDEN | 6:38 AM | 7:08 AM | 8:08 AM | 9:38 AM | 11:08 AM | 12:38 PM | 2:08 PM | 3:38 PM | 5:08 PM | 6:40 AM | 7:10 AM | 8:10 AM | 9:40 AM | 11:10 AM | 12:40 PM | 2:10 PM | 3:40 PM | 5:10 PM |
| 7 CAMPO | 6:47 AM | 7:17 AM | 8:17 AM | 9:47 AM | 11:17 AM | 12:47 PM | 2:17 PM | 3:47 PM | 5:17 PM | 6:53 AM | 7:23 AM | 8:23 AM | 9:53 AM | 11:23 AM | 12:53 PM | 2:23 PM | 3:53 PM | 5:23 PM |
| 8 SOMERTON DEL SOL | 6:53 AM | 7:23 AM | 8:23 AM | 9:53 AM | 11:23 AM | 12:53 PM | 2:23 PM | 3:53 PM | 5:23 PM | 6:55 AM | 7:25 AM | 8:25 AM | 9:55 AM | 11:25 AM | 12:55 PM | 2:25 PM | 3:55 PM | 5:25 PM |
| 9 SOMERTON KING | 7:04 AM | 7:34 AM | 8:34 AM | 10:04 AM | 11:34 AM | 1:04 PM | 2:34 PM | 4:04 PM | 5:34 PM | 7:07 AM | 7:37 AM | 8:37 AM | 10:07 AM | 11:37 AM | 1:07 PM | 2:37 PM | 4:07 PM | 5:37 PM |
| 10 MESA O. GROVE | 7:07 AM | 7:37 AM | 8:37 AM | 10:07 AM | 11:37 AM | 1:07 PM | 2:37 PM | 4:07 PM | 5:37 PM | 7:11 AM | 7:41 AM | 8:41 AM | 10:11 AM | 11:41 AM | 1:11 PM | 2:41 PM | 4:11 PM | 5:41 PM |
| 11 MESA VERDE | 7:20 AM | 7:50 AM | 8:50 AM | 10:20 AM | 11:50 AM | 1:20 PM | 2:50 PM | 4:20 PM | 5:50 PM | 7:21 AM | 7:51 AM | 8:51 AM | 10:21 AM | 11:51 AM | 1:21 PM | 2:51 PM | 4:21 PM | 5:51 PM |
| 12 COCOPIAH CASINO | 7:21 AM | 7:51 AM | 8:51 AM | 10:21 AM | 11:51 AM | 1:21 PM | 2:51 PM | 4:21 PM | 5:51 PM | 7:26 AM | 7:56 AM | 8:56 AM | 10:26 AM | 11:56 AM | 1:26 PM | 2:56 PM | 4:26 PM | 5:56 PM |
| 13 K-MART | 7:26 AM | 7:56 AM | 8:56 AM | 10:26 AM | 11:56 AM | 1:26 PM | 2:56 PM | 4:26 PM | 5:56 PM | | | | | | | | | |
| 14 TARGET | | | | | | | | | | | | | | | | | | |
| 15 SOUTHGATE MALL (TRANSFER CENTER) | | | | | | | | | | | | | | | | | | |
| 16 24TH ST./1ST AVE. | | | | | | | | | | | | | | | | | | |
| 17 GREYHOUND | | | | | | | | | | | | | | | | | | |
| 18 AWC/REDONDO DR. | | | | | | | | | | | | | | | | | | |
| 19 SIERRA PACIFIC HWY. | | | | | | | | | | | | | | | | | | |
| 20 EL PRADO ESTATES | | | | | | | | | | | | | | | | | | |
| 21 AWC/NAU | | | | | | | | | | | | | | | | | | |



EXHIBIT 4-3 INTERCITY EXPRESS ROUTE (AWC-YUMA-SAN LUIS) SCHEDULE

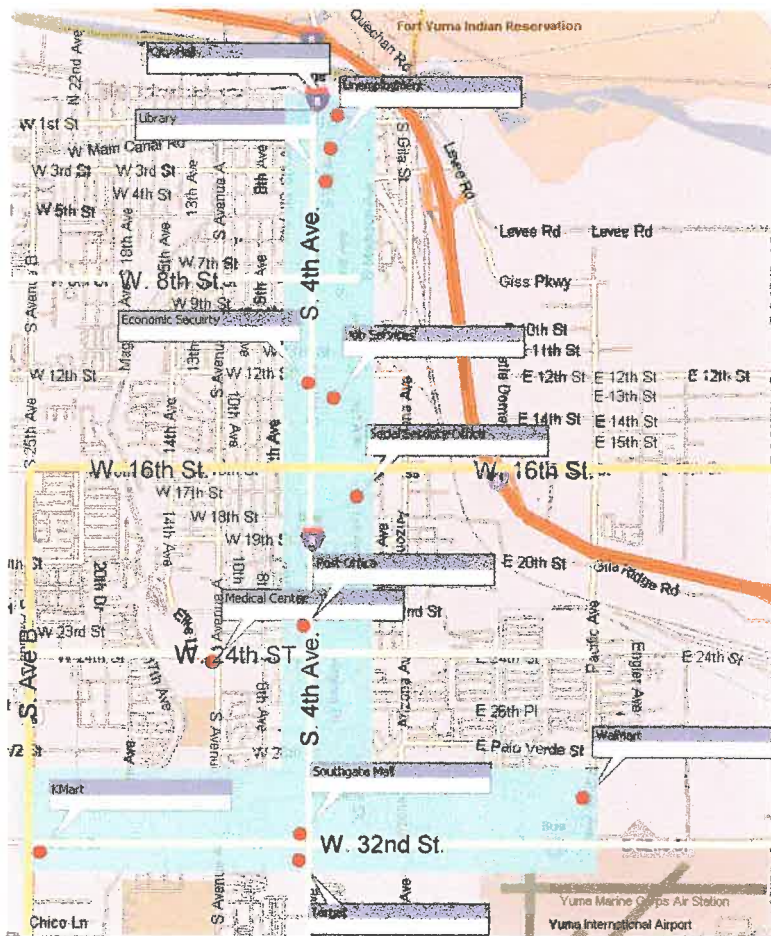
| STOP LOCATION | TIMES | | | | | | | | | | | | | |
|-------------------------------------|---------|---------|----------|----------|----------|---------|---------|---------|---------|--|--|--|--|--|
| | 7:30 AM | 8:00 AM | 9:00 AM | 10:30 AM | 12:00 PM | 1:30 PM | 3:00 PM | 4:30 PM | 6:00 PM | | | | | |
| 21 AWC/NAU | 7:30 AM | 8:00 AM | 9:00 AM | 10:30 AM | 12:00 PM | 1:30 PM | 3:00 PM | 4:30 PM | 6:00 PM | | | | | |
| 20 EL PRADO ESTATES | 7:37 AM | 8:07 AM | 9:07 AM | 10:37 AM | 12:07 PM | 1:37 PM | 3:07 PM | 4:37 PM | 6:07 PM | | | | | |
| 19 SIERRA PACIFIC/HWY 51 | 7:38 AM | 8:08 AM | 9:08 AM | 10:38 AM | 12:08 PM | 1:38 PM | 3:08 PM | 4:38 PM | 6:08 PM | | | | | |
| 18 AWC/REDONDO DR. | 7:45 AM | 8:15 AM | 9:15 AM | 10:45 AM | 12:15 PM | 1:45 PM | 3:15 PM | 4:45 PM | 6:15 PM | | | | | |
| 17 GREYHOUND | 7:50 AM | 8:20 AM | 9:20 AM | 10:50 AM | 12:20 PM | 1:50 PM | 3:20 PM | 4:50 PM | 6:20 PM | | | | | |
| 16 24TH ST./1ST AVE. | 7:52 AM | 8:22 AM | 9:22 AM | 10:52 AM | 12:22 PM | 1:52 PM | 3:22 PM | 4:52 PM | 6:22 PM | | | | | |
| 15 SOUTHGATE MALL (TRANSFER CENTER) | 7:56 AM | 8:26 AM | 9:26 AM | 10:56 AM | 12:26 PM | 1:56 PM | 3:26 PM | 4:56 PM | 6:26 PM | | | | | |
| 14 TARGET | 8:03 AM | 8:33 AM | 9:33 AM | 11:03 AM | 12:33 PM | 2:03 PM | 3:33 PM | 5:03 PM | 6:33 PM | | | | | |
| 13 K-MART | 8:07 AM | 8:37 AM | 9:37 AM | 11:07 AM | 12:37 PM | 2:07 PM | 3:37 PM | 5:07 PM | 6:37 PM | | | | | |
| 12 COCOPAH CASINO | 8:15 AM | 8:45 AM | 9:45 AM | 11:15 AM | 12:45 PM | 2:15 PM | 3:45 PM | 5:15 PM | 6:45 PM | | | | | |
| 11 MESA VERDE | 8:17 AM | 8:47 AM | 9:47 AM | 11:17 AM | 12:47 PM | 2:17 PM | 3:47 PM | 5:17 PM | 6:47 PM | | | | | |
| 10 MESA O. GROVE | 8:19 AM | 8:49 AM | 9:49 AM | 11:19 AM | 12:49 PM | 2:19 PM | 3:49 PM | 5:19 PM | 6:49 PM | | | | | |
| 9 SOMERTON KING | 8:24 AM | 8:54 AM | 9:54 AM | 11:24 AM | 12:54 PM | 2:24 PM | 3:54 PM | 5:24 PM | 6:54 PM | | | | | |
| 8 SOMERTON DEL SOL | 8:25 AM | 8:55 AM | 9:55 AM | 11:25 AM | 12:55 PM | 2:25 PM | 3:55 PM | 5:25 PM | 6:55 PM | | | | | |
| 7 CAMPO | 8:29 AM | 8:59 AM | 9:59 AM | 11:29 AM | 12:59 PM | 2:29 PM | 3:59 PM | 5:29 PM | 6:59 PM | | | | | |
| 6 GADSDEN | 8:35 AM | 9:05 AM | 10:05 AM | 11:35 AM | 1:05 PM | 2:35 PM | 4:05 PM | 5:35 PM | 7:05 PM | | | | | |
| 5 MOCTEZUMA APTS. | 8:42 AM | 9:12 AM | 10:12 AM | 11:42 AM | 1:12 PM | 2:42 PM | 4:12 PM | 5:42 PM | 7:12 PM | | | | | |
| 4 COMMUNITY CENTER | 8:45 AM | 9:15 AM | 10:15 AM | 11:45 AM | 1:15 PM | 2:45 PM | 4:15 PM | 5:45 PM | 7:15 PM | | | | | |
| 3 BIENESTAR APTS. | 8:46 AM | 9:16 AM | 10:16 AM | 11:46 AM | 1:16 PM | 2:46 PM | 4:16 PM | 5:46 PM | 7:16 PM | | | | | |
| 2 LAS CASITAS APTS. | 8:50 AM | 9:20 AM | 10:20 AM | 11:50 AM | 1:20 PM | 2:50 PM | 4:20 PM | 5:50 PM | 7:20 PM | | | | | |
| 1 MAXI | 8:55 AM | 9:25 AM | 10:25 AM | 11:55 AM | 1:25 PM | 2:55 PM | 4:25 PM | 5:55 PM | 7:25 PM | | | | | |

CENTRAL CITY CIRCULATOR

The creation of the Central City Circulator was the result of four major factors affecting transportation alternatives within the city limits of Yuma:

1. The evaluation of the Greater Yuma Dial-A-Ride proved many Dial-A-Ride patrons would be able to use a fixed-route system if it were readily available;
2. Ridership on Dial-A-Ride was dominated by general public riders resulting in seniors and persons with disabilities being denied service;
3. Access to key destinations within the City of Yuma was necessary for patrons using a streamlined Intercity Express Route;
4. Within the City of Yuma, transit dependent and semi-dependent individuals had limited access to public transportation.

EXHIBIT 4-4 YUMA COMMERCIAL & GOVERNMENTAL DEVELOPMENT



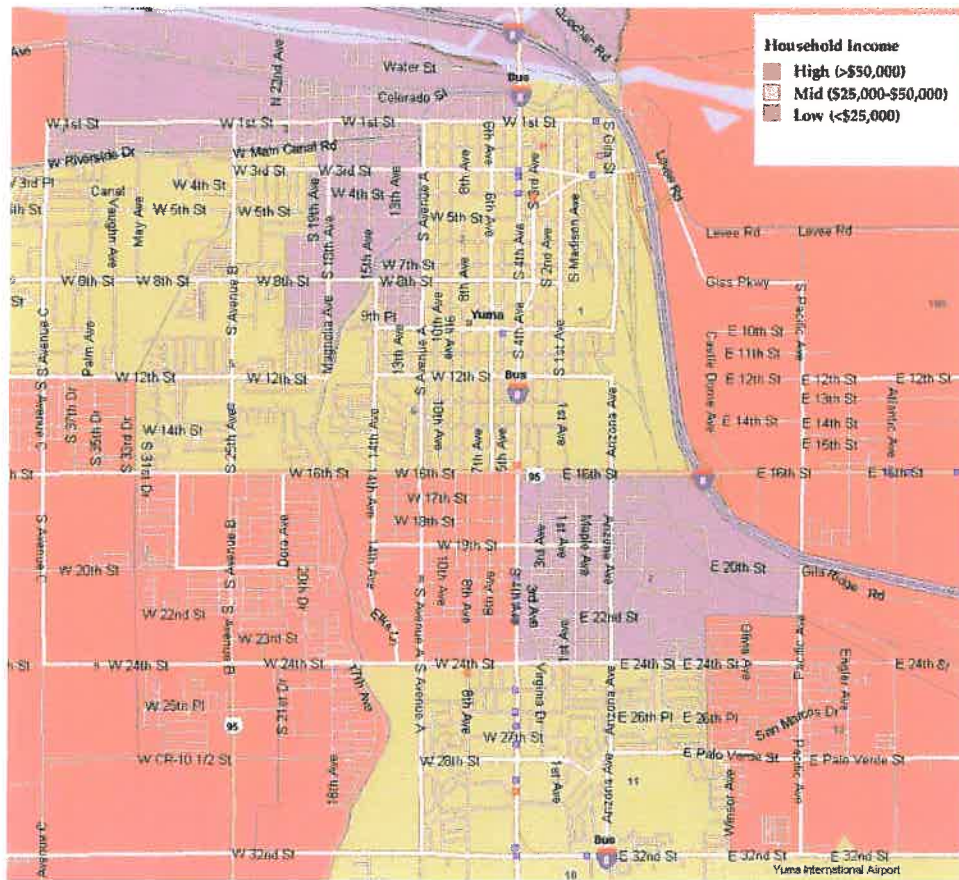
Criteria for City Circulator

Criteria for structuring a circulator route within the city were—

1. Provide service to key destinations

Commerce and services in Yuma are not centrally located. Redevelopment along the River area and a new City Hall may encourage development in the downtown area. A new Multi-modal Transportation Center (MMTC) has been funded and is currently in the design phase. The selected site is in the historic area of Yuma and incorporates the existing Amtrak stop. It is anticipated to house future local transit operations, a Greyhound terminal, YMPO offices, a historic hotel, and other commercial and retail establishments. Completion is still three to four years in the future. The MMTC and other future development may eventually shift more commerce and services to the downtown area. However, currently most retail is clustered along the 32nd Street Corridor between Avenue B and Pacific Avenue; services generally lie along the 4th Avenue Corridor between Avenue A and 1st Street.

EXHIBIT 4-5 AVERAGE HOUSEHOLD INCOME FOR YUMA





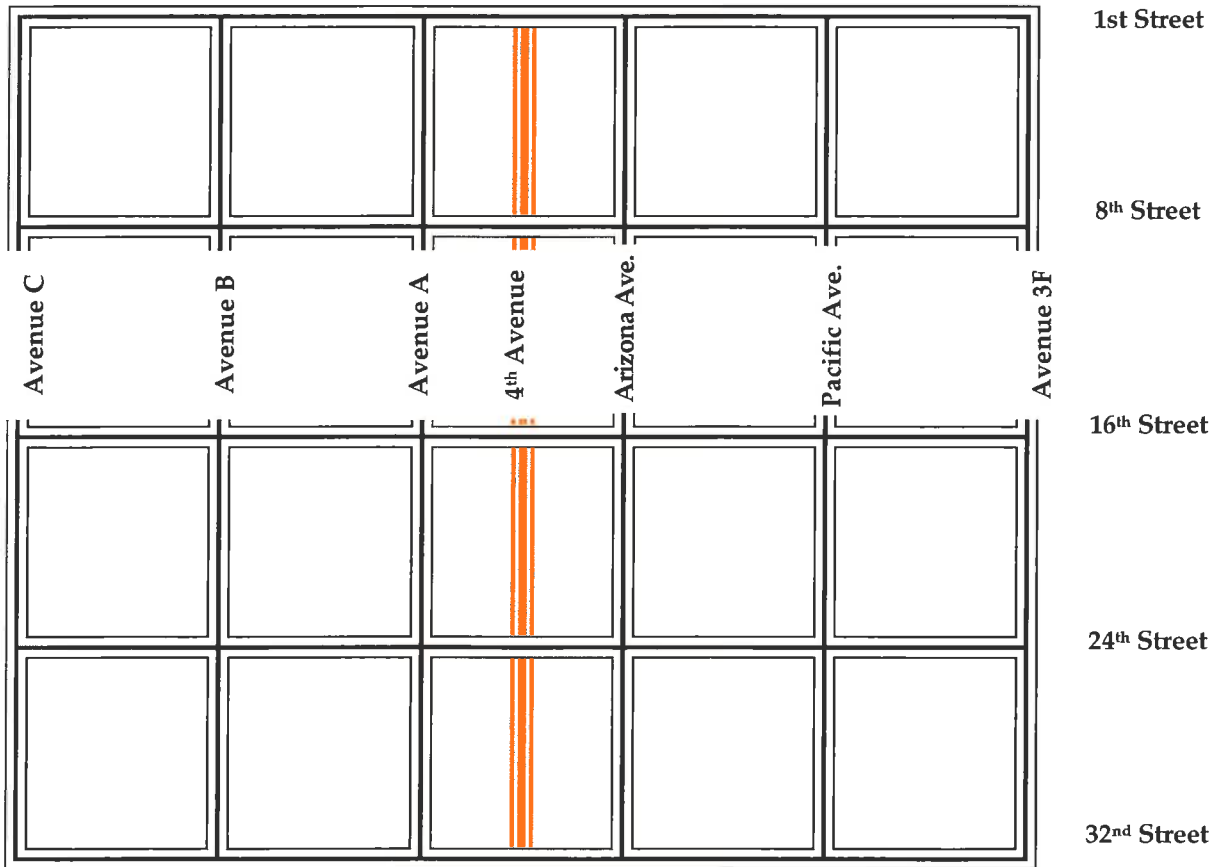
2. Afford service to and from areas with a higher than average propensity to have residents who are transit dependent or semi-dependent

A review of population density and income levels indicated the highest propensity for transit dependency was in the north central section west of 4th Avenue. Since seniors traditionally have a higher propensity to use public transportation when it is readily available, retirement communities were also plotted. The largest retirement housing residence without in-house transportation is located on Catalina, near the intersection of 4th Avenue.

3. Require no additional resources

Analysis of the existing financial resources indicated that no more than two vehicles (assuming 12 Vehicle Service Hours per day per vehicle) would be available to support the circulator. This incorporated savings from the Dial-A-Ride program achieved from limiting ridership to seniors and persons with disabilities.

EXHIBIT 4-6 YUMA STREET GRID



4. Connect to the Intercity Express Route at a convenient location

Southgate Mall was determined to be a primary destination for both the Intercity Express and a City Circulator. The selection of Southgate Mall as a transfer center will be discussed more fully in the following section.

5. Offer frequent service (minimum one hour headway)

By structuring the service as a bi-directional loop, the one-hour headway effectively doubles the frequency.

A number of alternatives were explored. The objective was to achieve maximum coverage within the stated criteria.

EXHIBIT 4-7 SOME ALTERNATIVE CITY CIRCULATOR ROUTE STRUCTURES



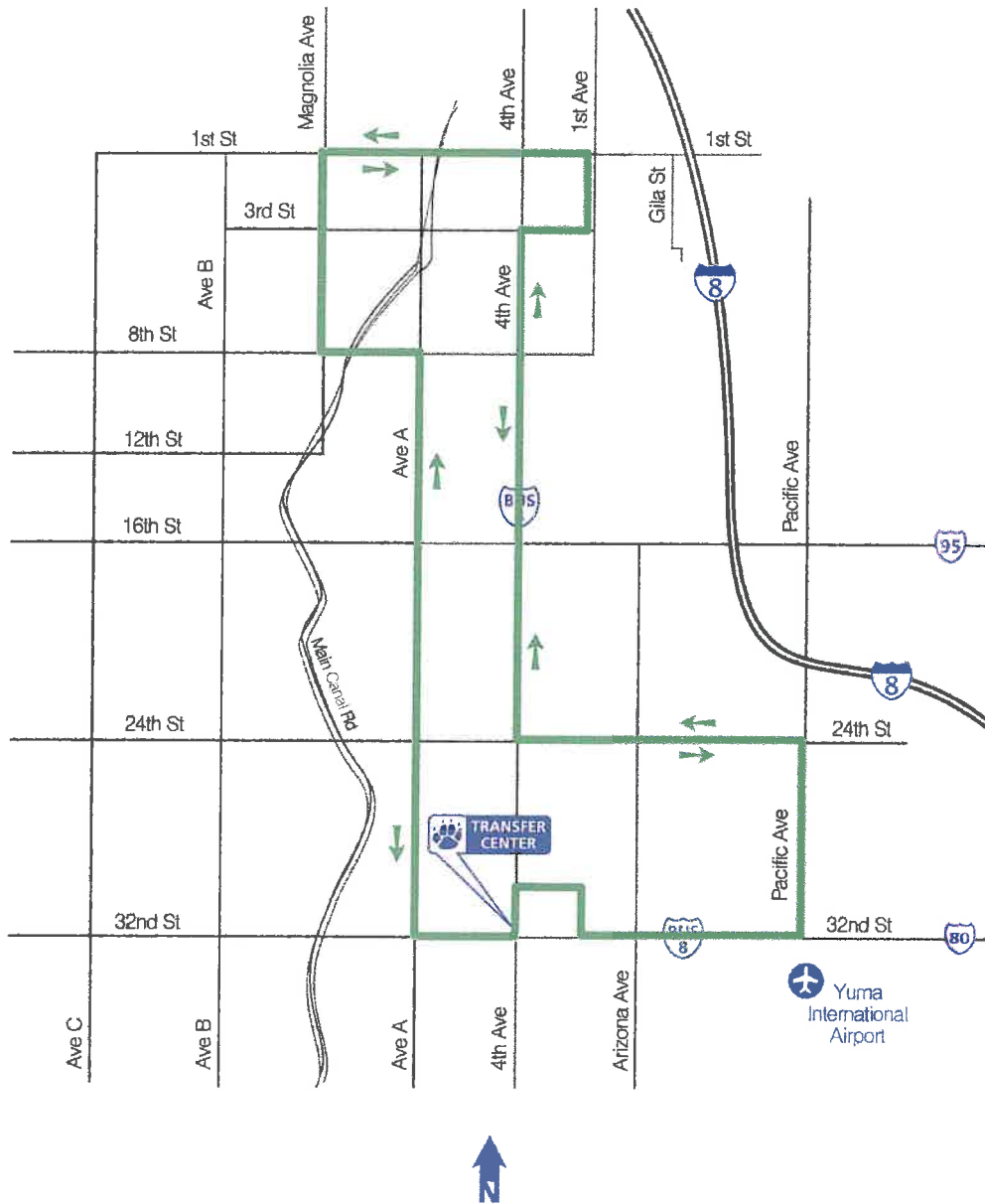
The select route is 13.7 miles long. The 54-minute run time is longer than optimal to maintain schedule adherence. However, shortening the route would either (1) negatively impact coverage to transit dependent areas or (2) eliminate key destinations. Bi-directional service will provide frequent coverage throughout the central core of the city.

The Central City Circulator will operate from 7:00 a.m. to 7:30 p.m. Monday through Saturday. Each circuit of the bi-directional route will take one hour to complete. Central A (clockwise) will depart the Transfer Center at Southgate Mall every hour on the hour; Central B (counterclockwise) will depart on the half hour.

EXHIBIT 4-8 CENTRAL CITY CIRCULATOR



GREEN — Central City Circulator



TRANSFER CENTER

Implementation of the new route structure required a transfer point where timed transfers could take place. Three options were considered:

1. Downtown at the site of the future Multi Modal Transfer Center (MMTC);
2. Greyhound Station on 17th Place near 1st Street;
3. Southgate Mall.

The MMTC will not be completed for another three to five years. Although it is central to the redevelopment in Downtown and along the River, for the near term it does not offer either the safety or a key destination point. The Greyhound Station is geographically central for the City, but does not provide a safe transfer area and is located off the main route structure. The periphery road along the east and southern edge of Southgate Mall was selected.

This site was selected for several reasons:

1. Southgate Mall is a key destination;
2. It is centrally located in the retail cluster along the 32nd Street Corridor between Avenue B and Pacific Avenue and intersects services generally lying along the 4th Avenue Corridor between Avenue A and 1st Street;
3. The periphery road is not a through street and can be closed to public traffic providing a safe area for boarding and alighting;
4. The area has sufficient space for the system to grow, providing parking for a minimum of four vehicles at one time.
5. It provides high visibility.



BUS STOP CRITERIA

To develop the specific stops for the Central City Circulator, criteria was developed to determine the location of each bus stop. The same criteria will be used in developing bus stops as Yuma County Area Transit (YCAT) expands in the future, and new routes will be formed. Standardized criteria for the proper placement of bus stops on new routes ensures YCAT operations will be as efficient and effective as possible.

Two classification of bus stops exist: *Scheduled (Timed) Stops* and *Casual*.

Scheduled stops are time points (i.e., timed stops). At scheduled stops, the driver is charged with departing the stop at the stated time. A scheduled stop is used to calculate on-time performance for a route. Leaving the scheduled stop before the scheduled time is considered running *hot*, and leaving a scheduled stop more than five minutes after the scheduled time is considered running *late*. Both *hot* and *late* departures negatively impact on-time performance. *Casual* stops are not timed and may be passed if no passengers are waiting to board or alight. While they will have signage, and in some cases other rider amenities, the time the vehicle is scheduled to stop at a casual stop may or may not be listed on the public schedule. However, the schedule should indicate the location of every stop, *scheduled* or *casual*.

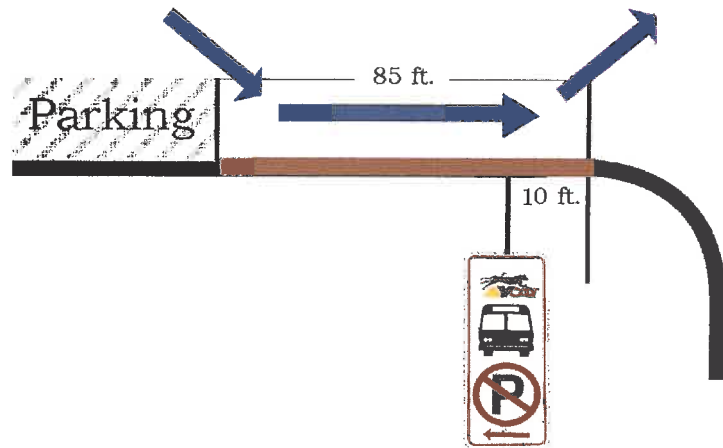
The following guidelines were developed to determine the location for YCAT bus stops:

1. Located at key traffic generators along the route:
 - Transfer centers (i.e. bus depots, regional mall);
 - Shopping Areas;
 - Schools;
 - Medical centers;
 - Near senior citizen housing and centers;
 - Major points of employment;
2. Spaced a minimum one-eighth of a mile apart;
3. Do not create a traffic hazard and be deemed safe for passengers by County/City traffic engineer and law enforcement;
4. Located appropriately at each intersection for safety and ease in boarding and alighting.

Bus stops are placed in one of three locations: near side (located immediately before an intersection); far side (located immediately after an intersection); and mid-block (located between intersections).

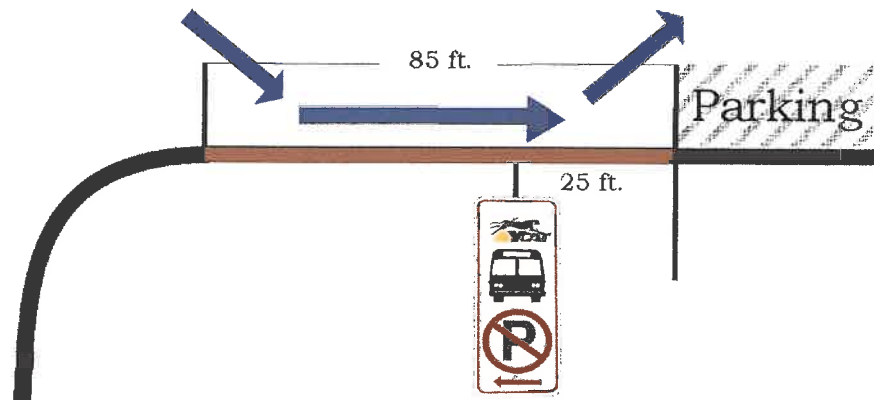
- Near-side locations offer a number of features to pedestrians and vehicle drivers. This location allows pedestrians to cross in front of the bus. This location also allows transit users to board and alight from vehicles close to crosswalks and intersections, thereby minimizing walking distance to connecting service.

EXHIBIT 4-9 NEAR-SIDE BUS STOP



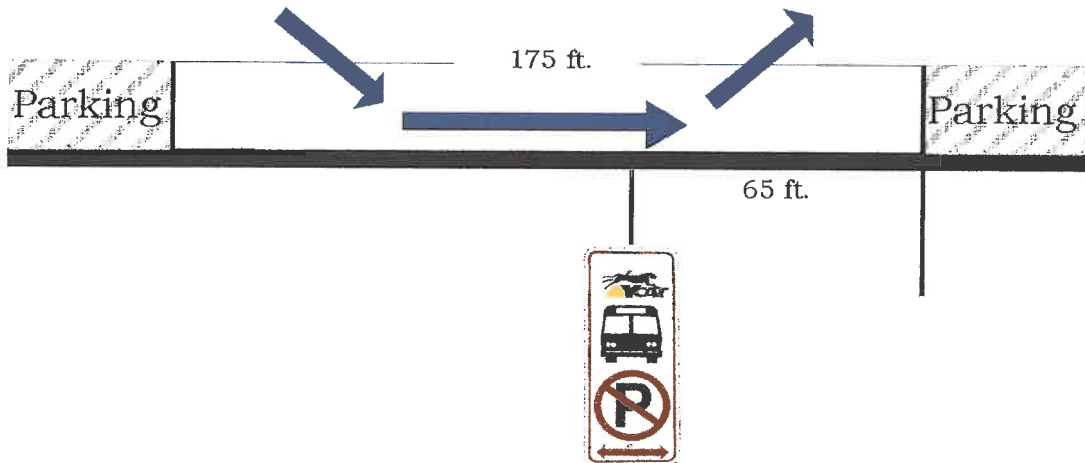
- Far-side bus stops are recommended at locations incorporating left-hand turns at intersections. Generally, far-side locations are preferable both for safety reasons (i.e., pedestrians are not crossing in front of bus) and traffic flow (i.e., bus does not block dedicated traffic lanes.). Once a transit vehicle negotiates a left turn, a far-side stop provides a more appropriate service point. Far-side stops also are used where dedicated right-hand turn lanes are present. Far-side stops may facilitate easier bus re-entry into traffic due to gaps created by intersection traffic signals.

EXHIBIT 4-10 FAR-SIDE BUS STOP



- A mid-block stop is generally less congested than an intersection. Bus turnouts are most effectively located in a mid-block bus stop zone. Mid-block stops are applicable at T-intersections or locations generating a higher passenger volume.

EXHIBIT 4-11 MID-BLOCK BUS STOP



In addition, *scheduled* bus stops should be located at key intersections and/or transfer points. No more than 15 minutes and no less than five minutes should separate *scheduled* stops. To the extent possible, cutouts should be constructed at scheduled stops to allow the bus to *catch up* to the schedule if it is running *hot*.

Once the route is implemented, it should be diligently monitored for a period of ninety days. The YMPO should evaluate each bus stop to determine its appropriateness considering the following items:

- Boarding and alighting activity accounting for any unusual boarding activity by using an average of five sample weekdays;
- Safety or health concern for the passengers and/or area residents;
- Documented requests by the public for the deletion of a bus stop.

YMPO should establish a criterion for evaluating all stops along a new route to determine its effectiveness. The policy would establish guidelines for the creation of new bus stops as well as the elimination of existing stops. If a stop does not meet the YMPO's guideline, then the stop should be eliminated as soon as possible to minimize disruption to riders.

The deletion of an existing bus stop should follow these guidelines:

1. Stop activity is less than three boardings and alightings per weekday. To account for any unusual boarding activity, an average of five sample weekdays should be used as the activity criteria;
2. Location of the stop has created a measurable safety or health concern for the passengers and/or area residents;



3. A minimum of eight documented removal requests were received for the deletion of the same stop over a three-month period;
4. Elimination of a stop would not require a YCAT patron to travel more than one-quarter mile to the next established stop.

The addition of a new bus stop should follow these guidelines:

1. A minimum of seven documented requests were received for the creation of the same stop over a three-month period;
2. Requested stop is located along an established bus route;
3. The stop location does not create a traffic hazard and is deemed safe for passengers by City staff and law enforcement;
4. The new stop is not be located within one-eighth mile of an existing stop;
5. A new stop should be considered temporary for a period of ninety days. During the ninety-day temporary period, YCAT should collect five separate activity samples to measure the stop's effectiveness. If activity at the temporary stop does not meet the minimum criteria, the stop should be eliminated as soon as possible.

Bus stop site plans were developed for the YMPO for each scheduled and casual stop on the Central City Circulator route by James Davey and Associates Inc. and have been provided to the YMPO in a supplemental certified document.



EXHIBIT 4-12 CENTRAL CITY CIRCULATOR (CLOCKWISE)

| STOP LOCATION | FIRST RUN | EVERY HALF HOUR | LAST RUN |
|-----------------------------------|-----------|-----------------|----------|
| Southgate Mall | 7:00 AM | :00 | 6:00 PM |
| Avenue A/28th Street | 7:03 AM | :03 | 6:03 PM |
| Avenue A/North of 25th Street | 7:06 AM | :06 | 6:06 PM |
| Avenue A/22nd Street | 7:08 AM | :08 | 6:08 PM |
| Avenue A/20th Street | 7:10 AM | :10 | 6:10 PM |
| Avenue A/17th Street | 7:12 AM | :12 | 6:12 PM |
| Avenue A/16th Street | 7:13 AM | :13 | 6:13 PM |
| Avenue A/14th Street | 7:14 AM | :14 | 6:14 PM |
| Avenue A/11th Street | 7:15 AM | :15 | 6:15 PM |
| 8th Street/Avenue A (Food City) | 7:16 AM | :16 | 6:16 PM |
| 8th Street/ @ Canal | 7:18 AM | :18 | 6:18 PM |
| Magnolia/8th Street | 7:19 AM | :19 | 6:19 PM |
| Magnolia/5th Street | 7:20 AM | :20 | 6:20 PM |
| 1st Street/Magnolia Avenue | 7:21 AM | :21 | 6:21 PM |
| 1st Street/Avenue A | 7:22 AM | :22 | 6:22 PM |
| 1st Street/8th Avenue | 7:23 AM | :23 | 6:23 PM |
| 1st Street/6th Avenue | 7:24 AM | :24 | 6:24 PM |
| 1st Street/4th Avenue | 7:25 AM | :25 | 6:25 PM |
| 1st Avenue/1st Street | 7:26 AM | :26 | 6:26 PM |
| 3rd Street/1st Avenue (City Hall) | 7:27 AM | :27 | 6:27 PM |
| 4th Avenue/3rd Street | 7:28 AM | :28 | 6:28 PM |
| 4th Avenue/5th Street | 7:29 AM | :29 | 6:29 PM |
| 4th Avenue/7th Street | 7:30 AM | :30 | 6:30 PM |
| 4th Avenue/10th Street | 7:31 AM | :31 | 6:31 PM |
| 4th Avenue/12th Street | 7:34 AM | :34 | 6:34 PM |
| Greyhound Station | 7:36 AM | :36 | 6:36 PM |
| 4th Avenue/16th Street | 7:37 AM | :37 | 6:37 PM |
| 4th Avenue/18th Street | 7:38 AM | :38 | 6:38 PM |
| 4th Avenue/20th Street | 7:39 AM | :39 | 6:39 PM |
| 4th Avenue/22nd Street | 7:40 AM | :40 | 6:40 PM |
| 24th Street/ 4th Avenue | 7:42 AM | :42 | 6:42 PM |
| 24th Street/Maple | 7:43 AM | :43 | 6:43 PM |
| 24th Street/Arizona Avenue | 7:44 AM | :44 | 6:44 PM |
| 24th Street/Kennedy Lane | 7:45 AM | :45 | 6:45 PM |
| Pacific Avenue/24th Street | 7:46 AM | :46 | 6:46 PM |
| Pacific/San Marcos Street | 7:48 AM | :48 | 6:48 PM |
| Wal-Mart | 7:50 AM | :50 | 6:50 PM |
| 32nd Street/Fortuna Avenue | 7:53 AM | :53 | 6:53 PM |
| Catalina/25th Street | 7:55 AM | :55 | 6:55 PM |

* All stops are included. Scheduled or timed stops are highlighted.



EXHIBIT 4-13 CENTRAL CITY CIRCULATOR (COUNTERCLOCKWISE)

| STOP LOCATION | FIRST RUN | EVERY HALF HOUR | LAST RUN |
|-----------------------------------|-----------|-----------------|----------|
| Southgate Mall | 7:30 AM | :00 | 6:30 PM |
| Catalina/25th | 7:33 AM | :03 | 6:33 PM |
| 32nd Street/Arizona | 7:35 AM | :05 | 6:35 PM |
| Wal-Mart | 7:38 AM | :08 | 6:38 PM |
| Pacific Ave/San Marcos | 7:41 AM | :11 | 6:41 PM |
| 24th Street/Pacific | 7:43 AM | :13 | 6:43 PM |
| 24th Street/Mary Ave | 7:44 AM | :14 | 6:44 PM |
| 24th Street/Arizona | 7:46 AM | :16 | 6:46 PM |
| 4th Avenue/24th Street | 7:48 AM | :18 | 6:48 PM |
| 4th Avenue/21st Street | 7:49 AM | :19 | 6:49 PM |
| 24th Avenue/18th Street | 7:50 AM | :20 | 6:50 PM |
| Greyhound | 7:52 AM | :22 | 6:52 PM |
| 4th Avenue/16th Street | 7:54 AM | :24 | 6:54 PM |
| 4th Avenue/12th Street | 7:56 AM | :26 | 6:56 PM |
| 4th Avenue/10th Street | 7:57 AM | :27 | 6:57 PM |
| 4th Avenue/6th Street | 7:58 AM | :28 | 6:58 PM |
| 3rd Street/4th Avenue | 7:59 AM | :29 | 6:59 PM |
| 1st Avenue/3rd Street (City Hall) | 8:00 AM | :30 | 7:00 PM |
| 1st Street/1st Avenue | 8:01 AM | :31 | 7:01 PM |
| 1st Street/4th Avenue | 8:02 AM | :32 | 7:02 PM |
| 1st Street/8th Avenue | 8:04 AM | :34 | 7:04 PM |
| 1st Street/12th Avenue | 8:05 AM | :35 | 7:05 PM |
| 1st Street/15th Avenue | 8:07 AM | :37 | 7:07 PM |
| Magnolia/1st Street | 8:08 AM | :38 | 7:08 PM |
| Magnolia/3rd Street | 8:09 AM | :39 | 7:09 PM |
| Magnolia/7th Street | 8:11 AM | :41 | 7:11 PM |
| 8th Street/14th Avenue | 8:12 AM | :42 | 7:12 PM |
| Avenue A/8th Street | 8:13 AM | :43 | 7:13 PM |
| Avenue A/10th Street | 8:14 AM | :44 | 7:14 PM |
| Avenue A/13th Street | 8:15 AM | :45 | 7:15 PM |
| Avenue A/16th Street | 8:17 AM | :47 | 7:17 PM |
| Avenue A/19th Street | 8:18 AM | :48 | 7:18 PM |
| Avenue A/21st Street | 8:19 AM | :49 | 7:19 PM |
| Avenue A/24th Street | 8:20 AM | :50 | 7:20 PM |
| Avenue A (Kofa HS) | 8:23 AM | :53 | 7:23 PM |
| 32nd Street/8th Avenue | 8:25 AM | :55 | 7:25 PM |
| Southgate Mall | 8:30 AM | 1:00 | 7:30 PM |

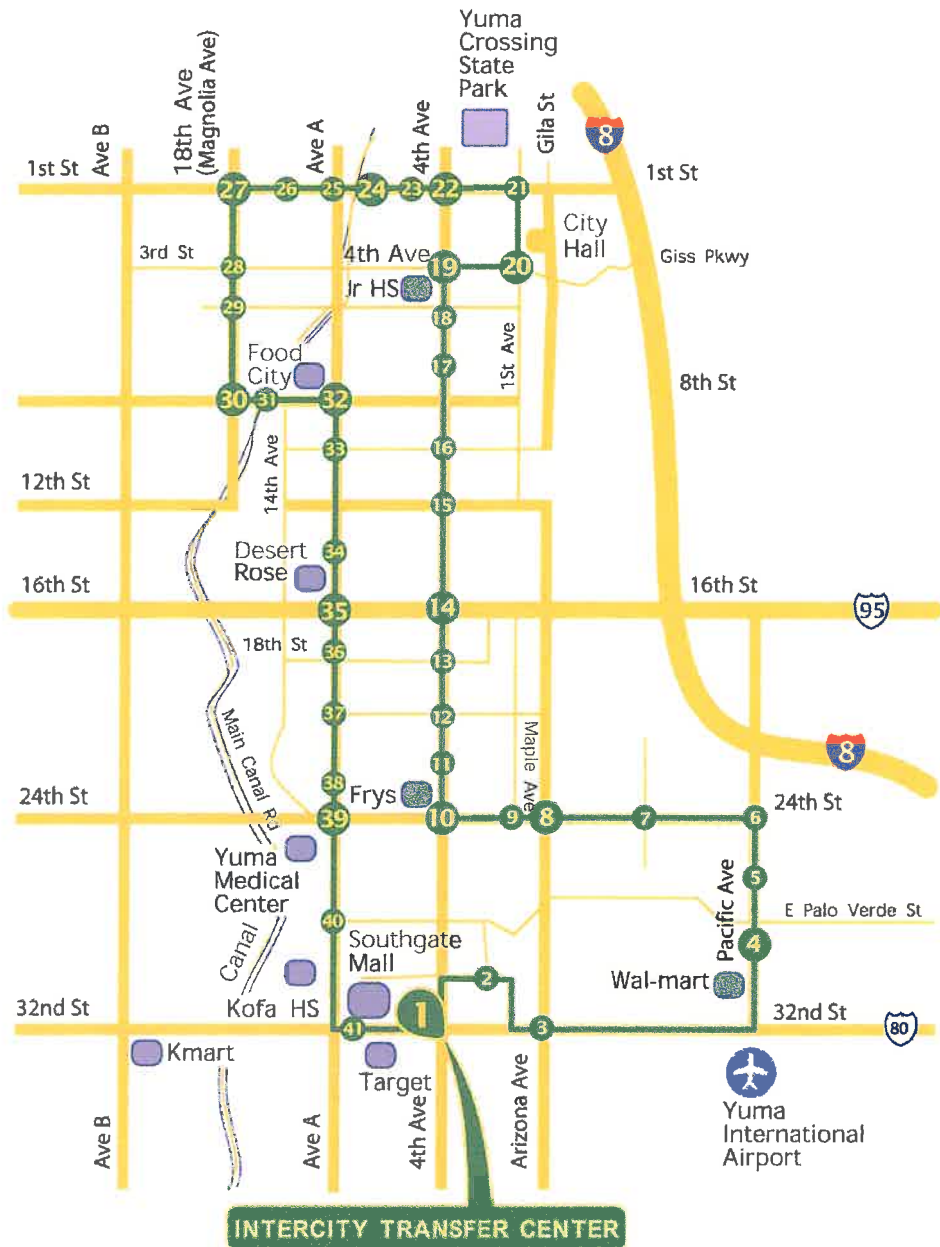
* All stops are included. Scheduled or timed stops are highlighted.

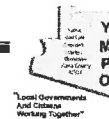


EXHIBIT 4-14 CENTRAL CITY CIRCULATOR STOPS



CENTRAL CITY CIRCULATOR ROUTE





FARE AND TRANSFER POLICY

The current fare structure for Valley Transit during the analysis period is delineated in the below table:

EXHIBIT 4-15 PREVIOUS VALLEY TRANSIT FARE STRUCTURE

| ROUTE | CLASSIFICATION | COST |
|----------------|-----------------------------|--------|
| SAN LUIS/YUMA | Regular | \$2.00 |
| | Local Service (Yuma) | \$1.00 |
| FOOTHILLS/YUMA | Regular | \$1.00 |
| | Seniors (1:00 to 3:00 p.m.) | \$0.50 |
| TRANSFERS | | |

With the establishment of an intracity circulator, in addition to the intercity routes, a new fare and transfer system is required.

Two fare alternatives may be considered: (1) Transfer system or (2) Single fare.

A transfer system allows patrons to transfer between routes during a specified period of time without paying an additional fare. The advantage of this type of fare structure is that it promotes the use of multiple routes for the completion of a one-way trip. The disadvantage is that it does not provide the customer with any incentive to use the service beyond their initial destination.

A single fare system (e.g., Day Pass) allows unlimited access to the service for a specified period of time. The advantage of this structure is that it offers customers who use the service for more than one round trip a cost savings. This savings could increase ridership by increasing the number of discretionary trips made using the fixed-route system. The disadvantage is that the single fare does not offer any cost saving to passengers only traveling one-way and requiring a connection to another route.

These two structures can be used independently or in conjunction depending on the number of fare options the transit operator would like to provide.

Based on the travel patterns and demographics of the YCAT customer, it is recommended that both a single fare and transfers be made available to its customer.

Under the proposed fare structure, passengers riding the intercity service could transfer to the City Circulator free of charge to complete their one-way trip. For the return trip, the passenger would pay the \$1.00 circulator fare when they board and request a transfer. The transfer would then be used as a \$2.00 credit toward their \$3.00 cash fare on-board the intercity route.

The use of both a restricted (good only on the City Circulator) and an unlimited day pass (valid on both the City Circulator and intercity routes) could provide the benefits outlined above with lower costs for intracity passengers. The disadvantage would be an additional fare type.



The table below outlines the recommended fare structure.

EXHIBIT 4-16 PROPOSED FARE STRUCTURE FOR VALLEY TRANSIT

| ROUTE | CLASSIFICATION | ONE-WAY FARE |
|--------------------|--------------------------------------|--------------|
| SAN LUIS/YUMA/AWC | Regular | \$3.00 |
| | Youths/Seniors | \$2.00 |
| | Seniors/Disabled (1:00 to 3:00 p.m.) | \$1.50 |
| | Transfer to City Circulator | FREE |
| CITY CIRCULATOR | Regular | \$1.00 |
| | Seniors/Youths | \$0.75 |
| | Seniors/Disabled (1:00 to 3:00 p.m.) | \$0.50 |
| | Transfer to Intercity | \$2.00 |
| UNLIMITED DAY PASS | Regular | \$5.00 |
| | Seniors/Youths | \$3.00 |
| MONTHLY PASS | Regular | \$70.00 |
| | Students/Seniors | \$50.00 |

The introduction of monthly passes and ten-trip punch tickets are also encouraged. Both passes offer the customer added value and convenience, which could foster increased ridership.

Consideration should be given to the design and printing of the final fare media. Nearby communities have experienced limited counterfeiting of their transit fare media. Advances in manufacturing of paper and in the printing process could be used to minimize counterfeiting. This should be taken into consideration during the design and printing stages.



EXPANSION PLAN

In October 2002, the bi-directional Central City Circulator route began operating in central Yuma and the former San Luis-Yuma and Yuma-Foothills routes were combined into the new Intercity Express route operating between San Luis, Yuma and Arizona Western College. However, due to funding limitations, the YMPO elected to suspend operations in March 2003. The following expansion plan assumes the reinstatement of the Central City Circulator and revised Intercity Express between San Luis, Yuma, and Arizona Western College. The Expansion Plan describes a scenario to grow the initial fixed-route system over the next several years.

The YCAT Transit Development Expansion Plan was developed to be consistent with the four primary goals the YMPO developed for transit services in its area:

1. Provide mobility to the community's elderly and disabled persons;
2. Provide mobility to people who have no other travel options;
3. Support the economic vitality of the community by enabling citizens to commute to their places of employment;
4. Provide transportation options to citizens to reduce traffic congestion.

Future transit services are to be incrementally added as demand warrants. A network of *cross-town circulator routes* connecting residential areas to business and service centers is the most appropriate configuration to serve undeveloped demand. The cross-town circulator routes were developed rather than *short-distance circulators* proposed in the *YMPO Short Range Transit Plan, 2001-2005*. This configuration will allow potential riders to complete their trip through direct routing and with a minimum of transfers. Coverage is given priority over frequency during the expansion phase. However, a headway frequency of one hour is considered the minimum for intracity routes.

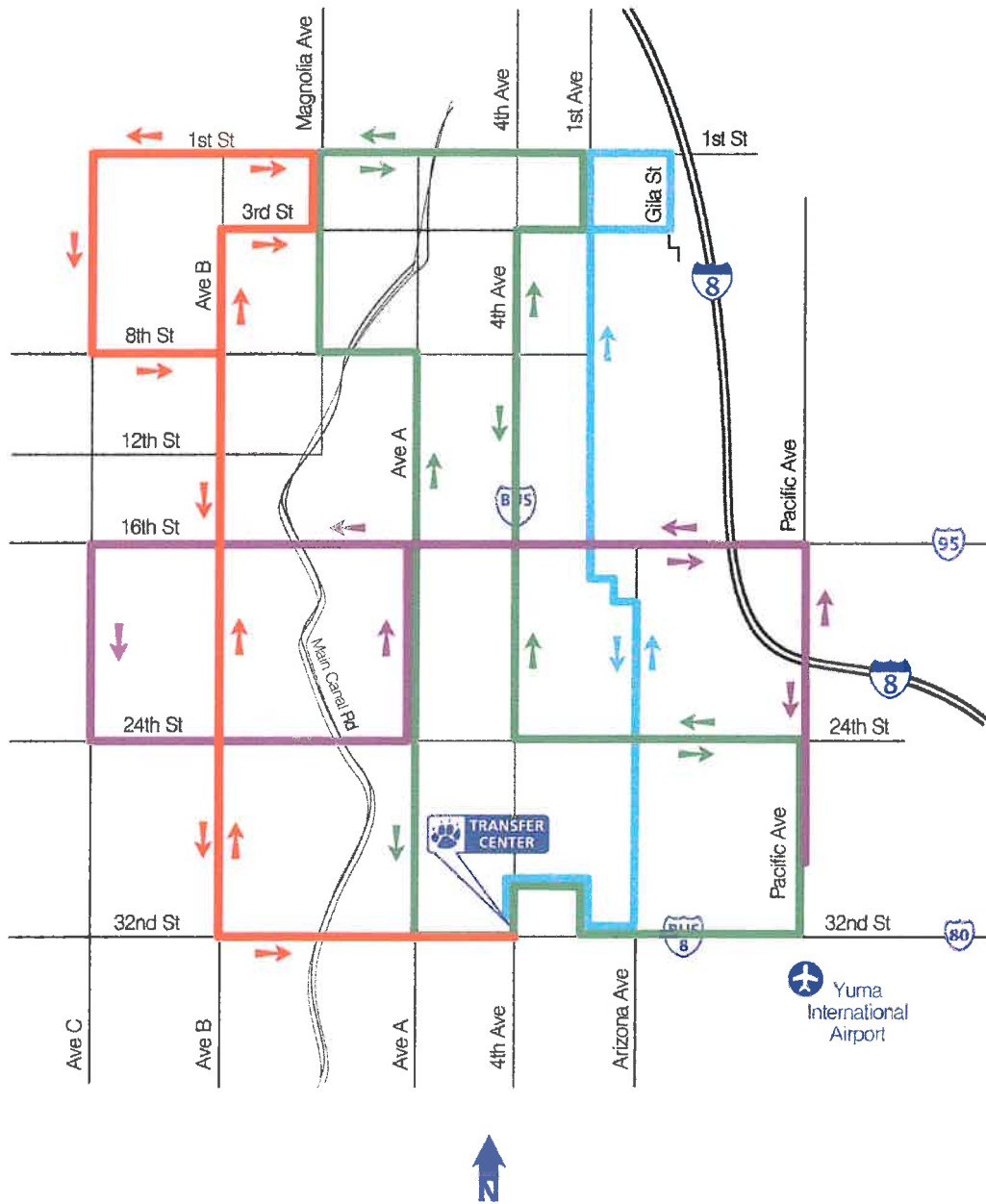
The Expansion Plan was designed to gradually expand public transportation to those areas of the City of Yuma and Yuma County where the demographics suggest the greatest potential for transit patronage as additional funding and resources become available. Available census data indicates that portions of the northwest area and the area between downtown Yuma and 24th Street just west of Interstate Highway 8 include many households with annual incomes below \$39,999. All three of the proposed expansion bus routes would serve these neighborhoods allowing residents easier trip making to jobs, schools and shopping.

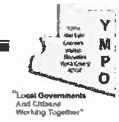


EXHIBIT 4-17 YCAT CITY CIRCULATOR SYSTEM



RED — West City Circulator **BLUE** — East Circulator
GREEN — Central City Circulator **PURPLE** — Cross Town Circulator





To serve additional sections of the City of Yuma, primarily the east and west sides, three new bus routes are proposed, including a phased implementation of one new bus route each year, over three years. It is suggested that the phasing should allow the needed increases in resources (funding, service hours and buses) to be available to match the anticipated growth in system ridership.

The proposed implementation plan would be **West City Circulator** in first year, following the launch of the Central City Circulator, **East City Circulator** in the following year, and **Crosstown Circulator** in the third year. Each of the three routes would operate between 7:00 a.m. and 7:30 p.m. Monday through Saturday. The three proposed routes would require four buses, each operating 13 Vehicle Service Hours per day.

During the course of route design for the Expansion Plan, certain alignments were developed that were not included in the final route recommendations. Resource requirements (buses, hours, miles) were the same for each of the alternatives considered.

- West City Circulator initially originated in the downtown area and traveled via Gila, 1st Street, 1st Avenue, 8th Street, Avenue B and looping via 12th, Avenue C, 32nd, Avenue B to 12th and returning downtown.
- West City was then changed to substitute a loop in the northwest area along Magnolia and 1st Street for the 8th Street/1st Avenue route, but still serving Avenue C on an hourly schedule.
- The routing was changed again to have all buses operate on Avenue B and travel along 32nd Street to and from the Southgate Mall.
- Both the East and Crosstown Circulators received several slight adjustments, generally switching to the "other two sides of the square" to maximize coverage.



EXHIBIT 4-18 SWOT ANALYSIS FOR YCAT EXPANSION PLAN

| STRENGTHS | WEAKNESSES |
|---|--|
| <ul style="list-style-type: none"> ▪ Transfer connections planned to minimize most travel times. ▪ Phased-in approach allows each route to be established before another new route is added. ▪ Large coverage area with minimum resources. ▪ Bus stop proximity to many origins and destinations. ▪ Standardized headways provide consistency. | <ul style="list-style-type: none"> ▪ Phased implementation will delay travel options for some. ▪ Service span does not allow passengers who work late shift or attend night classes to use the bus. ▪ Frequency may not allow enough flexibility to attract transit-optional and choice riders. |
| OPPORTUNITIES | THREATS/PROBLEMS |
| <ul style="list-style-type: none"> ▪ Improve service frequency. ▪ Increase marketing and community outreach activities. ▪ Consider Sunday service. | <ul style="list-style-type: none"> ▪ Funding consistency and availability. |

Research has indicated that transit needs to be convenient and relatively fast to attract and retain passengers. Operating schedules are designed to maximize transfer opportunities for riders by reducing the waiting time to transfer between buses to a minimum.

Proposed connections include the East and Central Circulators at Southgate Mall, East Circulator with alternate Intercity Express buses at Southgate Mall, Crosstown and Central City Circulator at Wal-Mart.

To better coordinate the schedules, frequency on the Intercity Express Route between San Luis, Yuma, and AWC should be reduced to one hour in the second or third year if resources can be made available.



WEST CITY CIRCULATOR

The West City Circulator would serve an alignment beginning at the Transfer Center at the Southgate Mall and travel along 32nd Street, Avenue B to 8th Street in the northwest area, and then operate in a loop along Avenue B, 3rd Street, Magnolia, 1st Street, Avenue C, 8th Street to Avenue B, returning on Avenue B, and 32nd to the Transfer Center at Southgate Mall.

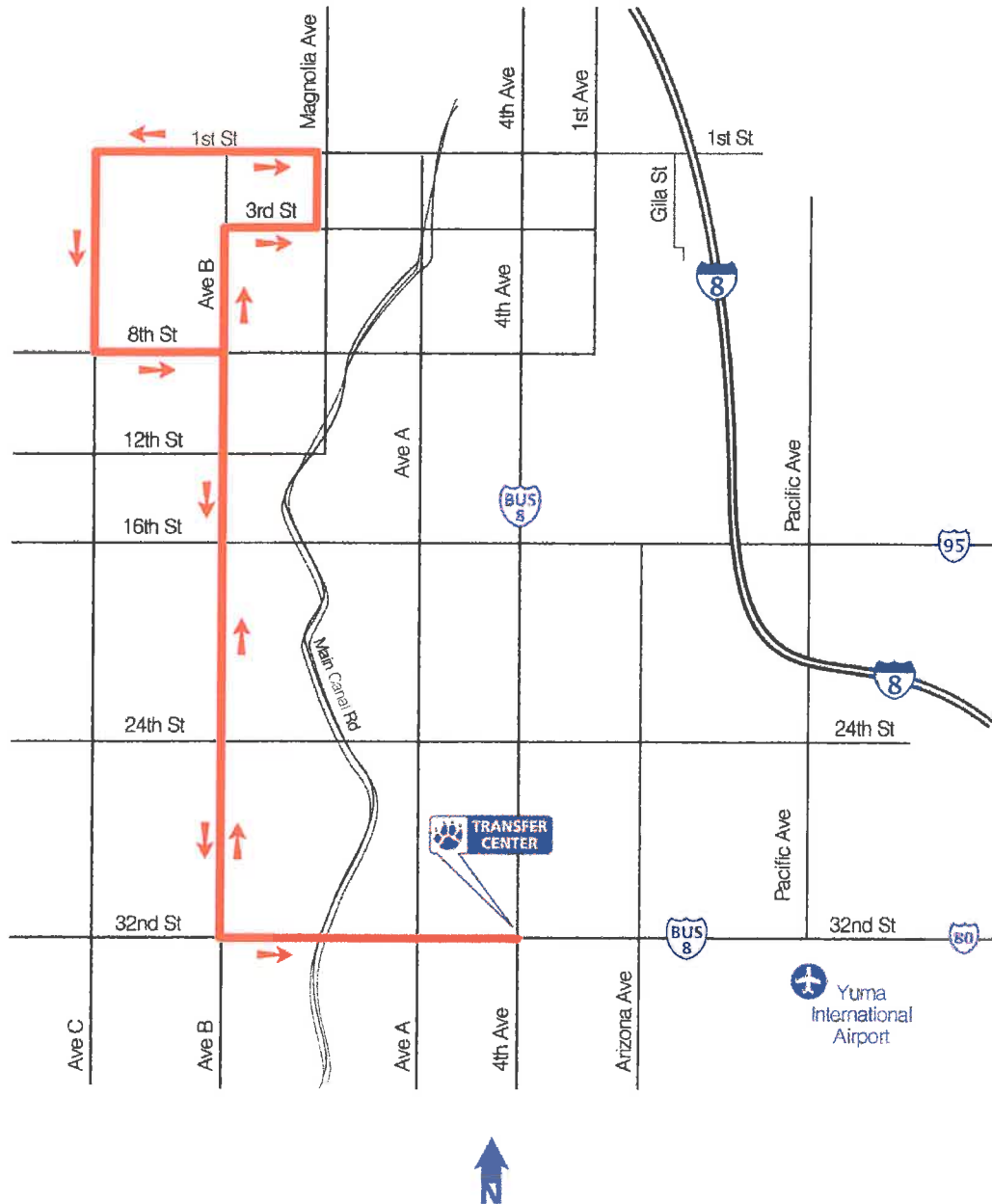
This alignment will connect the lower income population pockets in the northwest section of Yuma to the retail centers along the 32nd Street corridor. It will also provide service to retail establishments and County services along Avenue B. By transferring to the Central City Circulator, major retail and service centers within the City may be reached; by transferring to the Intercity Express, riders will be able to connect to San Luis and AWC.

The West City Circulator would operate every half hour operating 25 trips each way with two buses. If funding limitations require, the West City Circulator could increase the frequency to one hour and make 12 trips.

EXHIBIT 4-19 WEST CITY CIRCULATOR MAP



RED — West City Circulator





Service would begin at 7:00 a.m. at Southgate Mall and 6:55 a.m. at First and Magnolia, continuing every half-hour 7:00 p.m. Scheduled or timed stops are indicated. Additional stops may be added according to the bus stop criteria in the previous chapter.

EXHIBIT 4-20 WEST CITY CIRCULATOR SCHEDULE

| STOP LOCATION | FIRST RUN | EVERY HALF HOUR | LAST RUN |
|-------------------------------|-----------|-----------------|----------|
| Southgate Mall | 7:00AM | :30/:00 | 7:00PM |
| 24 th and Avenue B | 7:08AM | :38/:08 | 7:08PM |
| 16 th & Avenue B | 7:11AM | :41/:11 | 7:11PM |
| 8 th & Avenue B | 7:14AM | :44/:14 | 7:14PM |
| 1 st & Magnolia | 7:19AM | :49/:19 | 7:19PM |
| | | | |
| 1 st & Magnolia | 6:55AM | :25/:55 | 6:25PM |
| 8 th & Avenue B | 7:05AM | :35/:05 | 6:35PM |
| 16 th & Avenue B | 7:08AM | :38/:08 | 6:38PM |
| 24 th & Avenue B | 7:11AM | :41/:11 | 6:41PM |
| Southgate Mall | 7:19AM | :49/:19 | 6:49PM |

EAST CITY CIRCULATOR

The East City Circulator would begin in downtown Yuma (looping 1st Avenue, 1st Street, Gila and 3rd Street to First Avenue), then travel along 1st Avenue, 17th, Maple (serving the Greyhound Bus Station), 18th, Arizona Avenue and 32nd Street to 4th Avenue (Transfer Center at Southgate Mall), returning to downtown via mall roadways, 32nd Street, Arizona Avenue, 18th, Maple, 17th and 1st Avenue to downtown Yuma.

This route will provide service to the lower income pocket along Arizona Avenue between 16th Street and 24th Street. It will also connect the existing services to the Multimodal Transportation Center (MMTC), the County Offices along 1st Avenue, the Social Security Office, and the Greyhound Station. It will provide alternate connections to the Intercity Express Route

The East Circulator would operate hourly completing 12 round trips using one bus.

Service would begin at 7:00 a.m. at City Hall. Scheduled or timed stops are indicated. Additional stops may be added according to the bus stop criteria in the previous chapter.

EXHIBIT 4-21 EAST CITY CIRCULATOR MAP



BLUE — East Circulator

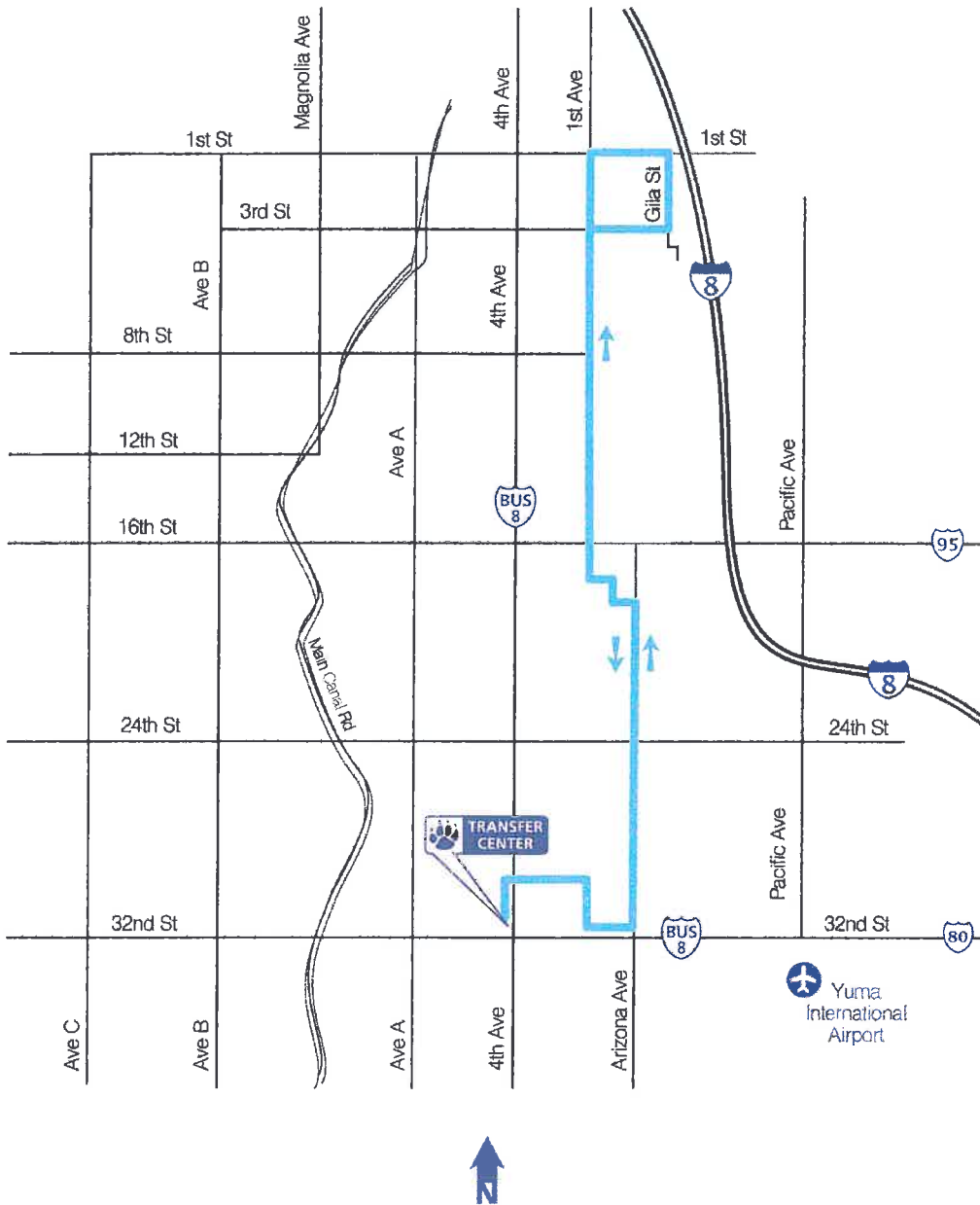




EXHIBIT 4-22 EAST CITY CIRCULATOR

| STOP LOCATION | FIRST RUN | EVERY HOUR | LAST RUN |
|---|-----------|------------|----------|
| City Hall | 7:00AM | :00 | 6:00PM |
| 1 st Avenue & 8 th Street | 7:07AM | :07 | 6:07PM |
| Greyhound Station | 7:12AM | :12 | 6:12PM |
| Southgate Mall - Arrive | 7:22AM | :22 | 6:22PM |
| Southgate Mall - Depart | 7:35AM | :35 | 6:35PM |
| Greyhound Station | 7:45AM | :45 | 6:45PM |
| 1 st Avenue & 8 th Street | 7:50AM | :50 | 6:50PM |
| City Hall | 7:57AM | :57 | 6:57PM |

CROSTOWN CIRCULATOR

The Crosstown Circulator would begin at the Wal-Mart Center at Palo Verde and Pacific and travel via Pacific, 16th Street and looping on the west side via 16th, Avenue C, 4th and Avenue A to 16th, returning to Wal-Mart on 16th Street and Pacific Avenue.

This route will provide service to Cibola High School, the business corridor along 16th Street and the section of the City northeast of Interstate 8. It will provide more direct connections between the eastern and western parts of the City, which will reduce travel time for potential riders traversing the City in this direction.

The Crosstown Circulator would operate hourly making 12 round trips using one bus.

The Route would begin at Wal-Mart Center at 7:00 a.m. Scheduled or timed stops are indicated. Additional stops may be added according to the bus stop criteria in the previous chapter.

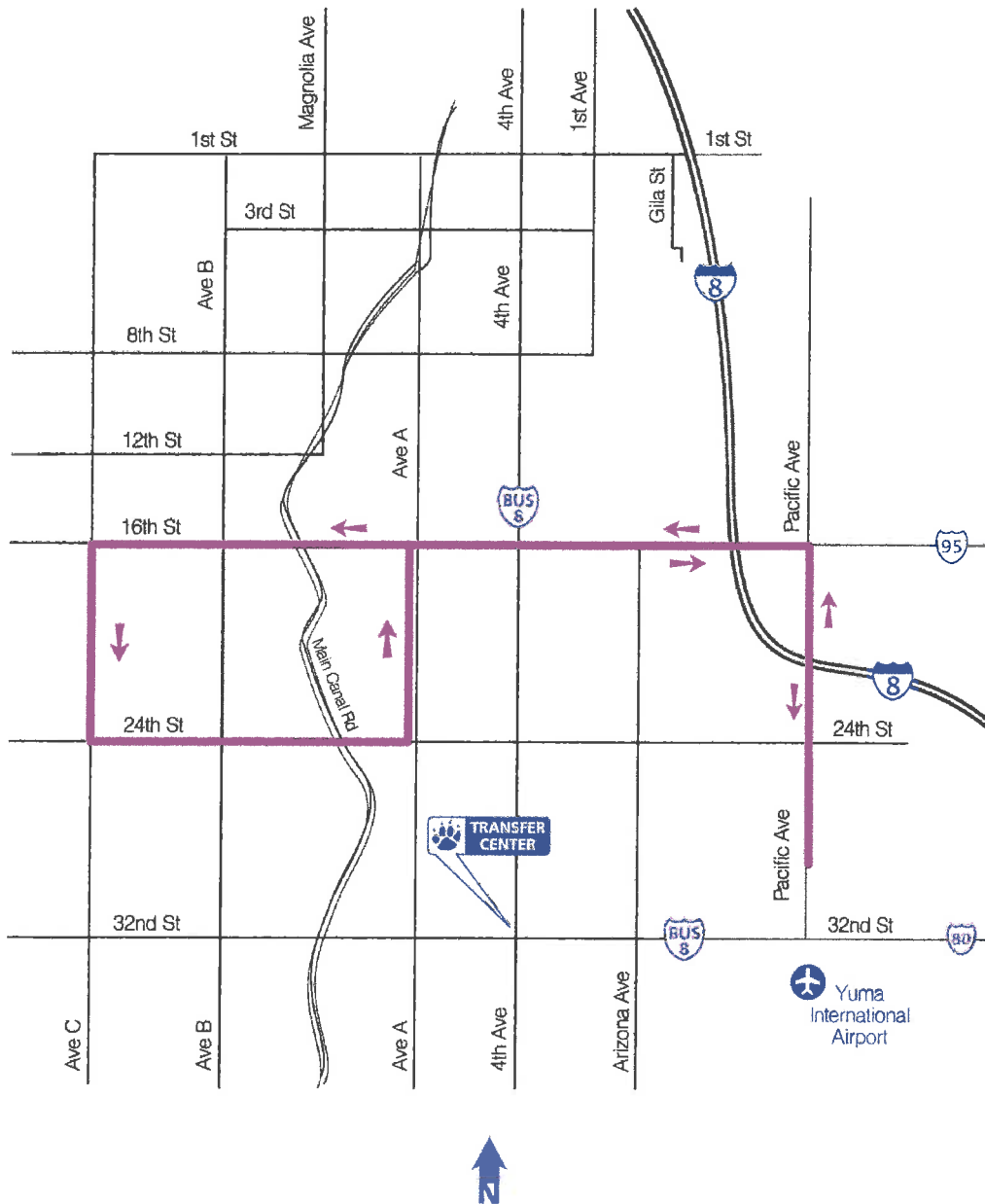
EXHIBIT 4-23 CROSTOWN CIRCULATOR

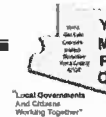
| STOP LOCATION | FIRST RUN | EVERY HOUR | LAST RUN |
|------------------------------------|-----------|------------|----------|
| Wal-Mart Center | 7:00AM | :00 | 6:00PM |
| 16 th Street & Arizona | 7:09AM | :09 | 6:09PM |
| 16 th Street & Avenue A | 7:12AM | :12 | 6:12PM |
| 24 th Street & Avenue C | 7:21AM | :21 | 6:21PM |
| 16 th Street & Avenue A | 7:30AM | :30 | 6:30PM |
| 16 th Street & Arizona | 7:33AM | :33 | 6:33PM |
| Wal-Mart Center | 7:42AM | :42 | 6:42PM |

EXHIBIT 4-24 CROSTOWN CIRCULATOR MAP



PURPLE  Cross Town Circulator





PERFORMANCE MEASUREMENT SYSTEM

Selecting, adopting, and implementing quantifiable, non-ambiguous goals and objectives are crucial elements of a Transit Development Plan. These goals and objectives define the direction Yuma County Area Transit will take in the future.

This section defines how the public transit program in the Yuma County area will operate. The Performance Measurement System is described by the system goals. The goals relate to definitive objectives with specific measures. Measures and standards evaluate each program's effectiveness in attaining its objectives, goals, and mission.

GOALS, OBJECTIVES AND MEASURES

The Performance Measurement System comprises the goals, objectives, measures, and standards for the YMPO's transit system:

- **Goals** are statements that qualify the desired results. They are the ends toward which effort is directed. They are general and timeless, but theoretically attainable.
- **Objectives** provide quantifiable measures of the goals. They are more precise and capable of both attainment and measurement.
- **Measures and Standards** set quantifiable targets for achieving the goals.

GOAL I: FULFILL MOBILITY NEEDS OF THE ELDERLY, THE DISABLED, AND OTHER TRANSPORTATION-DISADVANTAGED INDIVIDUALS (E.G., YOUTH, AND LOW-INCOME PERSONS).

This goal balances providing transit services which meet the transportation needs of the transit-dependent within the Yuma County area, including transit services for individuals without ready access to personal transportation alternatives, as a primary consideration. The following objectives have been established to provide quantifiable measures of this goal:

- Link residential areas with employment centers.
- Ensure service meets special needs of seniors, persons with disabilities, and disadvantaged individuals.
- Provide quality service.

GOAL II: PROVIDE SAFE, RELIABLE AND AFFORDABLE TRANSIT SERVICE TO REDUCE TRAFFIC CONGESTION, STIMULATE ECONOMIC VITALITY, AND IMPROVE AIR QUALITY.

The purpose of this goal is to ensure YCAT provides a level of service upon which customers can depend. The following objectives have been established to provide quantifiable measures of this goal:



- Provide reliable transit service.
- Provide safe transit service.
- Maximize service effectiveness.

GOAL III: IMPROVE THE EFFICIENCY AND ECONOMY OF OPERATIONS AND ENSURE CONTINUITY IN THE PROVISION OF TRANSIT SERVICES.

Efficiency measures how well YCAT utilizes its resources in providing its services. With limited resources and a fiduciary responsibility, it is critical that optimal efficiency be achieved. The following objectives have been established to provide quantifiable measures of this goal.

- Minimize operating costs.
- Minimize subsidy per passenger trip.
- Maintain up-to-date management reports and performance indicators.
- Maximize use of transit services.



PERFORMANCE MEASUREMENT SYSTEM: FIXED-ROUTE

GOAL I: FULFILL MOBILITY NEEDS OF THE ELDERLY, THE DISABLED, AND OTHER TRANSPORTATION-DISADVANTAGED INDIVIDUALS.

| OBJECTIVE | PERFORMANCE MEASURE | PERFORMANCE STANDARD |
|--|--------------------------------------|--|
| Link residential areas with employment centers. | Geographic coverage. | 80 percent of urbanized area within one mile of fixed-route system. |
| Ensure service meets special needs of seniors, persons with disabilities, and disadvantaged individuals. | Passenger accessibility on vehicles. | 80 percent of major employers within urbanized area within one-mile of fixed-route system. |
| Provide quality service. | Access to transit service. | All transit vehicles placed in revenue service should be equipped with operating lift. All operators shall be trained in the proper use of the lift equipment. |
| | Service frequency. | 100 percent of vehicles have bicycle racks. All bus stops and vehicle are clearly marked. Intercity route: Headways of two hours or less. Local intracity routes: Headways of one hour or less. |

GOAL II: PROVIDE EFFECTIVE TRANSIT SERVICE TO REDUCE TRAFFIC CONGESTION AND IMPROVE AIR QUALITY.

| OBJECTIVE | PERFORMANCE MEASURE | PERFORMANCE STANDARD |
|--|--|--|
| Provide reliable transit service. | On-time performance. | Minimum of 95 percent of fixed-route trips on-time. On-time defined as trips starting at scheduled time or no later than five minutes of scheduled time. |
| | Missed trips. | No missed trips. Missed trip is defined as a trip that is not made or more than 20 minutes late. |
| | Vehicle reliability. | Minimum of 15,000 miles between road calls. Medium duty vehicles (i.e., cutaways) less than five years old and under 150,000 miles. |
| Provide safe transit service. Maximize service effectiveness. | Preventable accidents. | All vehicles pass daily inspections before being put into service. |
| | Annual growth in ridership. | 100 percent all PMI's within 500 miles or five days of schedule service. |
| | Awareness of transit service. | Minimum of 50,000 miles between preventable accidents. |
| | Rider complaints. | Ridership exceeds annual population growth rate. 80 percent awareness level of transit service. |
| | Passengers per Vehicle Service Hour. | Less than 1 per 2,000 riders. |
| Passengers per Vehicle Service Mile. | Minimum of 5.0 Passengers per VSH by second full year of operation. Minimum of 0.75 Passengers per VSM. by second full year of operation. | |



GOAL III: IMPROVE THE EFFICIENCY AND ECONOMY OF OPERATIONS AND ENSURE CONTINUITY IN THE PROVISION OF TRANSIT SERVICES.

| OBJECTIVE | PERFORMANCE MEASURE | PERFORMANCE STANDARD |
|--|---|---|
| Minimize operating costs. Minimize subsidy per passenger trip. | Operating cost per Vehicle Service Hour. Farebox Recovery Ratio. | Increases should not outpace the yearly change in the Consumer Price Index. 20 percent. |
| Maintain up-to-date management reports and performance indicators. | Operating cost per Passenger Monthly management reports. | Operating Cost per Passenger should be no more than \$5.00 Reports shall include: <ol style="list-style-type: none"> 1. Ridership by service area, 2. Revenue by service area, 3. Vehicle Revenue Hours, 4. Vehicle Revenue Miles, 5. Trip denials, 6. Trip no-shows, 7. Response time, 8. Complaints received, 9. On-time performance, 10. Road Calls/Breakdowns, 11. Maintenance Reports, 12. Accident Reports |
| Maximize use of transit services. | Scope of services. Use of regional, state, and federal funds. | No duplication of services. Use of regional, state, and federal funds. |



PERFORMANCE MEASUREMENT SYSTEM: DEMAND-RESPONSE

GOAL I: FULFILL MOBILITY NEEDS OF THE ELDERLY, THE DISABLED, AND OTHER TRANSPORTATION-DISADVANTAGED INDIVIDUALS.

| OBJECTIVE | PERFORMANCE MEASURE | PERFORMANCE STANDARD |
|--|--|--|
| Ensure service meets special needs of seniors, persons with disabilities, and disadvantaged individuals. | Passenger accessibility on vehicles. | All transit vehicles placed in revenue service should be equipped with operating lift. |
| | Number of trip denials. | All operators shall be trained in the proper use of the lift equipment. |
| | No shows as percent of passengers carried. | Service hours and operation should mirror fixed-route system. |
| | | Less than one percent not scheduled within 60 minutes of the requested time. No more than 5 percent of total trips. |

GOAL II: PROVIDE EFFECTIVE TRANSIT SERVICE TO REDUCE TRAFFIC CONGESTION AND IMPROVE AIR QUALITY.

| OBJECTIVE | PERFORMANCE MEASURE | PERFORMANCE STANDARD |
|-----------------------------------|--------------------------------------|--|
| Provide reliable transit service. | On-time performance. | 95 percent of pick-ups within 15 minutes (before or after) scheduled time. |
| | Missed trips. | No missed trips. Missed trip is defined as a trip that is more than 30 minutes late. |
| | Vehicle reliability. | Minimum of 15,000 miles between road calls. Medium duty vehicles (i.e., cutaways) less than five years old and under 150,000 miles. |
| | | All vehicles pass daily inspections before being put into service. 100 percent all PMI's within 500 miles or five days of schedule service. |
| Provide safe transit service. | Preventable accidents. | Minimum of 50,000 miles between preventable accidents. |
| Maximize service effectiveness. | Annual growth in ridership. | Ridership exceeds annual population growth rate. |
| | Awareness of transit service. | 80 percent awareness level of transit service. |
| | Rider complaints. | Less than 1 per 2,000 riders. |
| | Passengers per Vehicle Service Hour. | Minimum of 3.0 Passengers per VSH. |
| | Passengers per Vehicle Service Mile. | Minimum of 0.30 Passengers per VSM. |



GOAL III: IMPROVE THE EFFICIENCY AND ECONOMY OF OPERATIONS AND ENSURE CONTINUITY IN THE PROVISION OF TRANSIT SERVICES.

| OBJECTIVE | PERFORMANCE MEASURE | PERFORMANCE STANDARD |
|--|--|---|
| Minimize operating costs. | Operating cost per Vehicle Service Hour. | Increases should not outpace the yearly change in the Consumer Price Index. |
| Minimize subsidy per passenger trip. | Farebox Recovery Ratio. | 10 percent. |
| Maintain up-to-date management reports and performance indicators. | Operating cost per Passenger Monthly management reports. | Operating Cost per Passenger should be no more than \$10.00 Reports shall include: <ol style="list-style-type: none"> 1. Ridership by service area, 2. Revenue by service area, 3. Vehicle Revenue Hours, 4. Vehicle Revenue Miles, 5. Trip denials, 6. Trip no-shows, 7. Response time, 8. Complaints received, 9. On-time performance, 10. Road Calls/Breakdowns, 11. Maintenance Reports, 12. Accident Reports |
| Maximize use of transit services. | Scope of services. Use of regional, state, and federal funds. | No duplication of services. Use of regional, state, and federal funds. |



MARKETING PLAN

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MARKETING PLAN

A successful marketing plan uses a top-down approach. The proposed plan identifies the marketing and positioning goals of YMPO's new Transit system, outlines cohesive strategies for achieving the goals, defines specific tactics for implementing the strategies, and determines programs to complement the proposed strategies. The benefits from this process versus developing independent or stand-alone promotions include—

1. Effectively allocates all funds and resources to achieve the organization's goals;
2. Correctly sets marketing and spending priorities;
3. Integrates all marketing efforts to efficiently leverage resources and optimize their influence;
4. Provides a mechanism to access *plan* versus *actual* results, facilitating immediate adjustments as warranted;
5. Affords a measure to gauge the appropriateness of marketing opportunities and propositions;
6. Identifies the activities that promise the greatest *Return on Investment*.

OBJECTIVES

1. Establish a positive identity for the transit system;
2. Increase awareness of the fixed-route service among the general public, especially among those market groups who have the greatest propensity to patronize the services and current ambulatory Dial-a-Ride patrons;
3. Provide accessible and easily understood information regarding when and where service is offered;
4. Develop a strong ridership base through use of effective marketing strategies and materials;
5. Build community support for the transit services.

MARKET ANALYSIS

In October 2002, YMPO launched a new transit system for the Yuma County area. The system replaced Valley Transit, which operated two intercity routes: San Luis to Yuma and Foothills to Yuma. The new system had two routes: Intercity Express (San Luis to Yuma to AWC) and an Central City Circulator.



The target markets for the fixed-route transit service may be divided into four major segments. Two based on availability of transportation options; and two based on geography: Intercity (San Luis, Somerton, Gadsden, AWC) and Intracity Yuma.

TRANSIT MARKET SEGMENTS

Transit Dependent patrons are generally in the lowest income quadrant. Research reveals they generally do not have a car available and probably do not have a valid driver's license. There is a strong likelihood that they are female and not employed outside the home. Spanish is the preferred language by the majority of those surveyed. For this segment, the primary objective of the marketing program is to create awareness of the service emphasizing the low cost (compared to taxis or Dial-a-Ride) and the destinations serviced.

Transit Optional patrons are potential riders who have other transportation options but for whom transit could have distinct advantages. Seniors (62 and older) and youth (12 to 18) are a primary focus of this market. This segment is attracted to public transportation because it offers benefits over their existing travel options. Often, this segment must rely on someone else to provide transportation so public transit provides this segment with a certain independence. With regular, frequent service, this segment may be attracted by the flexible schedule and low cost.

GEOGRAPHIC MARKET SEGMENTS

YUMA INTERCITY RESIDENTS

South Yuma County comprises San Luis, Somerton, and Gadsden and will be the primary riders on the intercity route. While 50.5 percent of Yuma County was classified by Census 2000 as Hispanic or Latino, San Luis and Somerton are over 91 percent Hispanic. In addition, the ridership includes a number of non-residents crossing over from Mexico for the day. Personal business and work/school were the primary purpose of travel with shopping as third. The majority are female and classify themselves as homemakers.

Arizona Western College is the region's two-year community college located 5 miles east of Yuma on a 640-acre site. Thirty-three buildings, including three residence halls, student housing, and a college union, serve more than 7,000 students from Yuma and La Paz counties. Course offerings include: Agriculture, Business, Computer Information Systems, Health, Family and Consumer Sciences, Fine Arts, Mathematics, Nursing, Physical Education, Recreation, Science, and Social Studies. Day and evening classes are conducted on campus, at satellite centers, and throughout Yuma and La Paz Counties. Northern Arizona University,

also in Yuma, and AWC share facilities on the AWC campus as well as a vision for expanding higher education in southwestern Arizona. NAU-Yuma and AWC have established an innovative educational partnership, which permits concurrent enrollment. Students, faculty, and staff are potential customers for the new intercity system.

INTRACITY RESIDENTS

Census 2000 calculated a population of 77,515 in the city of Yuma; a 36 percent increase from 1990. Seniors over 60 years of age make up 17.5 percent of residents. Fifty-four percent were classified as Hispanic or Latino. Almost 16 percent of the population are youths (10 to 19). The area population swells in winter with a large influx of *snowbirds* bringing increased traffic and congestion. The intercity route will provide access to most major shopping destinations and government services.

STRATEGIES AND TACTICS

Strategies provide a focus for a marketing plan. The Strategy Pyramid emphasizes the practical importance of building a solid marketing plan structure. Most effective marketing plans create the top-level strategy first. Strategy, at the top of the pyramid, is a matter of focusing on specific markets, market needs, and service offerings. Tactics follow and set the marketing *message* and *media* (method for transmitting the message). Programs, at the base of the pyramid, provide the specifics to implement the strategy. Though outside the scope of this plan, activities should include specific milestone dates, expense budgets, and expected results. Actual results are then compared to the expected results to determine the effectiveness of the program.

EXHIBIT 5-1 STRATEGY PYRAMID



Strategic alignment is essentially matching the strategies to the tactics to specific programs or activities. Strategic alignment is simple: *Bring your activities and spending*



into logical harmony with the strategic plan. Further, strategies must complement and be congruent.

At this stage, the development of strong *positioning* and *branding* strategies is critical to the success of the service. These strategies define the service's identity. This identity is reflected in all public information, advertising, and marketing collateral. Well-defined branding and positioning strategies provide a consistent and congruent *look and feel* to public pieces, thereby strengthening recognition of the service.

The *branding strategy* defines the image of the transit service YMP wishes to place in the minds of riders and the community. The branding strategy portrays the image, identity, and personality of the service. This strategy determines the effect the brand has on the customer's and potential customer's emotions. It determines the opinion the public will have of the service and its attitude toward it.

The *positioning strategy* relates the service as it compares to competing alternatives. Positioning details the service's USP, *Unique Selling Proposition*. It is the service's most attractive benefit, viewed from the buyer's perspective. The USP requires offering the consumer a logical reason for using the service. By focusing on the USP, the positioning strategy establishes the services benefits over competitive forms of transportation. Benefits (*what the service offers the user*) must be supported by the features of the service.

Successful *branding* and *positioning* strategies include an image development program that carries throughout the exterior and interior of the bus, signage, collateral materials, events, and even the way the customer service line is answered.

In coordination with the *branding* and *positioning* strategies, several specific goal-related strategies are suggested below:

- Strategy A: **Target** specific markets with a high propensity and a high potential to use the service.
- Strategy B: Concentrate on a **grassroots** effort to provide the community, current patrons, and potential riders with easy-to-understand information to increase awareness and knowledge about the system.
- Strategy C: Raise **visibility** of YCAT in the community and elected officials through consistent use of *branding* and *positioning* elements.

YCAT BRANDING STRATEGY

Branding for Yuma County Area Transit, YCAT, embodies the identity selected for the new transit system. Clean, fresh, and inviting are key attributes, which will be represented in the *branding* combined with a splash of fun. An illusion to progress and forward momentum is included.

The logo was designed to reflect the branding image. The logo is dominated by an illustrative, bounding wildcat. The bounding wildcat symbolizes freedom and independence with the impression of speed. The wildcat is leaping over bold, slanted lettering with a fade giving the impression of motion. The bold lettering conveys reliability. The gold streak enforces an image of forward progress.

Blue (PMS Reflex Blue – CMYK 100/72/0/6), Green (PMS 348 – CMYK 100/0/79/27), and Yellow (PMS 116 (CMYK 0/15/94/0) colors are in the logo. Blue represents water and the importance water transportation had on the heritage of the area; green represents agriculture, Yuma's economic base; and yellow represents the sun noting Yuma has more days of sunshine than any other area in the United States.

EXHIBIT 5-2 YCAT LOGO



POSITIONING STRATEGY

Positioning for YCAT will reflect convenience (frequent service), value (low cost, unlimited rides with day pass), and ease of use (easy connections, proximity to key destinations). It will center on the independence public transportation provides people with limited transportation alternatives by focusing on reliability. The positioning is supported by the branding and service structure.

Three tactics are required to support the positioning strategy:

1. **Each advertisement or commercial must offer a benefit (value, convenience, easy of use, independence) to the consumer.**

2. The benefit to be used is based on the most compelling benefit from the perspective of the target market to whom the advertisement is directed.
 - Independent lifestyle promoted to seniors and youths;
 - Low cost or value promoted to low income and transit independent individuals;
 - Ease of use promoted to non-English speaking potential riders;
 - Convenience promoted to non-dependent (choice) riders;
 - Social and economic benefits promoted to non-riders.
3. The benefit must be made unique to YCAT and supported by the features (e.g., convenience is supported by frequency and reduced time between buses, value by low cost, easy of use by simple transfer system and reliable connections, etc.)
4. The benefit must be appropriate for the target audience of each communication and portrayed in a way that is compelling to that audience.

STRATEGY A: TARGET MARKET

Faced with limited marketing funds, most transit agencies use demographics, psychographics and geographics to segment populations with the greatest propensity to use the service. Well-managed target marketing can increase the *Return on Investment* (ROI) on marketing dollars. Target markets should be reviewed annually. The market segments recommended for the immediate future are indicated below.

EXHIBIT 5-3 TARGET MARKET STRATEGY



HISPANIC COMMUNITY

Over half the population in the Yuma area is identified as Hispanic. Effective communication with this segment requires bilingual collateral created to appeal to the cultural and value systems prevalent in the Hispanic community. Large families, with many small children, predominate. Creative concepts emphasizing family relationships could appeal to this group. *Marriage mail*, which is a shared mail program combines the individual advertisements of several clients into one open package and delivers them via mail or Private Carrier Delivery (PCD), is the most cost-effective media for reaching the mass of this audience.



SENIORS

Mobility for a community's senior population is a common social concern. As people age, their ability to drive becomes impaired and their need for safe reliable transportation increases. Almost 18 percent of the target population is 60 years of age and older. Transportation needs center around safe and convenient conveyance. If they do not take the bus, individuals in this market segment may continue to drive, use friends or social service organizations, or not make the desired trip. Communication with this demographic group is most effectively achieved through respected community leaders and through targeted direct mail. The key to success is instilling a high level of confidence in the safety and reliability in the transit service.



YOUTHS

Youth have a high propensity to ride transit. Most youth do not have an independent means of transportation and must rely on family or transit for travel. Special youth fares and promotions have the capability to attract this segment.



STRATEGY B: INCREASE AWARENESS

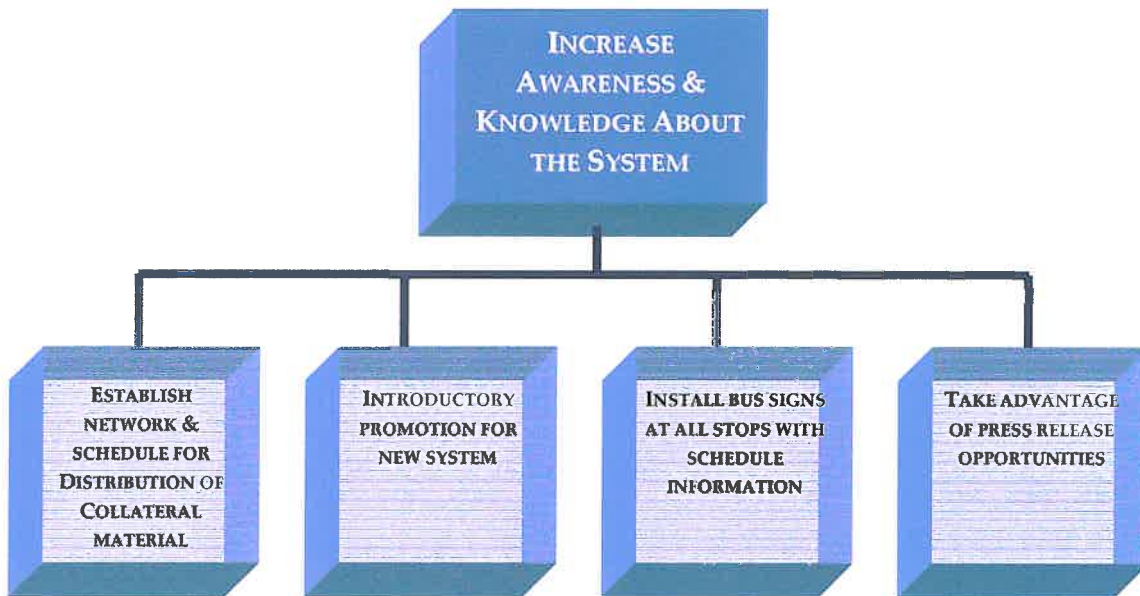
Increased awareness and knowledge about the system is important to the new Yuma area transit system on two levels. Awareness is the first step in attracting new riders. The standard marketing model (AIDA) dictates new customers must first become *Aware* and be given enough information to become *Interested*.

Once interested, the potential customer then makes a *Decision* based on the information and the decision is followed by *Action*. Action is actually trying the service. After trial, customer satisfaction will turn a trial rider into a regular rider. A regular rider who is

extremely satisfied with the service may become an advocate and actually attract more new riders.

Transit surveys conducted in communities with similar transit offerings indicate that satisfaction level of the community with its transit services is directly related to its awareness and knowledge of the services offered. The most effective measures for the success of this strategy are the levels of general awareness (both aided and unaided) within the community about the local transit services.

EXHIBIT 5-4 AWARENESS STRATEGY



The following tactics have been successful in other communities in increasing general awareness:

1. Establish a network and schedule for the distribution of collateral materials.

Collateral materials should be widely available throughout the community. Suggested locations include—

- On-board vehicles,
- City Hall and other public buildings,
- Hotels and Airport,
- Job Service Office,
- Social services office and agencies,
- Youth agencies,
- Senior centers and agencies,
- Park and recreation facilities,
- All schools (public and private),
- Visitor’s Center/Chamber of Commerce,

- Key retail centers,
- Major employers.

A regular schedule should be developed for restocking each location and for assessing the effectiveness of the various locations.

2. Introductory promotion on new routes.

The introduction of the new service and identity provides an excellent opportunity to promote the whole system. Specific programs for the inauguration of a new route or service include the following:

- Public and media event,
- Free Ride Day for new service,
- Special promotional coupons to try the bus,
- Local business tie-ins and sponsorships,
- Media releases,
- Paid advertising, door hangers, or direct mail throughout community announcing the new service as outlined in the program section

3. Install bus signs at all stops with schedule board information and a map of route.

Signage informs new riders where to access the bus and potential riders that transit service is available. In addition, each sign conveys an impression that generates awareness. Adding schedule information and a map increases the knowledge an observer will gain. The maps could be produced from the same graphics as used in the design of the riders' guide, ensuring consistency. Buses should also be distinctively marked with easy-to-read headsigns indicating destination and route.



4. Take advantage of media exposure opportunities.

A major aspect in generating publicity is to attract the attention and interest of news people so that the story will be communicated to the public. To obtain publicity you must have an angle of interest (hook) for the readers. As a public service enterprise, transit services have the ability to attract the interest of local community papers more readily than private companies.

Types of potential articles or news stories include—

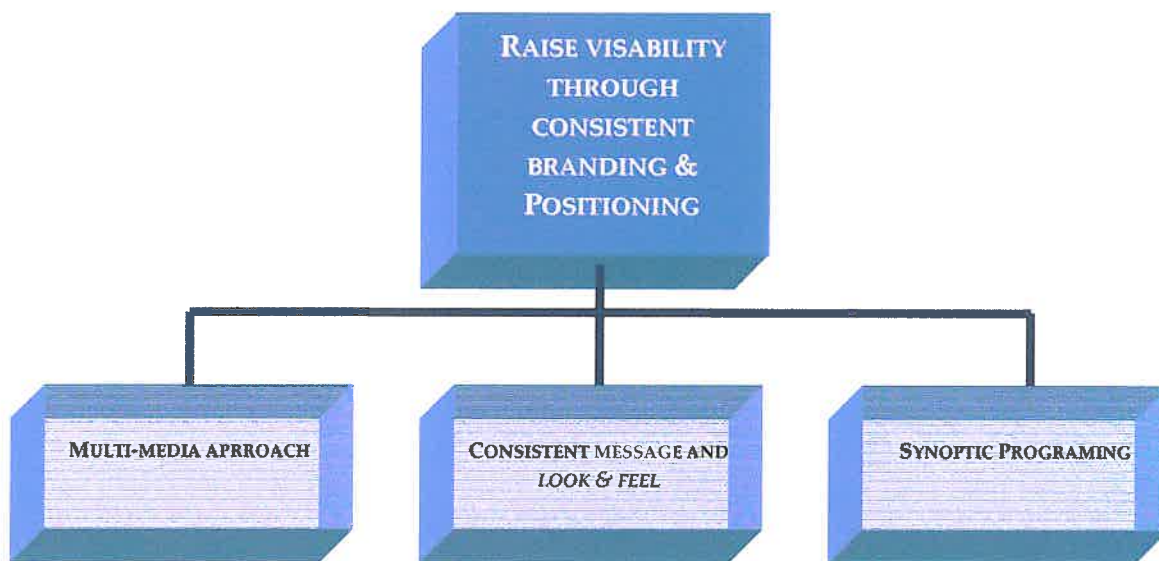
- Straight media release announcing newsworthy events;
- Feature stories explore a subject of interest to the public;
- Concept article describes the basic concept of the transit services;

- Opinion piece provides commentary on the transit services or other issues effecting the service.

STRATEGY C: RAISE VISIBILITY

Consistent branding and positioning in all public messages multiplies the effectiveness of the marketing program by creating an identifiable impression each time a potential customer is exposed. Consistency means regularly using the same message and graphic format across all pieces and media. Consistency results in familiarity; familiarity results in confidence, and confidence results in ridership.

EXHIBIT 5-5 VISIBILITY STRATEGY



A Multi-Media Approach includes direct mail, event marketing, media releases, co-op marketing, print media, outdoor & in-store signage, electronic Media, promo Items.

Message: **Convenient, inexpensive, and easy way to travel around Yuma**

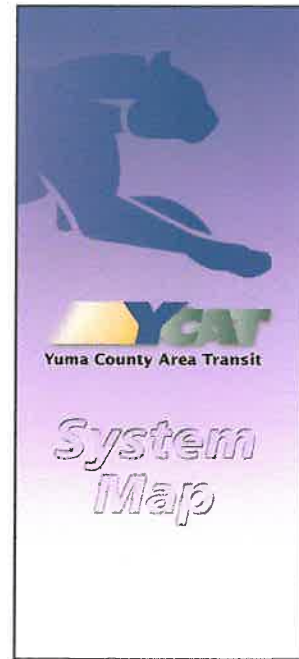
- **Tone & Mood – Introductory, Announcement, New, Exciting.**
- **Characteristics – Rider and community benefits**
- **Rider – Safe, clean, comfortable, reliable, convenient (frequent service to common destinations), and inexpensive.**
- **Community – Importance of mobility to those who do not have other transportation and value of public transit to area’s economy.**



Synoptic Programs (both sequential and concurrent programs/campaigns with a common theme, look & feel although possibly directed to different audiences) centered around a common theme and logo.

Eight program elements are involved in the plan:

1. **Marketing Collateral** includes the design and production of marketing and informational materials such as a color map and schedule or rider guide. The design, printing, and distribution of the schedules should be completed two weeks prior to service initiation. An initial printing of 5,000 is advised. Regular canvassing every four to six weeks is recommended to stock collateral at key locations. In addition, phone directory and Internet informational pieces should be updated.
2. **Advertising** includes the design, production, and distribution of direct mail advertising pieces, newspaper and other print advertisements, and/or other media. High frequency over a short period of time is much more effective than low frequency over a longer period of time. It's important for the audience to hear about the service a number of times to make a lasting impression. Frequency of five to seven is recommended for the target market. Earned media (barter arrangement) can usually be negotiated to supplement media buys. Two multimedia advertising campaigns are proposed:



| CAMPAIGN | EMPHASIS | DATES | MEDIA |
|-----------------------|---|-----------|---|
| INTRODUCTION | Introduce the new service North Yuma Area San Luis Somerton AWC | Oct | Water bill stuffers Newspaper Door hangers Direct/marriage mail Radio (Hispanic) Flyers (AWC) Outdoor |
| NEW YEAR'S RESOLUTION | Introduce service to winter visitors & residents | Jan – Mar | Newspaper Door hangers Direct/marriage mail Outdoor Radio |

3. **Promotion** includes activities, materials, devices, and techniques used to encourage trial or continued use of the service. Three promotions are recommended during the first year of service operation:

| PROMOTION | EMPHASIS | DATES | OFFER |
|-------------------|--|-----------|--|
| INTRODUCTORY | Complement the Advertising Campaign | Oct | Free Ride on opening day for all services and for the opening week on City Circulator. |
| HOLIDAY SHOPPING | Value added and increase visibility through Point of Purchase displays and utility bill stuffers | Nov-Dec | Co-op with businesses to provide discounts and/or delivery service to customers with bus ticket or pass. |
| SUMMER YOUTH PASS | Attract youth (12-18) | May – Jun | Special value-priced pass good all summer for youths under 18. |

4. **Public Relations** includes both the arrangement and schedule for promotional appearances for YMPO spokesperson and the preparation and distribution of media releases. Six media releases are scheduled through the year: Two during the *Introduction* period (one immediately before and one shortly after service commences); one during the *Holiday Shopping* promotion; two during the *New Year's Resolution Campaign*; and one during *Summer Youth Pass* promotion. Public service announcements on radio and television provide a consistent supplement to the public relations element.



5. **Product Marketing** includes the continued evaluation of schedules and routes, transfer privileges, and creative service incentives to encourage ridership.
6. **Channel Marketing** includes specific programs for establishing and maintaining contacts with businesses and schools for the sale of employer and student alternative transportation programs and other pass sale locations. Arizona Western College

should be a primary target for this program. Senior centers and other community outlets should also be considered. Grocery stores and other high-traffic commercial establishments could be approached during the second year of operation.

7. **Market Research** includes the design of a method by which county residents may be surveyed for the purpose of determining what transit needs. Periodic surveys will assist the system grow to meet the needs of the community.

8. **Event Marketing** includes an introductory event at the introduction of the service. It is suggested the event be held in cooperation with Southgate Mall in the parking lot near the bus transfer point. A free event featuring a stage show and carnival activities is recommended. Future event marketing, though not specifically detailed in the plan, could be considered in conjunction with the



Colorado River Balloon Festival (free rides to launch site), Main Street Lettuce Festival, Old Town Jubilee Arts & Crafts Festival in January, Yuma River Daze Arts & Crafts Festival in February, Cinco de Mayo, etc.



ADVERTISING CALENDAR

| CALENDAR/PROMOTION | JUL-02 | AUG-02 | SEP-02 | OCT-02 | NOV-02 | DEC-02 | JAN-03 | FEB-03 | MAR-03 | APR-03 | MAY-03 | JUN-03 |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| INTRODUCTION | | | | | | | | | | | | |
| Utility bill stuffers | | | | | | | | | | | | |
| Print Advertisements | | | | | | | | | | | | |
| Flyers/Door hangers | | | | | | | | | | | | |
| Direct/marriage mail | | | | | | | | | | | | |
| Billboard | | | | | | | | | | | | |
| Radio | | | | | | | | | | | | |
| Cable TV | | | | | | | | | | | | |
| Event/Promotion | | | | | | | | | | | | |
| Media Release | | | | | | | | | | | | |
| HOLIDAY SHOPPING | | | | | | | | | | | | |
| Utility bill stuffers | | | | | | | | | | | | |
| Point of Purchase Displays | | | | | | | | | | | | |
| Flyers/Door hangers | | | | | | | | | | | | |
| Media Release | | | | | | | | | | | | |
| NEW YEARS RESOLUTION | | | | | | | | | | | | |
| Utility bill stuffers | | | | | | | | | | | | |
| Print | | | | | | | | | | | | |
| Flyers/Door hangers | | | | | | | | | | | | |
| Cable TV | | | | | | | | | | | | |
| Direct/marriage mail | | | | | | | | | | | | |
| Radio | | | | | | | | | | | | |
| Media Release | | | | | | | | | | | | |

YCAT Transit Development Plan



| CALENDAR/EXPOSITION | JUL-02 | AUG-02 | SEP-02 | OCT-02 | NOV-02 | DEC-02 | JAN-03 | FEB-03 | MAR-03 | APR-03 | MAY-03 | JUN-03 |
|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| SUMMER YOUTH PASS | | | | | | | | | | | | |
| Flyers/Door hangers | | | | | | | | | | | | |
| Media Release | | | | | | | | | | | | |
| ONGOING MARKETING ACTIVITIES | | | | | | | | | | | | |
| Public Service Announcements | | | | | | | | | | | | |
| Radio | | | | | | | | | | | | |
| Cable TV | | | | | | | | | | | | |
| Internet | | | | | | | | | | | | |
| Phone Directory | | | | | | | | | | | | |
| Canvassing | | | | | | | | | | | | |



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FUNCTIONAL MANAGEMENT

Elements of a turnkey contract operation do not stop with the procurement of an operating contractor. All elements must be in place: service specifications, management structure, financial requirements, capital infrastructure, and functional responsibilities. This section provides an overview of the management and organization of the functional elements.

This section develops the components to achieve a turnkey transit operation. Each element of the operation is specified including ongoing policies and procedures. It also examines the advantages and disadvantages of various management alignments to oversee YCAT. However, even with a turnkey transit operation, such as anticipated for the Yuma County Area Transit, management oversight is critical to a successful transit operation.

GENERAL MANAGEMENT & ORGANIZATION

Yuma Metropolitan Planning Organization (YMPO) is a transportation policy-making organization made up of representatives from local government and transportation authorities. It was never envisioned to be a transit operator. This section examines and evaluates alternative management and institutional structures.

The recommendation of this report is that the YMPO continue as the governing body responsible for the administration and contracting entity responsible for public transportation in the region. The YMPO would provide governance and serve as the contracting body. Service management would be contracted to a transit management firm.

GENERAL REQUIREMENTS

Four criteria are traditionally used to determine the optimal institutional structure for governance and management structure for transit operations within a specified geographic area.

1. Continued Successful Operation

Once a successful transit operation is achieved, any changes in the institutional structure should continue enhancing the service. The likelihood of continued successful operation may be measured by the following assurances:

- Implementation of the Transit Development Plan and service planning program for the incorporation of future transit enhancements;
- Mechanism for satisfying state and federal reporting requirements;
- Ability to operate (with reasonable impact on service and fares) under adopted policies and programs impacting transit service;
- Assurance transit services in the area will not be negatively impacted;
- Maintenance of service standards;
- No negative impacts to the quality and quantity of service.

2. Demonstrated Public Support

Public support is demonstrated by an increase in ridership or demonstration of customer satisfaction and support of local governments in the service area.

3. Restructure Existing Service

Restructure is defined as operating existing service at a lower cost than currently provided by existing operator(s); modifying service and operation at a lower cost; and/or augmenting service at an equal or lower cost than currently provided by existing operator(s). This criteria determines a more efficient and effective governing structure that will meet the transit requirements of the community. It also implies a current transit system is successfully operating.

4. Share Common Transit Problems and Goals

To be successful, the jurisdiction of the institutional structure should encompass the service area. A commitment to solving transit problems in the area and achieving the region's transit goals needs to be a priority of the governing body.

INSTITUTIONAL ALTERNATIVES

Four institutional alternatives were considered:

1. **Yuma Metropolitan Planning Organization (YMPO),**
2. **County of Yuma,**
3. **City of Yuma,**
4. **Creation of a new Joint Powers Authority.**

Each alternative was analyzed based on the above criteria. The analysis was based on the situation at the current time. As conditions change, a reconsideration of the alternatives may be warranted. The following assumptions were made—



- The trial service between San Luis and Yuma has been successful, however, the trial service between the Foothills and Yuma did not reach ridership targets, as a result the county elected not to continue to support Foothills-Yuma Route;
- The two intercity services were restructured to provide service between San Luis, Yuma, and Arizona Western College as outlined in the *Operations Plan*.
- A new intracity route, Central City Circulator, was implemented in October, 2002 as outlined in the *Operations Plan*. The Circulator will provide service exclusively within the city limits of Yuma.

Note: Yuma Area Transit (YCAT) commenced operation on October 14, 2002. On March 6, 2003, the YMPO elected to discontinue both fixed-routes due to funding constraints. Limited intercity operations may continue through the use of discretionary funding from Arizona Department of Transportation. However, for purposes of this analysis, it is assumed that the basic structure of YCAT will be re-established.

Each evaluation includes a SWOT analysis for each alternative management structure. SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. SWOT (Strengths, Weaknesses, Opportunities, and Threats) is a simple and powerful way of performing a situation analysis. As simple as it is, a SWOT analysis is an eloquent technique for determining the most effective areas in which to evaluate alternatives.



EVALUATION

Yuma Metropolitan Planning Organization (YMPO)

YMPO is a transportation policy-making organization made up of representatives from local government and transportation authorities: the City of San Luis, the City of Somerton, the Town of Wellton, the City of Yuma, the Cocopah Indian Tribe, Yuma County, and the Arizona Department of Transportation. It is responsible for coordinating and establishing a comprehensive transportation planning process for Yuma County.



**"Local Governments
And Citizens
Working Together"**



In 1980, the Census showed that the urbanized portion of Yuma County, Arizona had met a threshold of 50,000 people. Accordingly, in 1982-1983, the Yuma Metropolitan Planning Organization (YMPO) was formed. Because neighboring Winterhaven, California also had a small population within the Greater Yuma metropolitan area, it was included, making the YMPO a bi-state Metropolitan Planning Organization.

With a staff of four full-time employees and five part-time employees, the YMPO relies on the member agencies and consultants for support, research, and data collection. Its planning tools include Geographic Information Systems, Traffic Counts, Transportation Modeling, and the Internet.

The Executive Board, comprised of elected officials from the Member Agencies of each of the cities and towns in its jurisdiction (Yuma, Somerton, San Luis, and Wellton), Cocopah Indian Reservation, Yuma County, and one member from the Arizona State Transportation Board (who is appointed by the Governor), governs the YMPO. Staff from each of the Member Agencies comprises the Technical Advisory Committee for the YMPO.

Its primary products are broken into long-range products and five-year projects. Long-range products and plans include the adopted 2000-2023 Regional Transportation Plan, Work Program, San Luis Port-of-Entry Plan, and the Area Service Highway plan. Five-year projects include the annual Transportation Improvement Program, ADOT Projects, and the annual Air Quality Conformity Analyses.

To assist local governmental agencies and the Yuma community, the agency has historically performed a number of additional services, including administering the Greater Yuma Dial-A-Ride demand-response service and Yuma County Area Transit (YCAT) fixed-route service. However, it was not intended that the YMPO continue managing the transit services in the area.

It was through the YMPO's initiative that public transportation exists in the region. Prior to February 1999, there was limited public transit offered in the region. Most services were provided by for-profit companies and social service agencies. The YMPO currently manages the two operating contracts. In addition, it manages the service planning contracts and miscellaneous contracts related to the service such as advertising. YMPO is a small organization and does not have the resources to effectively manage the system.

Evaluating the YMPO as the institutional governing body against the four traditional criteria yielded the most positive results when compared to the alternatives:

1. The YMPO, as the prime architect of public transportation in the region, has demonstrated a commitment to the continued success of the transit operations.



- The YMPO is currently implementing the *Transit Development Plan*, which includes a service planning program for the incorporation of future transit enhancements.
 - A mechanism is in place which successfully satisfied state and federal reporting requirements, however, this function could be transferred to a transit management firm.
 - Transit services are currently operating under the YMPO's adopted policies and programs.
 - More direct management oversight, as would be achieved by a transit management contract, will ensure transit services would not be negatively impacted.
 - An experienced transit management function would maintain service standards through regular monitoring and control using the Performance Measurement System;
 - Continued governance by the YMPO offers the best opportunity for ensuring the highest quality and quantity of transit service in the Yuma County Area.
2. Ridership increased on the trial routes. A budget of \$35,000 had been allocated to marketing and advertising the restructured services to generate ridership and public support.
 3. Through a restructure of both the demand-response and the fixed-route services, YMPO has demonstrated a commitment to providing more efficient and effective service to meet the public transportation needs of people within the service area.
 4. The Executive Board comprises representatives of the county and all incorporated cities within the county. With representatives from all local governments in the region, it possesses the optimal structure to ensure transit needs of the entire region are addressed. The communities within the jurisdiction share common geography, climate, heritage, demographics, and economics, which shape transit requirements and goals.



EXHIBIT 6-1 YMPO SWOT ANALYSIS

| | |
|--|---|
| <p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> ▪ Experience with current operations and contracts. ▪ Knowledge of funding and regulatory environment. ▪ Multi-jurisdiction governance in place. ▪ Commitment to success of public transit. | <p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> ▪ Transit operations is not a primary focus of YMPO's charter responsibilities. ▪ Small staff with multiple responsibilities. |
| <p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Contract with a transit management firm to handle oversight of the operations including reporting. | <p style="text-align: center;">THREATS/PROBLEMS</p> <ul style="list-style-type: none"> ▪ Continued support required by staff and Executive Board. |

County of Yuma

The Board of Supervisors is the governing body of the county and a number of special districts. Within the limits of state law, the Board is empowered to adopt ordinances, establish programs, levy taxes, appropriate funds, appoint certain officials, and zone property and regulate development in the unincorporated area. In addition, members of the Board represent the County on numerous intergovernmental agencies, including the YMPO.



Five members of the board are elected to serve four-year terms. Each is elected from one of the five supervisory districts of the county. District boundaries are adjusted after every federal census to equalize district population.

At the beginning of the year, the Board chooses from its members a Chairperson and a Vice-Chairperson to serve during the ensuing year. The Chairperson presides at Board meetings and signs documents in the name of the County. The Vice-Chairperson substitutes when the Chairperson is absent.

The Board appoints a County Administrator, who is responsible for preparing an annual budget, coordination and delivery of County services, and management of the official public records of the Board's meetings and actions. S/he supervises all of the non-elected agency heads and is responsible for a full range of public and administrative support



services. S/he serves as liaison with elected officials who provide law enforcement, judicial services, tax assessment and collection, and other services. If the County assumed institutional jurisdiction over public transportation, those responsibilities would be supervised by the County Administrator.

County Government is responsible for creating and maintaining the quality of life expected by the people of Yuma County and is a logical choice for institutional governance. However, the County has not indicated a willingness to assume the added responsibilities of managing the public transportation network. Without a strong commitment to achieving the goals established, governance is problematic.

Evaluating the County as the institutional governing body against the four traditional criteria yielded the following results:

1. The County of Yuma has not been a strong advocate of public transit in the region:
 - Although no transit service planning program is currently in place on the county level, one could be implemented. It should be noted that enhancements in the second phase of this *Plan* are located primarily within the City of Yuma.
 - The County has had no experience with state or federal reporting requirements for transit, such as national transit database forms and FTA compliance requirements.
 - It is reasonable to conclude that the county would have the ability to operate under the adopted policies and programs impacting public transportation.
 - The county has not offered any indications that its structure could positively impact the transit program. In addition, the quality and quantity of intercity service will need to be enhanced within a short time frame.
 - Service standards for transit services would need to be accepted by the County administration.
2. Positive local government support would be necessary for the County to assume this role.
3. It is uncertain whether the County could offer a more efficient and effective governing structure. The formation of an efficient and effective management structure would need to be a precursor to the County assuming the institutional oversight. However, the County could also elect to have a transit management firm assume oversight of the operations.
4. The County's focus is on the unincorporated area of Yuma County. The problems and goals of the incorporated cities within the county may not be adequately addressed.

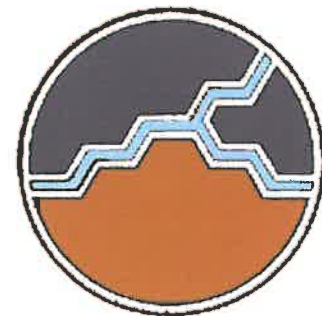


EXHIBIT 6-2 COUNTY OF YUMA SWOT ANALYSIS

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| <p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> ▪ Countywide governing body and administration is established. ▪ County Board was appointed as the governing body of the areas transit district, although it never assumed the related responsibilities. | <p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> ▪ Focus is on the non-incorporated areas of the county. ▪ Other responsibilities could impede commitment to public transportation. ▪ No transit management experience. |
| <p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Contract with a transit management firm to handle oversight of the operations including reporting.. | <p style="text-align: center;">THREATS/PROBLEMS</p> <ul style="list-style-type: none"> ▪ Continued success and growth of public transportation in the Yuma area, including the incorporated areas, which are more conducive to transit. ▪ Multiple and conflicting responsibilities could undercut transit. |

City of Yuma

The City of Yuma operates with a Council/Manager form of government with the Mayor as Chief Executive Officer and the City Administrator as the Chief Administrative Officer. Legislative policy is set by the elected Council members and administered by the City Administrator who is appointed by the Council. The City Council consists of the Mayor and six Councilmen elected at large from the entire community for four-year terms, staggered in two-year intervals. The City is governed by a charter, Arizona state statutes, and an adopted *Strategic Management Plan*.



The City recently re-structured its organization to eleven internal workgroups or departments:

- Office of the City Administrator,
- Office of the City Attorney,
- Office of the City Clerk,
- Department of Information Technology Services,
- Department of Administrative Services,
- Department of Community Development,



- Department of Public Works,
- Parks and Recreation Department,
- Police Department,
- Municipal Court,
- Fire Department,

In addition, the city works with six funded outside agencies, which includes the YMPO. The City owns and operates water and wastewater utilities, and provides police, fire, emergency services, parks & recreation, and solid waste services (with residential customers currently receiving solid waste services at no cost), and has recently acquired ownership and operation of all streetlights. Power is provided by other utility corporations. Transit is a logical extension of city services.

The incorporated area of Yuma is approximately 108 square miles and houses over 77,515 full-time residents (36.1% increase since 1990). Almost half of the population in Yuma County resides within the city limits of Yuma. The more densely populated city area is more conducive to public transit than the sparsely populated areas in other parts of the county. Development within the city limits is governed by an adopted general plan and zoning and land use regulations.

An evaluation of the feasibility for the city to manage YCAT operations according to the four criteria is below:

1. The City of Yuma has provided support to the fledgling public transit program in the area and has provided a large percentage of the local financial support:
 - Although no transit service planning program is currently in place on the city level, one could be implemented. It should be noted that enhancements in the second phase of this *Plan* are located primarily within the City of Yuma.
 - The City has had no experience with state or federal reporting requirements for transit, such as national transit database forms and FTA compliance requirements.
 - It is reasonable to conclude that the city would have the ability to operate under the adopted policies and programs impacting public transportation.
 - The possibility exists that this institutional structure could negatively impact public transit in the unincorporated areas of the county.
 - Service standards for transit services would need to be accepted by the City administration.
 - The city could maintain the quality and quantity of service.
2. Positive local government support would be necessary for the City to assume this role.



3. It is uncertain whether the City could offer a more efficient and effective governing structure. The formation of an efficient and effective management structure would need to be a precursor to the City assuming the institutional oversight. However, the City could also elect to have a transit management firm assume oversight of the operations.
4. The City's focus is on the incorporated City of Yuma. The problems and goals of the other cities and unincorporated areas within the county may not be adequately addressed.

EXHIBIT 6-3 CITY OF YUMA SWOT ANALYSIS

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| <p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> ▪ Governing body and administration is established. ▪ Both the City Council and the city's administration have advocated a need for public transit. | <p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> ▪ Focus is within the city limits of Yuma. ▪ No transit management experience. |
| <p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Transit could form a twelfth department or be included within the Department of Community Development or Public Works. ▪ Contract with a transit management firm to handle oversight of the operations including reporting. | <p style="text-align: center;">THREATS/PROBLEMS</p> <ul style="list-style-type: none"> ▪ Inattention to the transit needs of non-city residents. ▪ Multiple and conflicting responsibilities could undercut transit. |

New Joint Powers Authority

A Joint Powers Authority (JPA) may be formed for the exclusive purpose of providing transit to a region. The JPA is created by governmental entities that have formed a separate entity for meeting mutual goals and addressing shared problems. The JPA comprises the individual members and is normally governed by representatives from the constitutionally established entities. The powers granted the JPA are derived from the members.

The current transportation network is not extensive and the formation of a separate governing body does not appear warranted. Although the transit development calls for the addition of three new routes and a 75 percent increase in Vehicle Service Hours (VSH), this would still be a small system.



The State of Arizona has created a transit district in Yuma, but appointed the County Board of Supervisors as the governing body, making it indistinguishable from County government. The YMPO currently operates as a Joint Powers Authority although it also carries the federal designation, Metropolitan Planning Organization, which gives it jurisdiction over certain transportation-related planning, funding, and projects. Forming a separate JPA would put an additional meeting burden on the members.

Although not the norm within the industry, it may be possible to form an institutional governing body of non-elected officials. The Yuma County Airport Authority is an example of this institutional form of governance. This form has the advantage of taking the *politics* out of the process. On the negative side, this form of governance may not be responsive to the needs of the community.

The new entity would require a support staff. Another alternative, which has been discussed in previous sections, would be to contract with a management firm for the administration of the organization's business. However, the scope of this contract would be broader than management contracts discussed in the previous sections. In addition to the management of the transit operations, the managing entity would also be responsible for the day-to-day workings of the organization (e.g., preparing minutes and agendas for board meetings, correspondence, maintaining records, and financial and contract management).

1. A new independent governing body would be dedicated to the continued success of the transit program:
 - With public transportation as the primary focus of the organization, transit service planning would have preeminence.
 - Experience with state or federal reporting requirements for transit such as national transit database forms and FTA compliance requirements would be a requirement when filling the agency's administrative support functions,
 - During the formation of the JPA, policies and programs would be developed to support public transportation.
 - This institutional structure offers the greatest assurance that transit services in all areas would not be negatively impacted.
 - Service standards for transit services would need to be accepted.
 - If a sufficient support structure could be developed, this structure could maintain the quality and quantity of service.
2. The mission and focus of the new organization would be public transportation in the area.
3. While this structure appears to offer an effective governing structure, the efficiency of such a structure is questionable. The problems and goals of both the other cities and unincorporated areas within the county would be adequately



addressed. However, the duplicity with existing governing bodies could increase costs, particularly for a small system. The formation of an efficient and effective management structure be would needed.

4. The formation of the new JPA or other organizational structure would be for the exclusive purpose of addressing the shared common transit problems and goals.

EXHIBIT 6-4 NEW JPA SWOT ANALYSIS

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| <p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> ▪ It's mission would be directed toward public transportation avoiding any conflict of interest or priorities. ▪ It would have a regional focus. | <p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> ▪ No governing body and administration is currently established. ▪ May be the most expensive option. |
| <p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Structure the governing body and administration to address the unique needs of transit in the Yuma area. ▪ Administrative responsibilities could be delegated to a specialized staff or contract. | <p style="text-align: center;">THREATS/PROBLEMS</p> <ul style="list-style-type: none"> ▪ Possible duplication of governing structure putting added burdens on elected officials. ▪ Additional administrative expenses. ▪ Structuring a suitable agreement from all parties who would or could be affected by the agency's actions. |

TRANSIT MANAGEMENT

The recommendation of this report is that the YMPO, or other governing body, contract with a transit management firm to oversee transit operations. Under this recommendation, the YMPO would continue to be the legal contracting entity, but would turn over the day-to-day management (such as operations contractor compliance) to an experienced outside firm.

Another alternative would be to hire a staff person to assume the responsibilities and duties associated with transit management. While this would ensure the YMPO would have sufficient manpower dedicated to managing transit, it would limit available expertise and be more costly to YMPO.

The scope of work and qualifications would be similar under either scenario.

SCOPE OF WORK

Under the general administrative direction of the YMPO, the scope of work would include planning, organizing and directing the functions of Yuma County Area Transit, which would include public transportation administration and oversight of operations, equipment, vehicle maintenance and procurement and financial planning, and grant administration. The firm or individual would represent the YMPO, the community and federal, state and local agencies, and perform related work as required in association with the transit operations. The YMPO would continue to manage and direct the development, implementation, and evaluation of plans, policies, and procedures relating to public transit, paratransit and equipment maintenance activities to achieve annual goals, objectives, and work standards. Specific duties would include the following:

- Review reports, invoices and other documents submitted by operation and service contractors for completeness and accuracy;
- Prepare extensive monthly and quarterly operating, service quality and performance reports, which include monthly and periodic line item reporting of year-to-date and budget to actual status and year-end forecasts;
- Conduct research as needed and prepare ad hoc reports at the request of YMPO staff;
- Ensure compliance with American with Disabilities Act (ADA), FTA and other federal regulations, State of Arizona statutes, and any local ordinances;
- Approve ADA eligibility certifications and maintain all required documentation;
- Complete all federal and state reporting requirements including the national transit database;
- Receive, answer, and track consumer inquiries and complaints and provide a monthly summary to the YMPO;
- Implement, and monitor long-term and short-term transit plans, goals, and objectives focused on achieving the YMPO's mission and the community's transit priorities;
- Plan, direct, and coordinate public transit, paratransit, and equipment maintenance services; develop comprehensive plans to meet future transit needs; develop and implement transit capital improvement program;
- Prepare and administer the transit budget, including financial planning and grants administration; assist the YMPO in securing revenue sources through grant applications and acts to ensure the community's eligibility for, and receipt of local, state and federal funding support;
- Under the direction of the YMPO, implement plans, policies, and procedures relating to public transit, paratransit, and equipment maintenance activities to achieve annual goals, objectives and work standards and ensures they are administered equitably;



- Promote good communication and improve service to benefit transit system users;
- Plan, organize, direct, and evaluate the performance of operation and/or service contractors;
- Monitor relevant industry developments, evaluate their impact on YCAT operations, and implement policy and procedure improvements;
- Evaluate and provide analysis on legislation affecting transportation funding and regulatory compliance and ensures compliance of regulatory requirements;
- Present and/or assist YMPO staff in presenting the community's position and interests before appropriate legislative and administrative bodies;
- Establish, monitor, and achieve performance standards;
- Advises the YMPO staff, technical advisory committee, and governing council on proposed projects and improvements;
- Participate in transit industry organizations and on internal and external committees, boards, and task forces, as appropriate;
- Coordinate public outreach and marketing activities, including schedule brochures, canvassing, public relations, and general marketing services.

QUALIFICATIONS

Knowledge of YCAT operations and experience in applying this knowledge successfully in the management and/or delivery of public services. The firm's past performance should be verified through references. Past performance should be evaluated to determine the firm's experience and skill in the following areas:

1. Familiarity with the principles, techniques, and practices of managing both demand-response and fixed-route transit systems including transit route design and bus deployment;
2. Analytical and statistical reporting skills;
3. Knowledge of regulations and statutes regarding public transportation including but not limited to American with Disabilities Act (ADA) and FTA reporting requirements;
4. Successful experience in writing and obtaining transit-related grants and knowledge of various funding mechanisms that may be used to support transit operations, including but not limited to on-board and shelter advertising;
5. Ability to manage, guide, and direct other service providers;
6. Ability to write clear, concise reports and make effective oral and multimedia presentations;
7. Leadership ability and skill at gaining consensus in diverse groups;
8. Customer relations and marketing skills;



9. Planning and innovation skills;
10. Sensitivity to diversity, and working with special needs and non-English speaking populations;
11. Experience in developing budgets and forecasts, and in tracking budget progress

TRANSIT SERVICE OPERATIONS AND CONTRACT

This section delineates the critical components to be addressed in securing operations contracts for both the fixed-route and demand-response services. Each function that the contractor will be expected to perform will be examined and recommendations are included regarding how the operations RFP and contract should address each function.

GENERAL ADMINISTRATION

Operations administration and management ensures that responsibilities within the contractor's organization are defined at a level and capability sufficient to oversee the functions related to operating the service(s) and to maintain sufficient supervision of employees. To this end, the contract should state the contractor will *provide management, technical, and operating personnel and services necessary to ensure stable operation of the transit system.*

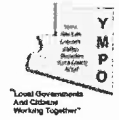
YMPO should also consider a statement regarding liaison activities. The contractor's manager or appointed delegates should be available for liaison activities, such as weekly meetings with YMPO's management as required. Meetings with community organizations, YMPO TAC, and YMPO Board, as requested, should be inclusive. No additional charge will be assessed for consulting services on such matters as transit planning, operating policies, service improvements, and coordination with other transit providers.

It is recommended that confidentiality be addressed in the contract. Any and all information regarding any individual served by the service is strictly confidential. Information should not be released to any party in any form without authorization of the individual and/or YMPO.

Consideration should also be given to how media requests are to be handled. It is recommended that they be referred to YMPO's transit management and the operator limit statements to information which is a matter of public record.

TRANSIT SERVICES

Operation contracts need to specify the type of service and hours of operation. A few modifications to the current operations contracts would be appropriate.



DEMAND-RESPONSE SERVICE

The current agreement specifies the Dial-A-Ride Service shall operate based upon a telephone request for service, within a designated operating area and with specific hours of operation. Both are currently detailed in the contract. Demand-response may be either *door-to-door*, which allows for the driver to assist the passenger from his door to the vehicle, or *curb-to-curb*, which the driver waits with the vehicle for the passenger. Curb-to-curb service is generally more efficient, but is not as *customer-friendly*. Saguario currently operates door-to-door. YMPO should specify in the contract which type of demand-response service is to be operated. While this element was covered in more detail in the Dial-A-Ride evaluation, our recommendation would be to specify curb-to-curb.

FIXED-ROUTE

The current contract specifies the *fixed-route service shall operate based upon a specified route, within a designated operating area and with specific hours of operation*. The contract kept the service days and hours flexible, giving the contractor the option to run Sunday service, with the stipulation that the YMPO would not reimburse the contractor for the service until there were a minimum of 100 passengers.

Because the original contract dealt only with one route, the service area was not defined, only the routes. As the service evolves, the route structure will develop. It is recommended that the contract define the service area, for example:

The fixed-route scheduled system serves the general public within the County of Yuma including the Cities of San Luis, Sommerton, Wellton, and Yuma, the Cocopah Indian Reservation, and the communities of Fortuna Foothills and Gadsen.

Although the current service does not currently extend to several of the outlying communities, the contract should provide for the possibility. The possibility for a deviated fixed-route should also be addressed within the contract.

It is recommended that YMPO maintain authority over operating hours and days. This would include a phrase stating YMPO reserves the right to adjust the service hours and days of operation and routes. The contract currently provides any change in the service hours and days must be approved by the YMPO Executive Director. Major changes should be given in writing. Minor changes could be given verbally and confirmed in writing.

VEHICLE SERVICE HOURS (VSH)

Vehicle Service Hours (VSH) is defined as—

The time during which a revenue vehicle is available to carry farepaying passengers, and which includes only those times between the time or scheduled time of the first passenger pickup and the time or scheduled time of the last passenger drop-off during a period of the vehicle's continuous availability.

Service hours exclude *deadhead* (i.e., time the vehicle is not in revenue service) travel to the first scheduled pick-up and from the last scheduled drop-off back to the terminal. To keep the contract both tight and flexible, the total estimated Vehicle Service Hours would be specified. Any adjustment that would increase or reduce the total service hours by 15 percent may require amending the contract.

Consideration should be given to eliminating two or three of the holidays (Martin Luther King Day, President's Day and/or Veterans Day). Our experience has shown that a number of lower income patrons, which may be dependent on public transportation, may require normal travel options on these holidays, although it is recognized that ridership will be below normal levels.

Demand-Response Service

The total VSH estimated for general area service restricted to seniors and persons with disabilities is 11,000 VSH. The number is based on 2.75 vehicles operating Monday through Friday between 5:00 a.m. and 7:00 p.m. and two vehicles operating between 7:00 a.m. and 7:00 p.m. on Saturday. It includes the nine holidays specified in the current contract.

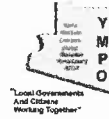
Fixed-Route Service

The total VSH estimated based on implementing the city circulator and streamlining the intercity routes is 14,300 VSH. The number is based on 4 vehicles operating Monday through Friday between 11 and 12 VSH per day. It includes the nine holidays specified in the current contract.

CHANGES IN SERVICE LEVEL

General: All general changes in service level would be at the direction of the YMPO in writing.

Emergency: The current contract addresses suspension of service due to weather conditions. Either the contractor or YMPO should be allowed to authorize any temporary emergency adjustments, which may require a detour or an adjustment in routing or scheduling under circumstances where there is no opportunity for the contractor to confer with the YMPO. In that event, the initiating party should be



required to notify the other party within 24 hours. If temporary emergency adjustments cause the contractor to incur added expenses beyond the compensated rate, YMPO and the contractor would negotiate a fair and equitable adjustment.

Non-substantial: The contractor should be allowed a specified length of time to initiate any non-substantial changes in service hours, routes, or schedules. Fifteen days is recommended.

Missed Trips: The contract should define *missed trips* using accepted industry interpretations. Any fixed-route trip operating 20 minutes or more behind schedule is considered a *missed trip*. Any Dial-A-Ride vehicle that is more than 30 minutes late for a pickup is considered a missed trip. The goal is to complete 100 percent of all scheduled trips. The contract should address how the contractor will handle and document missed trips. In the event of an in-service breakdown, driver's absence or other related problem, the contractor should be required to provide adequate means to dispatch vehicles so as not to miss subsequently scheduled trips.

SERVICE QUALITY STANDARDS

To ensure that the Contractor provides YMPO with acceptably high quality service throughout the contract period, YMPO should establish a set of minimum standards, which the contractor will be expected to meet. Should the contractor's performance fall below established standards on any of these measures, YMPO may, at its sole discretion, implement a program of incentives and liquidated damages. The contract should document the procedure for invoking liquidated damages and incentives. A suggested procedure would be to provide 15 days notice before exercising incentives and liquidate damage program. Liquidated damages and incentives should be based on performance after the date the program was exercised and not applied retroactively.

Below are some basic recommendations for service quality standards. Considering Yuma's nascent transit system, YMPO should retain the option to renegotiate service standards each year.

On-time Performance: A standard of 95 percent is recommended. On-time performance is a measure of system reliability. The acceptable industry definition of *on-time* is a vehicle departing from any scheduled stop no earlier than the published time and no more than five (5) minutes past its published time.

Service Productivity: Passengers per Vehicle Service Mile and Vehicle Service Hour provide good measures of service effectiveness. The following standards are recommended:

Fixed-route – 5.0 passengers per VSH
Demand-response – 3.0 passenger per VSH



Safety: Vehicle Service Miles between preventable accidents provide a measure of safety. Fifty thousand miles (measured quarterly) is recommended.

Service Efficiency: Routinely, Operating Cost per VSM and VSH measure efficiency. At this point setting a standard for service efficiency measures is academic. We recommend that both services be strictly monitored during the first six months and a standard that appears reasonable be established in the following year.

FLEET REQUIREMENTS

DEMAND-RESPONSE SERVICE

The current contract requires YMPO to provide a passenger fleet sufficient to meet ridership demand. Five operational vehicles have been provided. The operation, maintenance and insurance are the responsibility of the contractor. Recommended fleet specifications will be included in the DAR evaluation. For purposes of the contract, no vehicle specifications need to be included since YMPO procures the vehicles. If the contractor will be required to provide additional equipment such as radios, child safety seats, or signage, the specifications should be clearly delineated and the responsibility implicitly assigned.

FIXED-ROUTE SERVICE

Two alternatives are possible to ensure that the vehicles are adequate to maintain the transit system. Under the current scenario, the contractor provides the vehicles for the fixed-route service. Vehicle specifications should be clearly and unambiguously defined. Five vehicles (four operating and one back up) will be required under the proposed launch route structure. The size, age, and condition should be specified according to FTA recommendations. Cutaways should be less than five (5) years and have fewer than 150,000 vehicle miles. Full-sized buses should be less than ten (10) years and have less than 350,000 vehicle miles. All vehicles must be ADA compliant and have an operational wheel chair lift and tie downs. Radios, header signs, identification, paint colors and design, and air conditioning/heater must be delineated. Future specifications should require vehicles be a minimum of 35 feet and/or 30 passengers. YMPO should reserve the right to physically inspect and approve all vehicles periodically, and if, in the opinion of the YMPO or its representative, a vehicle does not meet minimum standards the vehicle will not be placed into service and a suitable replacement provided at the contractors expense.

The second alternative would be for the YMPO to furnish the vehicles and provide the contractor with definitive instructions regarding preventative maintenance and general care. While this could lower YCAT's monthly operation cost, purchase would require a

capital outlay every five to seven years. Some of the capital expense can be offset with federal grant monies, but a minimum of 20 percent match is usually required.

MAINTENANCE

A well-defined maintenance program is critical to a reliable and safe transit operation. In the case where YMPO owns the vehicles, maintenance is important for the protection of YMPO's investment. It is recommended that the maintenance clause be expanded in both contracts and include the following:

1. Maintenance shall be performed to ensure each vehicle shall meet all applicable laws, codes, and safety requirements specified by the State of Arizona;
2. All preventive maintenance, repairs and major component rebuilding/replacement shall be performed in accordance to the Original Equipment Manufacturer's (OEM) specifications and applicable warranty conditions and best transit industry general practices;
3. Maintenance may not be deferred due to a shortage of maintenance staff or operable buses;
4. All vehicles provided to contractor, which are under warranty, are subject to warranty compliance by the contractor;
5. The preventive maintenance program shall at a minimum include—
 - Daily preventive maintenance and safety inspection (PMI),
 - Lubrication according to OEM specifications,
 - Brake inspections and adjustments,
 - Vehicle body repairs (including body, glass, and all bus appurtenances) shall be made within thirty (30) days of occurrence,
 - Mechanical, electrical, fluid, air and/or hydraulic systems shall be maintained,
 - Interior passenger compartment shall be free of exhaust fumes,
 - Heating and air conditioning systems shall be maintained and used to insure passenger comfort,
 - Seats shall be functional, and tears, gum, graffiti and other damage repaired immediately upon discovery,
 - Wheelchair lift-related equipment shall be inspected, serviced, lubricated, and be in working order at all times,
 - Vehicle safety equipment (including fire extinguisher and first aid kits) shall be inspected and maintained in good condition and working order.



CLEANING

Well-maintained and clean buses help ensure riders, potential riders, and the general public have a favorable impression and perception of the service. The contractor should wash the exteriors (including bus body, windows, and wheels) and interiors (including windows, floor stanchions, and grab rails) of vehicles at least once a week, although twice per week is strongly recommended. Vehicles should be swept daily. Trash should be picked up at a minimum of twice per day.

FARE RECEIPTS/HANDLING

The safe and prudent handling of fare receipts is required. All fares of any kind or character to be paid by riders should be established by YMPO. The operations contractor should assure that each rider pays the appropriate fare prior to being provided service. All cash fares should be deposited by patrons in fareboxes.

Procedures for the removal and accounting should be established with the approval of YMPO that ensure the safe handling of funds. Fares revenues should be kept in a safe vault while on the contractor's premises. Deposits should be on a regular basis into a local bank account for that purpose (minimum of once per week). Expected fares should be calculated from daily drivers' logs.

At this time, YMPO allows the contractors to keep all fare revenue. Under future contracts, it is recommended that the YMPO should deduct fare revenues from the contractor's monthly billing.

REPORTING REQUIREMENTS AND DOCUMENTATION

Existing operations indicate a need to tighten the reporting and documentation requirements for both contracts. Financial and accounting records should be prepared and maintained in complete, detailed, and accurate manner, in accordance with generally accepted accounting principles and with sufficient detail to constitute an audit trail. Records must be provided upon request of the YMPO.

Records for each vehicle in the contractor's fleet should include all work orders, warranty dockets, and maintenance records.

The contractor should provide the YMPO with monthly reports and operating statistics with the submission of a monthly invoice. At a minimum, the following statistics should be required and provided in both hardcopy and electronic format and include both current month and year to date data:

1. Ridership by jurisdiction/fare type/day;
2. Vehicle Service Miles and Hours;
3. Complaints and Compliments;



4. Service Days;
5. Maintenance Reports (total vehicle miles, PMI, costs, major component replacement or repair, breakdowns, roadcalls);
6. Fare Revenue;
7. Accidents and Missed Trips;
8. In addition, demand-response contractor should be required by to provide
 - Origin and destinations by jurisdiction;
 - Trip Denials.

PERSONNEL REQUIREMENTS

Both contracts detail vehicle operator requirements. Other personnel required to operate the service professionally should be delineated. These may include, in addition to vehicle operators, the following functions:

- Project Manager,
- Maintenance,
- Dispatching/clerical.

FEDERAL DRUG AND ALCOHOL TESTING

The contract should contain the following provision—

The contractor shall comply with the Federal Transit Administration's (Chapter 49 CFR Parts 653 and 654) Rules and Regulations for prevention of alcohol and prohibited drug misuse in transit operations. The contractor shall provide YMPO and all contractor employees with a copy of its policies and procedures for compliance with applicable Federal drug laws.

TRAINING AND SAFETY PROGRAMS

It is expected that the contractor will provide a training program, conducted by *certified trainers*, and shall ensure all personnel involved in the transportation service are in compliance with all Federal, State, and local transportation laws, rules, and regulations and the stipulation should be included in the contract. Training should require, at a minimum, forty (40) hours of classroom instruction and behind-the-wheel training, plus quarterly reviews. Training should cover—

- **Defensive driving,**
- **ADA regulations,**



- First aid,
- State rules and regulations,
- Accident/incident procedures,
- Radio procedures,
- Wheelchair lift procedures,
- Passenger relations,
- Driver’s sensitivity for elderly and disabled passengers,
- Employee work rules,
- YMPO policies,
- Route familiarization,
- Fare and transfer policies,
- Vehicle inspections,
- Record keeping,
- Route and fare information,
- Customer service procedures and policies.

FACILITIES AND EQUIPMENT

The facilities and equipment required to operate the services need to be fully delineated in the contract and the responsible party determined. The current operating contracts require the operator to supply and maintain operating, administrative, and maintenance facilities. For example—

| YMPO PROVIDES: | CONTRACTOR PROVIDES: |
|--|---------------------------------------|
| Vehicles (or vehicles may be leased from contractor) | Transit Terminal/Maintenance Facility |
| Radio Equipment | Office Space |
| Farebox Equipment | Office Equipment and Supplies |
| Bicycle Racks | Uniforms for Drivers |
| | Tools, Maintenance, & supplies |
| | Telephone Equipment |
| | Vehicle Washing Equipment & supplies |
| | Preventive Maintenance Parts |
| | Major Parts |
| | Secure Parking Area |

Each contractor-provided item needs to be detailed in the contract. The facilities of the current contractors do not meet generally accepted industry standards. Consideration should be given to how, under the current arrangements, the facilities could be rectified.

The YMPO should not provide funds for additional expenses, with the possible exception of major vehicle repairs and then only if YMPO owns the vehicle. Any assets that YMPO does purchase for the operation should be clearly delineated and title should



remain with the YMPO. The contractor should be responsible for any repair/replacement costs beyond normal wear and tear.

BASIS OF COMPENSATION AND PAYMENT

The compensation formulas specified in YMPO's operational contracts are uncommon. The formulas are not consistent with current industry methodology or consistent between contracts. The characteristics of the current compensation formulas make it difficult for YMPO to track true Operating Cost and Performance Measures. A summary of the current compensation methodology and recommended compensation formulas are on the next page.

To be consistent with industry practices, compensation should be based on Vehicle Service Hour (VSH) for both demand-response and fixed-route services.

DEMAND-RESPONSE

The current compensation methodology is based on the number of Dial-A-Ride passengers with a cap of \$34,000 per month. The contractor is permitted to combine passengers from its other programs to provide more efficient service. As a result of this current arrangement, the distinction between the various services is blurred, both in the documentation maintained by the contractor and in the minds of the public using the service. To increase revenues, the contractor has offered the public "Dial-A-Ride" service for \$5.00 per trip rather than the published fare of \$2.00 per trip. This was done, according to the contractor, after the maximum number of Dial-A-Ride passengers was reached.

We recommend that service be based upon VSH basis. The Dial-A-Ride evaluation, which is currently being finalized, estimates that by restricting coverage to seniors and persons with disabilities, 2.75 vehicles would be required on weekdays and two vehicles on Saturdays. Our estimate is 11,000 VSH. Fare revenue would not be added. If the contractor maintains the fare revenue for accounting simplicity, the fare revenues should be subtracted from the monthly invoice.

We advise against commingling Dial-A-Ride trips with trips for the contractor's other clients. YMPO could allow the contractor to use Dial-A-Ride vehicles that are not in service to provide service for their other clients. YMPO should charge a minimal per hour lease charge (\$1.00 per VSH). If YMPO decides to continue to allow the contractor to commingle trips, the contractor should reimburse YMPO at a per passenger fare not to exceed the Dial-A-Ride fare revenue, but no less than one-half the per passenger fare.

In **NO** situation, should a passenger be charged a fare that is higher than the published rate.



FIXED-ROUTE

It is recommended that service be based upon VSH basis. The proposed configuration calls for two vehicles operating on two routes. The total number of VSH will depend on the final schedule. Fare revenue would not be added. If the contractor maintains the fare revenue for accounting simplicity, the fare revenues could be subtracted from the monthly invoice.

TRANSIT CONTRACTOR COST CALCUALTIONS

The *Service and Budget Proposal Form* is to be used to submit the Contractor's cost proposal for all work described in the Scope of Work.

The contractor's price proposal must consist of fixed rate per Vehicle Service Hour (VSH). Such rates shall be proposed for each year of the contract, and shall be based on the levels of service, in terms of vehicle service hours, as stated below. The detailed budget breakdown on the following pages shall be consistent with the rates proposed.

Vehicle Service Hours (VSH) is NOT calculated as *gate-to-gate*. VSH for fixed-route and deviated-fixed route service are calculated from the first scheduled stop to the last scheduled stop. VSH for demand-response service are calculated from the first pick-up to the last drop-off. The following definition will be used for the calculation of VSH:

That time during which a revenue vehicle is available to carry fare paying passengers, and which includes only those times between the time or scheduled time of the first passenger pickup and the time or scheduled time of the last passenger drop-off during the period of the vehicle's continuous availability. (A vehicle is in revenue service despite a no-show or late cancellation, if the vehicle remains available for passenger use.) For example, demand-responsive service hours include those hours when a vehicle has dropped off a passenger and is traveling to pick up another passenger, but not those hours when the vehicle is unavailable for service due to lunch break. For both demand-responsive and fixed-route, service hours will exclude hours of "deadhead" travel to the first scheduled pick-up, and will also exclude hours of "deadhead" travel from the last scheduled drop-off back to the terminal. For fixed-route, a vehicle is in service from first scheduled stop to last scheduled stop, whether or not passengers board or exit at those points (deleting lunch breaks and breaks, but including scheduled layovers).

Source: **Performance Audit Guidebook** for Transit Operators and Regional Transportation Planning Entities, published by California Department of Transportation, Mass Transportation Program, January 1998.

The Estimated Annual Vehicle Service Hours are plus or minus 10%.



EXHIBIT 6-5 SUMMARY SERVICE AND BUDGET COST PROPOSAL

| SERVICE LEVEL | | YEAR 1 | YEAR 2 | YEAR 3 |
|----------------------------|---|--------|--------|--------|
| A. | ESTIMATED ANNUAL VEHICLE SERVICE HOURS (VSH) | 14,300 | 22,100 | 25,844 |
| PRICE | | | | |
| B. | ANNUAL FIXED COSTS | \$ | \$ | \$ |
| C. | ANNUAL VARIABLE HOURLY RATE | \$ | \$ | \$ |
| CALCULATION OF HOURLY RATE | | | | |
| D. | FIXED COSTS (B) | \$ | \$ | \$ |
| E. | VARIABLE COSTS (A X C) | \$ | \$ | \$ |
| F. | ESTIMATED ANNUAL TOTAL OPERATING COST (D + E) | \$ | \$ | \$ |
| G. | OPERATING COST PER VSH (F / A) | \$ | \$ | \$ |



EXHIBIT 6-6 DETAIL SERVICE AND BUDGET COST PROPOSAL

FIXED COSTS

| ITEMIZED EXPENSES | MONTHLY | ANNUAL |
|--------------------------------------|---------|--------|
| MANAGEMENT WAGES | \$ | \$ |
| MANAGEMENT BURDEN | \$ | \$ |
| DISPATCHER/CLERICAL WAGES | \$ | \$ |
| DISPATCHER/CLERICAL BURDEN | \$ | \$ |
| EMPLOYEE INCENTIVES | \$ | \$ |
| OTHER WAGES | \$ | \$ |
| OTHER BURDEN | \$ | \$ |
| INSURANCE | \$ | \$ |
| PERFORMANCE BOND | \$ | \$ |
| TRAINING AND RECRUITMENT EXPENSES | \$ | \$ |
| SAFETY EXPENSES | \$ | \$ |
| UNIFORMS | \$ | \$ |
| JANITORIAL | \$ | \$ |
| TELEPHONE | \$ | \$ |
| POSTAGE | \$ | \$ |
| OFFICE SUPPLIES | \$ | \$ |
| FACILITY RENT | \$ | \$ |
| ACCOUNTING | \$ | \$ |
| VEHICLE LEASE/AMORTIZATION | \$ | \$ |
| NON-REVENUE VEHICLE EXPENSES | \$ | \$ |
| ONE TIME START-UP EXPENSES AMORTIZED | \$ | \$ |
| MANAGEMENT FEE AND PROFIT | \$ | \$ |
| OTHER EXPENSE (PLEASE SPECIFY) | | |
| | \$ | \$ |
| | \$ | \$ |
| | \$ | \$ |
| | \$ | \$ |
| | \$ | \$ |
| | \$ | \$ |
| TOTAL | \$ | \$ |



VARIABLE COSTS

| ITEMIZED EXPENSES | PER VSH | PER VSH |
|-------------------------------------|---------|---------|
| Driver's Wages | \$ | \$ |
| Driver's Benefits | \$ | \$ |
| Dispatcher/Clerical Wages | \$ | \$ |
| Dispatcher/Clerical Benefits | \$ | \$ |
| Vehicle Repair: | | |
| Parts | \$ | \$ |
| Supplies | \$ | \$ |
| Labor | \$ | \$ |
| Fuel | \$ | \$ |
| Preventive Maintenance Inspections: | | |
| Parts | \$ | \$ |
| Labor | \$ | \$ |
| Other Expenses (Please Specify) | | |
| | \$ | \$ |
| | \$ | \$ |
| | \$ | \$ |
| | \$ | \$ |
| | \$ | \$ |
| | \$ | \$ |
| Total | \$ | \$ |

CONTRACT VERSUS POLICY

In reviewing the current operating contracts, it was noted that a number of policy issues were included within the scope. The contract should stipulate that the contractor will abide by any and all policies and procedures specified by YMPO. This gives the YMPO the flexibility to adjust policies and procedures to answer changing conditions without affecting the integrity of the contracts. Policy issues include—

1. Specification of Fares,
2. No Show Policy for Dial-A-Ride,
3. Service Hours and Routes,
4. Cancellation and reservation policies for Dial-A-Ride,
5. Transfer Policy.

CONTRACT PERIOD

The current contracts require renewal annually. To ensure YMPO can attract competitive bidders, it is suggested that the contract be for a period of no less than three years with two one-year options. Five years is recommended with two- or three-year options.



CAPITAL PLAN

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CAPITAL PLAN

Before transit service can commence, a supporting infrastructure is needed. This section develops capital components required to operate the transit system, such as supporting hardware (signage, information panels, etc.), rider amenities (benches, shelters, etc.), and rolling stock. Specifications, including both *needed* and *wanted* features, are stipulated. Potential funding sources are reviewed.

Supporting hardware, such as signage, informs new riders where to access the service and potential riders that service operates within the area. Each *impression* generates awareness. Introducing amenities such as pole-mounted route maps and schedule information is a cost-effective way to raise awareness and provide a higher level of customer service. Size, graphics, and other specifications will be delineated.

Rider amenities, including shelters and benches, project a customer-oriented service. They assist in attracting new riders, particularly potential riders who have other transportation alternatives, and engender customer satisfaction. Alternatives, which could improve cost-effectiveness, are explored.

This section also details the fleet size, seating capacity, and fuel requirements recommended for the operation of the YCAT service. State and FTA capital requirements are outlined to assist in meeting the following objectives:

1. Provide service quality,
2. Support the recommended service level,
3. Consistent with the goals and objectives,
4. Support the strategies for achieving these goals.

CUSTOMER SIGNAGE AND AMENITIES

Customer signage and amenities play a key role in supporting a quality service and in attracting new customers. Several factors influence amenities selection including rider characteristics (i.e., trip purpose, demographics, origin-destination); route/system attributes (i.e., service type, transfer points, distances); and area features (i.e., climate, security considerations). The need for amenities is evaluated along with cost and land requirements.

BUS STOP LOCATIONS

Bus stops are placed in one of three locations: near side (located immediately before an intersection); far side (located immediately after an intersection); and mid-block (located



between intersections). Each location offers distinct advantages to drivers and pedestrians alike. Determining factors include operational impact, transfer activity, space availability, and traffic volume.

Bus stop locations are delineated in the Operations Plan. Each bus stop location was reviewed by the City of Yuma's Traffic Engineer and required adjustments were incorporated. Individual site drawings are being prepared by a local engineering firm, James Davey and Associates. The individual site plans incorporate bench and shade locations with signage placement. The details are being built from records and field measurements. Right of Ways were researched from YMPO records.

BUS STOP SIGNAGE AND INFORMATION HOLDERS

Signage at designated bus stops provide three major benefits to the system and to potential, new, and existing riders:

1. Information

Clear, definitive signage informs both new and existing patrons where to access transit. In addition to stop designation, schedule panels and maps at each stop location can provide additional information the rider will require to plan a trip.

2. Awareness

Distinctive signage creates awareness of the transit system in the community. It educates the public that transit service travels through their neighborhood. Each observation registers an impression and stimulates awareness of the service. Awareness is a precursor to (1) generating interest and trial ridership with riders and potential riders and (2) stimulating general public support.

3. Improved operations

Appropriate signage at designated bus stops enhances schedule adherence and improves safety. Inadequate signage may result in customers *flagging* or signaling the driver to board or alight the bus at non-designated areas. This practice can affect on-time performance and create an unsafe condition. The creation and marking of designated stops reduces such concerns.

Several factors are considered in developing bus stop hardware specifications. The type and placement of signage is the first consideration. Other important elements to consider include—

- Ready legibility of signs to the rider,
- Quick recognition of what signs mean, by color, number, graphic symbol,

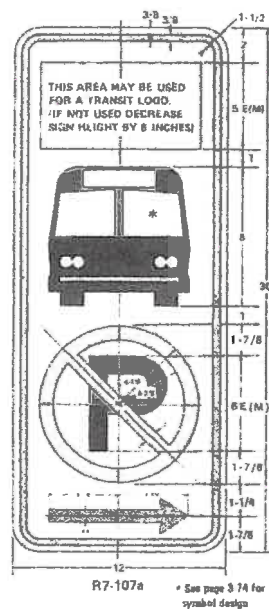
- Uniformity of sign styling and appearance throughout the system,
- Americans with Disabilities Act (ADA) and other considerations for passengers with special needs,
- Inclusion of rider information such as route map and schedule.

When developing the specifications for bus stop signage, shape, size, mounting, height, typography (size, font), formatting, and color selection are determined by these characteristics in the following order:

1. Compliance with regulations,
2. Ease of identification,
3. Ease of maintenance,
4. Appropriateness in relaying the required information.

To ensure that signage is consistent both within the city and on intercity highways, the sign layout was taken from the Standard Highway Signs published by the U.S. Department of Transportation, Federal Highway Administration, 1979, page 1-57. The selected sign measures 12 inches by 30 inches with rounded corners (1.5 inch radii). Detailed sign specifications are delineated in Exhibit 7-1.

EXHIBIT 7-1 BUS STOP SIGN SPECIFICATIONS



COLORS
 LEGEND, BORDER, CIRCLE, DIAGONAL, ARROW RED
 BACKGROUND - WHITE
 TRANSIT LOGO, BUS SYMBOL - BLACK (PREFERABLE)
 LETTER P-BLACK

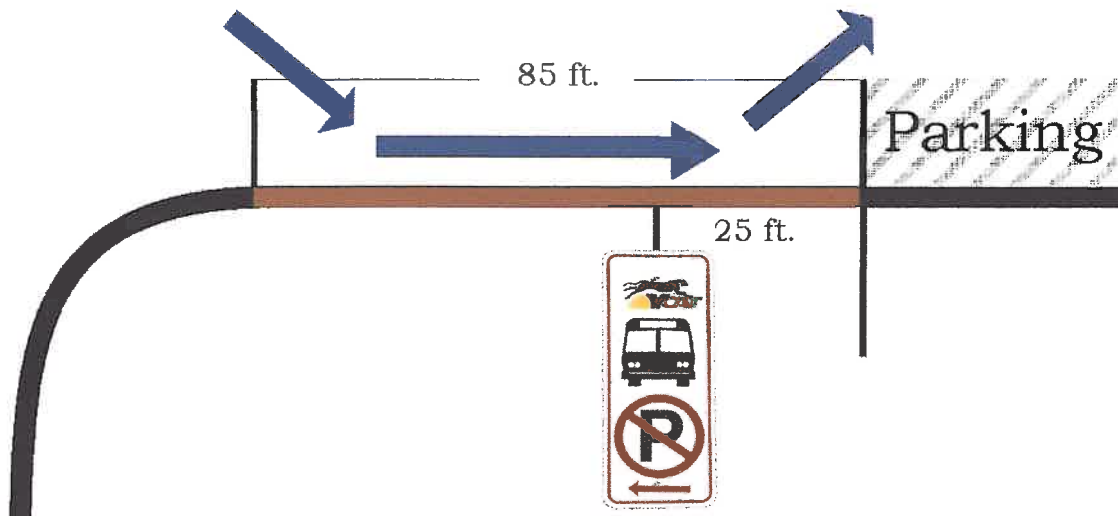
EXHIBIT 7-2 BUS STOP SIGN



Signage is to be pole mounted appropriately for the location of the stop. Bus stops are placed in one of three locations: far-side (located immediately after an intersection), near-side (located immediately before an intersection); and mid-block (located between intersections).

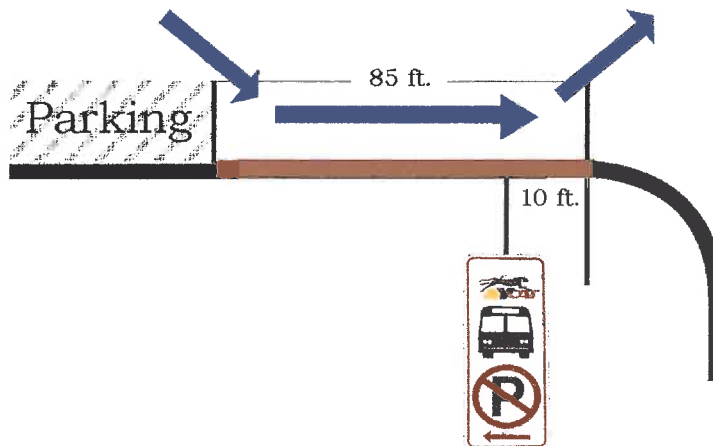
Far-side stop signage should be placed approximately 60 feet from the corner curve and 25 feet from allowed parking or other obstruction with a red no parking arrow pointing back to the intersection, as shown in Exhibit 7-3.

EXHIBIT 7-3 FAR-SIDE BUS STOP SIGN PLACEMENT



Near-side signage should be ten feet back from the corner curve and 75 feet from allowed parking or other obstructions with a red no parking arrow pointing away from the intersection as illustrated in Exhibit 7-4.

EXHIBIT 7-4 NEAR-SIDE BUS STOP SIGN PLACEMENT

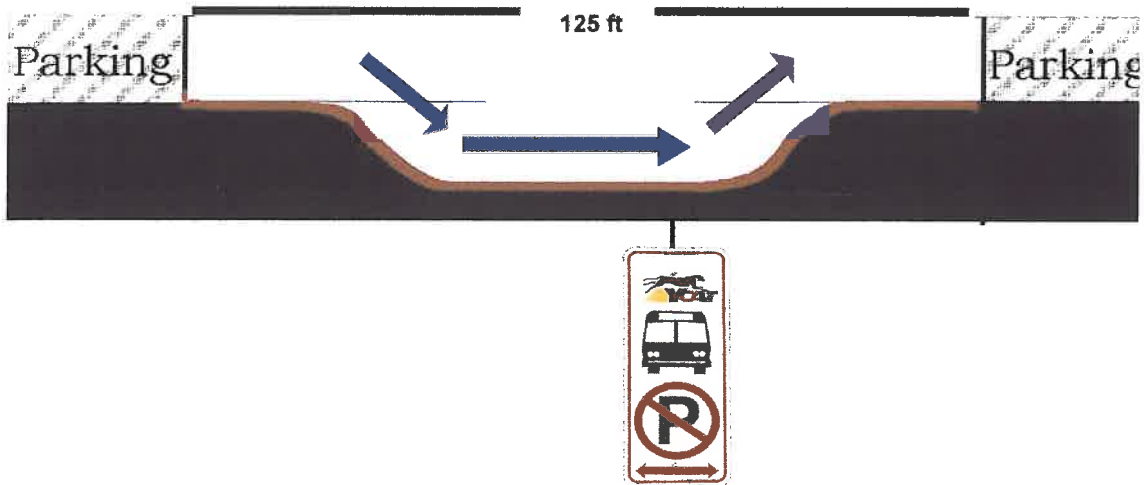


Mid-block stops generally require more than double the street and land space (up to 175 feet versus 85 feet). Bus turnouts are most effectively located at a mid-block stop zone

so as not to interfere with traffic flow. Turnouts are preferred for time points (*scheduled stops*) because they provide a safe location for the bus to wait if needed to *catch up* with the schedule. Smaller turnouts (85 feet or less) are sometimes appropriate for systems, such as YCAT, if the following conditions are met:

- Smaller cutaway buses are used;
- The turnout is not a transfer location.

EXHIBIT 7- 5 MID-BLOCK BUS STOP SIGN PLACEMENT



Smaller cutouts do limit future flexibility. The cutout should be a minimum of eight feet from the inside curb to the outside curb to provide sufficient room for the bus to pull completely out of traffic when stopped and passengers are boarding or alighting. The no-parking zone on either side of the cutout should extend one-third the length of the cutout on both sides. This allows the vehicle drivers a clear view when pulling back into traffic. For cutouts and mid block stops, signage should be placed approximately one-third of the distance from on-street parking or other obstructions with no parking arrows pointing in both directions.

EXHIBIT 7-6 BUS STOP INFORMATION HOLDER



Information holders such as this vary in cost from \$35 to \$125 depending on size and quantity. Three manufactures of this type of sign holders are Design Dimension (Austin, Texas), Webb Inc/Transit Advertising Amenities (northern California), and Infopost (Minneapolis, MN).

While identification signs provide awareness and inform the rider or potential rider where they can board and

align the vehicle, they do not provide other vital information the rider requires such as schedule (when the bus will arrive) or routing (where the service goes). Information holders are effective marketing and customer service tools. By having schedule information installed along the route, the rider and potential rider would not require a printed timetable to make his or her trip, minimizing the need for printed brochures.

Information holders, regardless of the manufacture, should meet the following specifications:

Size: Minimum display size 6¼ inches by 14 inches.
(8½ inches by 14 inches would allow information to be printed on a standard legal size page.)

Construction: Extruded aluminum with black or dark blue powder-coating or other durable coating. Weatherproof with 3/8-inch tempered glass or scratch-resistant plastic material. *Key locked*, tamper-resistant access to inserts. Grooves for hold insert.

Mounting: Pole mounting, brackets included.

Inserts should include (1) YCAT logo, (2) system map, and (3) route-specific timetable with the specific stop highlighted or shaded. Laminating the inserts extends the life of the inserts. Experience with other systems indicates at a minimum, color inserts will need to be replaced every six to nine months. Black and white inserts have a life expectancy of nine to twelve months. With the high number of days of sunlight in the Yuma area, inserts may exhibit fading an even quicker rate.

BUS STOP BENCHES AND SHELTERS

For four months during summer temperatures in Yuma average over 100 degrees. The need for customer amenities is crucial. Without shelters and benches, the extreme temperatures could discourage use of the fixed-route system (particularly young children and the elderly). While the design and cost of these amenities vary greatly depending on their design, size, and the quantity ordered, the YMPO should consider shelters with the following characteristics:

- Covered roof,
- Bench(es) with backrests,
- Constructed of vandal-resistant materials,



Tolar Model 9NALD-PM costs approximately \$3,200 in quantities of 15 pieces or more

- Tinted rear and side panels,
- ADA accessible.

The selected amenities should blend with the surrounding environment and be easy to maintain. In the redeveloped downtown area, specifications should meet the City of Yuma's historical district design requirements.

Examples of appropriate shelters include the 9NALD-PM model manufactured by Tolar Shelters and the Brasco *Slimline* model. Comparable shelters are manufactured by Design Dimensions (Austin, Texas), and Duogard Industries (Canton, Michigan).

The YMPO should consider the use of federal funds as well as public-private partnerships for financing these capital improvements.

One such potential partnership would be to enter into an agreement with a private sector advertising firm willing to provide the desired amenities in exchange for the ability to sell advertising space. Specifics are included in the *Funding Sources* section of this report.



Brasco Slimline 5' by 10' is equipped with a dome roof front wind/sun screen and a partial length oak bench. This model sells for approximately \$2,600 in quantities of 15 pieces or more.



VEHICLE REQUIREMENTS

Under the current contracts, the YMPO provides vehicles for the operation of the demand response service, and requires the operations contractor to provide the vehicles for the operation of the fixed-route service.

If the YMPO is to continue to provide the level and quality of service recommended in this report, the fixed-route operations fleet will have to be replaced. The current fleet provided by the existing fixed-route operations contractor is not consistent with FTA guidelines. Two options are available to YMPO to upgrade the rolling stock: Lease or Buy.

Under the lease option, YMPO could specify a new vehicle fleet in both its Request for Proposal and its operations contract when YCAT transit operations are sourced. Under this scenario, the YMPO should expect the operating cost to increase 12 to 17 percent on an hourly basis.

The second option available for the YMPO is to secure its own fleet and provide it to the contractor for use in the operation of the fixed-route service. Based on the current and proposed route structure, it is recommended that the YMPO secure a fleet of five medium-duty vehicles (four active and one spare) for use in the operation of the YCAT intercommunity and circulator shuttle services.

Exhibit 7-7 outlines the advantages and disadvantages of both scenarios.

EXHIBIT 7-7 VEHICLE OWNERSHIP

| YMPO Owned Vehicles | Contractor Owned Vehicles |
|--|--|
| <p>Advantages</p> <ul style="list-style-type: none"> ▪ Federal grants available for up to 80% of the cost. ▪ Lower operating costs. ▪ More flexibility in attracting qualified operations contractors. ▪ Complete control over vehicle selection. | <p>Advantages</p> <ul style="list-style-type: none"> ▪ Provides turn-key operation. ▪ Eliminates need for fleet management. ▪ No capital outlay. ▪ Limits risk. ▪ Does not require long-term commitment. |
| <p>Disadvantages</p> <ul style="list-style-type: none"> ▪ Increased supervision as it relates to vehicle maintenance. ▪ Requires 20% local match for federal grants. ▪ Require capital outlay every 5 to 7 years. | <p>Disadvantages</p> <ul style="list-style-type: none"> ▪ Higher operating costs. ▪ May deter some otherwise qualified bidders. ▪ Limits control of fleet selection. |

A third alternative, which could be considered, is to lease the vehicles from a third party. This alternative has advantages and disadvantages of both alternatives and may be an appropriate option if initial capital outlay is the primary barrier to obtaining a dedicated fleet. These lease contracts can be constructed with purchase options that the YMPO could elect to exercise if funds become available.

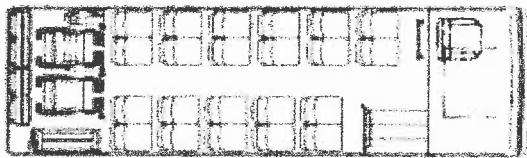
Based on the current and projected ridership demands, the new fleet should meet the following minimum requirements:

- Model year 2002 or newer,
- Medium-duty rating,
- Wheelchair accessible,
- Minimum seating capacity of 24 with two wheelchair tie-downs,
- Entire fleet should be same make and model year,
- Equipped with a two-way radio and a farebox,
- Equipped with front and passenger side destination signs,
- Painted/decorated to reflect the YCAT identity.

Three possible model types include the *El Dorado National MST II*, *El Dorado National Escort RE*, and the *StarTrans President*. While each model has its own advantages, all three can be configured to meet the minimum requirements outlined above.

The *El Dorado MST II* is available with diesel, Compressed Natural Gas (CNG), and propane power plants. This medium-duty coach has a service life of ten years and/or 350,000 miles. It is available in multiple seating configurations and can be fitted with a wheelchair lift. Exhibit 7-8 shows one of many seating configurations available that would meet the needs of the YCAT service. Santa Clarita Transit and the City of West Covina are currently operating similar vehicles.

EXHIBIT 7-8 EL DORADO NATIONAL MST II



Seats 28 passengers or 22 passengers with 2 wheelchairs



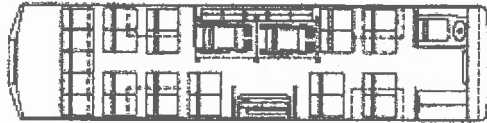
El Dorado National MST II

Like the *MST II*, the *El Dorado Escort RE*, has multiple seating configurations and is available in various fuel types. The one advantage this vehicle has over the **MST II** is a second door, which allows for quicker boarding and alighting while in service. The

disadvantage this model has is the smaller seating capacity and shorter service life than the MST II.

This rear engine medium-duty bus has a service life of 7 years and/or 200,000 miles. Los Angeles Department of Transportation (LADOT) and the City of Glendale are currently operating similar vehicles.

EXHIBIT 7-9 EL DORADO NATIONAL ESCORT RE SAMPLE FLOORPLAN



Seats 24 passengers or 19 passengers with 2 wheelchairs

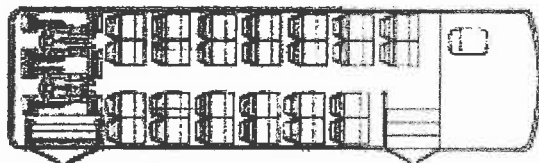


El Dorado National Escort RE

The *StarTrans* President is a relatively new addition to the *StarTrans* line of buses. This medium-duty front engine vehicle is available in diesel and CNG. Like the *El Dorado* models, the President can be configured to meet the specific seating needs of the buyer.

The *StarTrans* President is built on a Freightliner chassis and equipped with an Allison transmission and four wheel disc breaks. Because of its recent introduction, the *StarTrans* President is still undergoing testing to establish the vehicle's service life. However, based on the chassis and similar *StarTrans* models, it is anticipated that service life rating would be comparable to the *El Dorado* models.

EXHIBIT 7-10 STARTRANS PRESIDENT SAMPLE FLOORPLAN



Seats 28 passengers or 26 passengers with 2 wheelchairs



StarTrans President

The final cost of a transit vehicle is greatly influenced by the options ordered. All three models have a base price ranging from \$99,000 to \$116,000.

Given the current and projected needs of the YMPO, we recommend that the following options be included in any vehicles purchased.

- Upgraded Air Ride drivers seat,
- Energy absorbing bumpers (front and back),



- Front and side destination signs,
- Stop request signal system,
- Upgraded Air-conditioning units,
- Vault style fareboxes.

Exhibit 7-11 below outlines estimated costs for each of the three models discussed.

EXHIBIT 7-11 ESTIMATED VEHICLE COSTS

| | ESCORT RE | MST II | PRESIDENT |
|-----------------------------|------------|------------|------------|
| BASE PRICE | \$ 99,500 | \$ 103,000 | \$ 92,000 |
| RECOMMENDED FEATURES | \$ 8,500 | \$ 10,000 | \$ 10,000 |
| TAX | \$ 9,504 | \$ 9,944 | \$ 8,976 |
| ESTIMATED COST | \$ 117,504 | \$ 122,944 | \$ 110,976 |

FUNDING SOURCES

Funding for transit projects changes year by year. This past year has seen dramatic shifts in funding in the State of Arizona. On the federal level, the Transportation Equity Act for the 21st Century (TEA-21) will expire on September 30, 2003. TEA-3 is the third iteration of the transportation vision established by Congress in 1991 with the Intermodal Surface Transportation Efficiency Act (ISTEA) and renewed in 1998 through the Transportation Equity Act for the 21st Century (TEA-21). Factors likely to shape the legislation include the economy, strong public support for alternatives, and increasing demand for accountability. In September, the US Department of Transportation is expected to finalize its proposal through consultation with the Office of Management and Budget. As Congress convened in early 2003, the framework of the proposed reauthorization will be reflected in the fiscal year 2004 budget, which Congress will consider during the 2003 legislative session.

TRANSPORTATION EQUITY ACT FOR THE 21ST CENTURY

TEA-21 was enacted on June 9, 1998, and authorizes the Federal surface transportation programs for highways, highway safety, and transit for the 6-year period from 1998-2003. TEA-3, when enacted, will reauthorize this initiative; however, specific programs may be eliminated, modified, or added. This bill affirms the FTA's mission to build a strong America: improving safety, protecting public health and the environment, and creating opportunity for all Americans. It also provides record investment to continue rebuilding America's highways and transit systems. Several programs contained in TEA-21 are relevant to funding YCAT's capital requirements.



The Congestion Mitigation and Air Quality Improvement Program (CMAQ): Established in 1991 under ISTEA, CMAQ was created to fund transportation projects that improve air quality. The program is intended both to support traditional transportation control measures and to encourage innovation in developing new strategies and technologies for controlling emissions from transportation sources.

CMAQ project decisions are made at the State and local level, subject to Federal guidelines on eligibility. CMAQ projects must be coordinated through an area's metropolitan planning organization (MPO). As the key agency for transportation planning for the urbanized area of Yuma, the YMPO would be responsible for administering these funds. All projects funded under the CMAQ program must be included in the TIP, and be in a non-attainment area.

CMAQ projects can generally be classified in one of the following categories:

- ◆ Transit Improvements,
- ◆ Shared-Ride Services,
- ◆ Traffic Flow Improvements,
- ◆ Demand Management Strategies,
- ◆ Pedestrian and Bicycle Programs,
- ◆ Inspection and Maintenance Programs,

These categories are intended to provide a wide range of possibilities for CMAQ projects. They are not exclusive, and other activities may also be eligible, such as the conversion of public fleets to alternative fuels (under certain conditions) and public education and outreach programs.

Originally these funds were allocated to the States which used them for transportation control measures (TCM's) and programs designed to help States implement their transportation/air quality plans and attain the national standards for carbon monoxide, ozone, and in some cases, small particulate matter (PM-10).

With the authorization of TEA-21, the list of eligible recipients was expanded to include all PM-10 non-attainment areas. The challenge that face most states was that the new legislation did not adjust the funding formula to include PM-10 non-attainment areas. This left the difficult task of the dividing the same level of funding among an increased number of recipients to the individual states. Under ISTEA the Phoenix Metropolitan area was the only area in Arizona eligible for CMAQ funding. With the expansion of the eligibility requirements in TEA-21, the number of eligible recipients in the state increased to eleven, including Yuma.



Eligible projects for CMAQ funding include transit system capital expansion improvements projected to realize an increase in ridership, and pedestrian and bicycle facilities.

The Capital Investment Program (5309): The Capital Investment Program provides capital assistance for bus and bus-related projects such as transfer facilities, bus malls, transportation centers, passenger amenities, and signage. Eligible recipients for capital investment funds are states, transit authorities, and public agencies (municipalities and MPO's).

Transit Enhancement Program: This program provides funding for projects that improve transit facilities and make transit more attractive to riders. Eligible enhancements include bus shelters, landscaping, pedestrian access, bicycle access, signage, and enhanced access for disabled persons.

Transportation and Community and System Preservation Pilot Program (TCSP): Section 1221 of TEA-21 authorized a total of \$25 million for FY 2003. Under this program, MPOs are eligible to apply for formula grants for projects that improve efficiency of the transit system, reduce environmental impact of transportation, reduce the need for costly public infrastructure and ensure efficient access to jobs services and centers of trade.

In addition, Section 5310 makes funds available to meet the special transportation needs of elderly persons and persons with disabilities. These funds are apportioned to Arizona annually by a formula that is based on the number of elderly persons and persons with disabilities in the state. Capital assistance is provided on an 80 percent Federal, 20 percent local matching basis, except vehicle-related equipment needed to meet Americans with Disabilities Act (ADA) and Clean Air Act Amendment (CAAA) requirements, which is fundable on a 90 percent Federal, 10 percent local matching basis.

ADVERTISING

According to a study recently completed by the Kaltoft Company (Visalia, CA), approximately 50 percent of all transit operators have some sort of advertising program in place. While each program is designed to meet the needs of that specific community, the revenue generated is typically used to offset the cost of purchasing and maintaining the customer amenities.



There are two models that have been used successfully in similar communities that could be implemented in the Yuma area. The first option is to contract with an advertising company who would provide all of the benches and shelters in return for the revenue generated

from the sale and placement of advertising on benches and shelters. Under this *revenue neutral* arrangement, the advertising company is responsible for the sales staff, selling the advertising space, and maintaining the benches and shelters on a mutually agreed upon schedule.

The challenge to this approach is attracting an advertising company with the resources necessary to undertake a project of this scope.



A second model that has been used with success in communities of similar size is for the transit operator to provide the capital (e.g., benches and shelters) and contract with a private firm to coordinate the sale of advertising. Under this type of arrangement, it would be much easier for the YMPO to attract a qualified firm because of the limited investment required. Private sector firms with the resources and expertise to sell transit advertising space include local newspapers, radio, and television stations.

Under this scenario, the YMPO may limit its upfront expenditures by leasing the equipment and using the revenue generated from advertising sales to repay the equipment lease payments.

This option would require the YMPO to evaluate the Yuma advertising market and develop a baseline for advertising rates and revenue projections.

The tables below outline the costs associated with the recommended amenity improvements.

EXHIBIT 7-12 CAPITAL COSTS

| | ESTIMATED UNIT COST | UNITS REQUIRED | TOTAL COST |
|--|---------------------|----------------|--------------|
| Bus stop signage | \$ 30.00 | 138 | \$ 4,140.00 |
| Information holders | \$ 30.00 | 138 | \$ 4,140.00 |
| Benches | \$ 325.00 | 28 | \$ 9,100.00 |
| Advertising holder | \$ 140.00 | 28 | \$ 3,920.00 |
| Shelters | \$ 3,200.00 | 17 | \$ 54,400.00 |
| Advertising kiosk | \$ 800.00 | 17 | \$ 13,600.00 |
| Total signage and amenities costs (non-advertising) | | | \$ 71,780.00 |
| Total signage and amenities costs (advertising) | | | \$ 89,300.00 |

EXHIBIT 7-13 INSTALLATION COSTS

| | ESTIMATED INSTALLATION COST PER UNIT | TOTAL UNITS | ESTIMATED TOTAL INSTALLATION COST |
|---------------------------------|--|-------------|--|
| Bus stop signage | \$ 25.00 | 138 | \$ 3,450.00 |
| Information holders | \$ 25.00 | 138 | \$ 3,450.00 |
| Benches | \$ 150.00 | 28 | \$ 4,200.00 |
| Shelters | \$ 500.00 | 17 | \$ 8,500.00 |
| Total installation costs | | | \$ 19,600.00 |

Cost estimates for the installation of the customer amenities assume work would be completed by a private contractor.

RECOMMENDATIONS

To address the immediate need for customer amenities, it is recommended that the YMPO adopt a multi-tiered strategy:

- 1) Immediately install service information signs at key bus stops.
- 2) Make arrangements for the installation and maintenance of customer amenities such as benches, shelters, and trash receptacles. This may be accomplished in one of two ways:
 - a. YMPO may issue a Request for Proposal for an outdoor advertising company to provide and maintain the needed amenities in exchange for advertising revenue;
 - b. YMPO may issue a Request for Proposal for the purchase of transit benches, shelters, and trash receptacles.
- 3) Apply for Federal funding during the next funding cycle.

Because of the size of the Yuma market, it may be difficult to attract a qualified outdoor advertising firm willing to make the capital investment necessary to meet the needs of the Yuma area. However, representatives from *Clear Channel*, who currently have a contract to manage bus and shelter advertising in the Phoenix, expressed interest in expanding into the Yuma market.

YMPO may also choose to purchase the amenities and solicit the services of an advertising firm to coordinate the sale of advertising space on benches and shelters.

If the YMPO decides to purchase the required amenities, it could lower its initial capital investment by leasing the benches and shelters and use the advertising revenue to offset the lease payments. With an additional contract for YMPO staff to manage securing advertising revenues may also increase the staff or management contractor's workload.



If the YMPO elects not to allow advertising on the benches and shelters, YMPO should procure and install the amenities over a three-year period. This would allow expenses to be spread over three budget cycles and provide staff with the necessary lead time to apply for additional funding.

To assist with the procurement process, YMPO could request the assistance of the City of Yuma or make use of existing resources such as the Arizona State Procurement Office or Mohave Educational Services. Both the State Procurement Office and the Mohave Educational Services solicit bids from vendors on a statewide basis for a variety of products including shelters and exterior furnishing. Because of the volume, pricing through these statewide bids are typically lower than what a city or public agency could receive if solicited individually. The disadvantage is that the bid specifications issued are general in nature and may not include some of the design elements desired.

RECOMMENDED SPECIFICATIONS FOR CUSTOMER AMENITIES

Non-Advertising Shelters

At a minimum, the selected shelters should be ten feet long, five feet deep, and seven feet high and comply with ADA guidelines.

Design elements should include a dome roof to provide lighting and protection from the sun. The YMPO may also want to consider configuring the shelters for solar panels to provide lighting during the evening hours. This design element may also provide the *hook* needed to obtain additional funding for the amenities. Additionally, the shelters should include the following design elements:

- Powder coating, which reduces the temperature of exposed metal during summer months, resist fading, and withstand graffiti removal solvents;
- Bench(es);
- Rear and full end side panels;
Perforated metal panels, which resist graffiti and vandalism and provide ventilation during the summer months.

Advertising Shelters

If YMPO elects to provide advertising, the shelter design specifications outlined above should be altered to replace one of the full end panels with a two-sided backlit advertising kiosk that would hold a standard 48 inches by 70 inches poster.

Benches

At a minimum, the benches selected should be five feet long and equipped with a backrest. The construction material should be similar to that of the shelters and the design (look) should complement that of the other amenities. Additional design elements to consider are—

- Anti-vagrant bars;
- Powder or vinyl coating finish, designed to be resistant to heat, fading, and withstand graffiti removal solvents;
- Ability to install advertising frames.

Trash Receptacle

In order to maintain the aesthetics of the service area, trash receptacles should be installed at all shelter and bench locations. Depending on the location and the type of amenities at the location, one of two designs is recommended. For locations equipped with a shelter, YMPO should consider a 16-gallon pole mounted receptacle with a locking lid. This type of receptacle makes the most of limited space and may be attached directly to the shelter or a freestanding pole.

For locations where space is less of an issue, YMPO should consider a 26-gallon receptacle that is secured in ground. Both designs should complement the design and look of the surrounding amenities and have a powder or vinyl coating finish that is resistant to heat, fading, and able to withstand graffiti removal solvents.

In cases where the amenities are within the Downtown Yuma Redevelopment area, City stipulate specifications are to be used.



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FINANCE PLAN

The five-year operating costs and revenue projections for the recommended system are presented in this chapter. The financial plan consists of operating and capital costs by year and designates potential funding sources to finance the system over the next five years. Since many funding programs are both discretionary and subject to changing circumstances, it is critical to monitor the financial plan on an annual basis. It is also important to apply for all potential funding sources, particularly for capital funds, where new and changing programs are being developed.

KEY ASSUMPTIONS

Assumptions provide the basis for the financial plan. As with any plan, if the assumptions change, the plan will need to be modified. The financial plan for YCAT service was based on the following assumptions:

- The operating costs for each service is based on FY 01/02 costs and assumes an annual inflation rate of three percent;
- The average fare per person is \$1.95 on the intercommunity service, 80 cents aboard the YCAT circulator shuttle, and \$2.14 cents aboard Yuma Dial-A-Ride;
- YCAT Intercity ridership will increase 20 percent during Year two and three and 10 percent during each of the remaining years;
- YCAT Circulator Shuttle ridership will equal 3.22 Passengers per Vehicle Service Hour in Year 1 and increase 35 percent Year 2, 30 percent Year 3, and 25 percent in Year 4 and 15 percent year 5;
- Yuma Dial-A-Ride service will not exceed 9,589 vehicle revenue hours per year;
- Yuma Dial-A-Ride ridership will increase an average of 2.5 percent per year over the five year planning horizon;
- No changes in the current fare structure over the next five years.

OPERATING CONDITIONS

As part of this short-range plan, expanded marketing and community outreach is recommended. The financial plan includes marketing budget for YCAT equal to



eight percent of the fixed-route operating costs in Year 1, decreasing by one percent in each subsequent year to three percent in Year 5. The marketing budget for Dial-A-Ride is calculated at two percent of the demand-response operating cost.

Ridership projections were based on growth trends experienced with similar new services and did not anticipate any negative fallout from the discontinuation of the existing service. The proposed expansion of the YCAT service is designed to be implemented incrementally over a four-year period. This phase-in approach would allow the YMPO to spread the capital and operational cost over multiple funding cycles. It allows ridership and service market to mature and become familiar with publicly funding transit in greater Yuma area. The phase-in period may be extended if required to meet year-to-year funding realities.

The formula for distributing cost of operating the intercommunity service among the operating partners was based on the level of service provided to each of the partner governing areas.

Using the number of stops as a measure of service, the percentage of service within each partners governing area was calculated and is show in Exhibit 8-1 below.

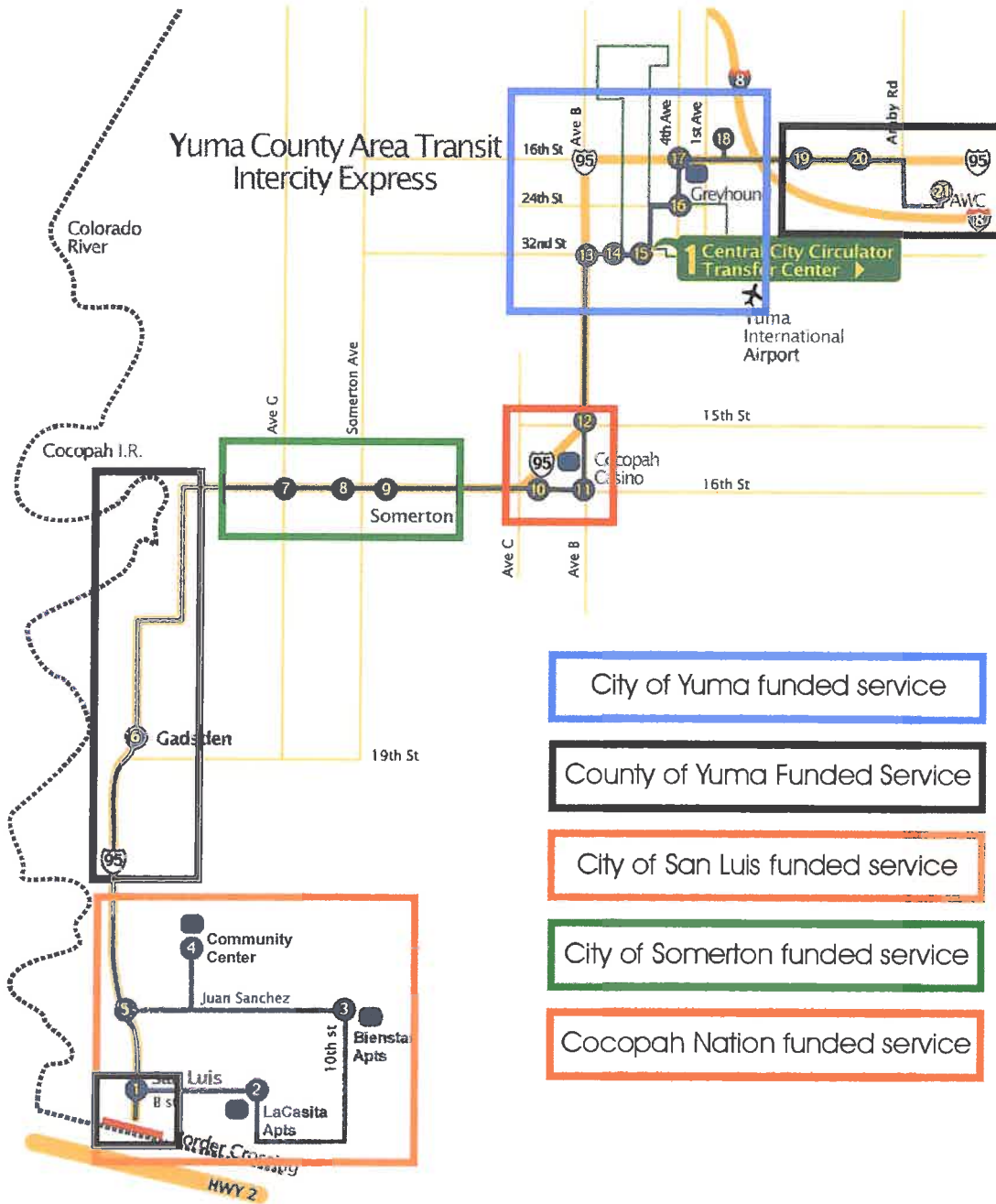
EXHIBIT 8-1 LEVEL OF SERVICE

| PARTNER | NUMBER OF STOPS | LEVEL OF SERVICE PROVIDED (% OF TOTAL) |
|------------------|-----------------|--|
| CITY OF YUMA | 6 | 28.7% |
| CITY OF SAN LUIS | 4 | 19.1% |
| CITY OF SOMERTON | 3 | 14.2% |
| COCOPAH NATION | 3 | 14.2% |
| COUNTY OF YUMA | 5 | 23.8% |

The recommended cost sharing formula assumes that in addition to the service provided in the unincorporated areas, the County would assume responsibility for service provided at the border crossing in San Luis. This assumption was based on the origin and destination data collected as part of this report. The origin and destination data suggests that a large percentage of the riders boarding and alighting in County governed areas are traveling to or from the border crossing. Assuming similar travel patterns are identified in the future, efforts should be made to adjust the funding formula to reassign those costs to the appropriate partner(s). Exhibit 8-2 illustrates the designated service and recommended funding assignment.

Other alternative examined included (1) *population-based*, which assumes all residents receive the social and economic benefits of a transit system even if they are not directly served by the system and (2) *ridership based*, which is based on actual number of boardings and alightings in each local jurisdiction and while provides an exact *use and pay* formula requires constant readjustments.

EXHIBIT 8-2 INTERCITY SERVICE FUNDING MAP





Two sets of revenue and cost projections were developed based on YMPO purchasing the fleet of vehicles and requiring the operations contractor to provide a new fleet.

EXHIBIT 8-3 REVENUE AND RIDERSHIP PROJECTIONS FOR YMPO-OWNED FLEET

| | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 |
|---|-----------|-----------|-----------|-----------|-----------|
| INTERCITY EXPRESS SERVICE REVENUES | | | | | |
| BASE FARE | \$3.00 | \$3.00 | \$3.00 | \$3.00 | \$3.00 |
| TOTAL PASSENGERS | 36,000 | 43,200 | 47,520 | 52,272 | 57,499 |
| VEHICLE SERVICE HOURS | 8,289 | 8,289 | 8,289 | 8,289 | 8,289 |
| PASSENGERS/VSH | 4.34 | 5.21 | 5.73 | 6.31 | 6.94 |
| AVERAGE FARE/PASSENGER | \$1.95 | \$1.95 | \$1.95 | \$1.95 | \$1.95 |
| FARE REVENUES | \$70,200 | \$84,240 | \$92,664 | \$101,930 | \$112,123 |
| RESULTING FAREBOX RATIO | 25.2% | 29.3% | 31.3% | 33.4% | 35.7% |
| CITY CIRCULATOR REVENUE | | | | | |
| BASE FARE | \$1.00 | \$1.00 | \$1.00 | \$1.00 | \$1.00 |
| TOTAL PASSENGERS | 25,738 | 68,699 | 110,496 | 164,604 | 189,294 |
| VEHICLE SERVICE HOURS | 7,982 | 15,782 | 19,526 | 23,270 | 23,270 |
| PASSENGERS/VSH | 3.22 | 4.35 | 5.66 | 7.07 | 8.13 |
| AVERAGE FARE/PASSENGER | \$0.80 | \$0.80 | \$0.80 | \$0.80 | \$0.80 |
| FARE REVENUES | \$20,590 | \$54,959 | \$88,397 | \$131,683 | \$151,435 |
| RESULTING FAREBOX RATIO | 7% | 9% | 12% | 15% | 16% |
| DEMAND-RESPONSE REVENUES | | | | | |
| URBAN FARE | \$2.00 | \$2.00 | \$2.00 | \$2.00 | \$2.00 |
| NON-URBAN FARE | \$3.00 | \$3.00 | \$3.00 | \$3.00 | \$3.00 |
| TOTAL PASSENGERS | 29,748 | 30,491 | 31,254 | 32,035 | 32,836 |
| VEHICLE SERVICE HOURS | 9,589 | 9,589 | 9,589 | 9,589 | 9,589 |
| PASSENGERS/VSH | 3.10 | 3.18 | 3.26 | 3.34 | 3.42 |
| AVERAGE FARE/PASSENGER | \$2.14 | \$2.14 | \$2.14 | \$2.14 | \$2.14 |
| FARE REVENUES | \$63,660 | \$65,251 | \$66,883 | \$68,555 | \$70,268 |
| RESULTING FAREBOX RATIO | 15% | 15% | 15% | 15% | 15% |
| ADVERTISING REVENUE | | | | | |
| SHELTERS (80 % OCC) | \$28,560 | \$33,600 | \$38,640 | \$43,680 | \$43,680 |
| BENCHES (80% OCC) | \$17,472 | \$19,968 | \$23,088 | \$26,208 | \$26,208 |
| SYSTEM REVENUES | | | | | |
| TOTAL PASSENGERS | 91,485 | 142,391 | 189,270 | 248,911 | 279,629 |
| VEHICLE SERVICE HOURS | 25,860 | 33,660 | 37,404 | 41,148 | 41,148 |
| PASSENGERS/VSH | 3.54 | 4.23 | 5.06 | 6.05 | 6.80 |
| AVERAGE FARE/PASSENGER | 2.19 | 1.81 | 1.64 | 1.49 | 1.44 |
| SYSTEM FARE REVENUES | \$200,482 | \$258,019 | \$309,671 | \$372,056 | \$403,715 |
| RESULTING FAREBOX RATIO | 21% | 20% | 21% | 23% | 24% |



EXHIBIT 8-4 FINANCIAL SUMMARY FOR YMPO-OWNED FLEET

| | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|
| EXPENSES | | | | | |
| OPERATING EXPENSES | | | | | |
| FIXED-ROUTE | \$568,968 | \$866,972 | \$1,031,876 | \$1,205,893 | \$1,242,070 |
| DEMAND-RESPONSE | \$401,493 | \$413,538 | \$425,944 | \$438,722 | \$451,884 |
| MARKETING | \$53,547 | \$60,289 | \$60,113 | \$57,010 | \$46,300 |
| MANAGEMENT | \$50,000 | \$51,500 | \$53,045 | \$54,636 | \$56,275 |
| OPERATING EXPENSE SUBTOTAL | \$1,074,009 | \$1,392,299 | \$1,570,977 | \$1,756,262 | \$1,796,529 |
| CAPITAL EXPENSES | | | | | |
| ROLLING STOCK CAPITAL | \$68,959 | \$431,627 | \$444,576 | \$330,393 | \$77,613 |
| CUSTOMER AMENITIES | \$108,900 | \$35,380 | \$35,380 | \$35,380 | \$0 |
| PLANNING | | \$40,000 | | | \$40,000 |
| CAPITAL EXPENSE SUBTOTAL | \$177,859 | \$507,007 | \$479,956 | \$365,773 | \$117,613 |
| TOTAL OP & CAP EXPENSES | \$1,251,867 | \$1,899,306 | \$2,050,933 | \$2,122,035 | \$1,914,142 |
| OPERATING FUNDS | | | | | |
| OPERATING REVENUE | | | | | |
| FIXED-ROUTE FARES | \$70,200 | \$84,240 | \$92,664 | \$101,930 | \$112,123 |
| DEMAND-RESPONSE FARES | \$63,660 | \$65,251 | \$66,883 | \$68,555 | \$70,268 |
| OPERATING REVENUE SUBTOTAL | \$133,860 | \$149,491 | \$159,547 | \$170,485 | \$182,392 |
| NON-OPERATING FUNDS | | | | | |
| ADVERTISING REVENUE | \$46,032 | \$53,568 | \$61,728 | \$69,888 | \$69,888 |
| PARTNER CONTRIBUTIONS | | | | | |
| CITY OF YUMA | \$119,463 | \$289,628 | \$309,057 | \$354,602 | \$356,031 |
| CITY OF SAN LUIS | \$17,138 | \$23,909 | \$21,194 | \$20,796 | \$20,880 |
| YUMA COUNTY | \$21,467 | \$29,949 | \$26,548 | \$26,050 | \$26,155 |
| CITY OF SOMERTON | \$12,808 | \$17,869 | \$15,839 | \$15,542 | \$15,605 |
| COCOPAH NATION | \$12,808 | \$17,869 | \$15,839 | \$15,542 | \$15,605 |
| PARTNER CONTRIBUTIONS SUBTOTAL | \$183,685 | \$379,222 | \$388,477 | \$432,533 | \$434,276 |
| OPERATING GRANTS | | | | | |
| FTA 5307 | \$537,004 | \$696,150 | \$785,489 | \$878,131 | \$898,265 |
| LTAF II | \$173,428 | \$113,869 | \$125,737 | \$155,225 | \$211,709 |
| FLEXIBLE FUNDS | | | \$50,000 | \$50,000 | |
| FUNDING SOURCE SUBTOTAL | \$710,433 | \$810,018 | \$961,226 | \$1,083,356 | \$1,109,973 |
| TOTAL OPERATING FUNDS | \$1,074,009 | \$1,392,300 | \$1,570,977 | \$1,756,262 | \$1,796,529 |
| CAPITAL FUNDS | | | | | |
| FTA 5307 | \$142,287 | \$373,606 | \$383,965 | \$292,618 | \$62,091 |
| FTA 5303 | | \$32,000 | | | \$32,000 |
| LTAF II | \$35,572 | \$101,401 | \$95,991 | \$73,155 | \$23,523 |
| TOTAL CAPITAL FUNDS | \$177,859 | \$507,007 | \$479,956 | \$365,773 | \$117,613 |
| TOTAL OPERATING & CAPITAL FUNDS | \$1,251,868 | \$1,899,307 | \$2,050,933 | \$2,122,035 | \$1,914,143 |
| PROJECTED LTAF II REVENUE | | | | | |
| PROJECTED LTAF II REVENUE | \$209,000 | \$215,270 | \$221,728 | \$228,380 | \$235,231 |



EXHIBIT 8-5 REVENUE AND RIDERSHIP PROJECTIONS FOR CONTRACTOR-OWNED FLEET

| | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 |
|---|-----------|-----------|-----------|-----------|-----------|
| INTERCITY EXPRESS SERVICE REVENUES | | | | | |
| BASE FARE | \$3.00 | \$3.00 | \$3.00 | \$3.00 | \$3.00 |
| TOTAL PASSENGERS | 36,000 | 43,200 | 47,520 | 52,272 | 57,499 |
| VEHICLE SERVICE HOURS | 8,289 | 8,289 | 8,289 | 8,289 | 8,289 |
| PASSENGERS/VSH | 4.34 | 5.21 | 5.73 | 6.31 | 6.94 |
| AVERAGE FARE/PASSENGER | \$1.95 | \$1.95 | \$1.95 | \$1.95 | \$1.95 |
| FARE REVENUES | \$70,200 | \$84,240 | \$92,664 | \$101,930 | \$112,123 |
| RESULTING FAREBOX RATIO | 22.7% | 26.4% | 28.2% | 30.1% | 32.2% |
| CITY CIRCULATOR REVENUE | | | | | |
| BASE FARE | \$1.00 | \$1.00 | \$1.00 | \$1.00 | \$1.00 |
| TOTAL PASSENGERS | 25,738 | 68,699 | 110,496 | 164,604 | 189,294 |
| VEHICLE SERVICE HOURS | 7,982 | 15,782 | 19,526 | 23,270 | 23,270 |
| PASSENGERS/VSH | 3.22 | 4.35 | 5.66 | 7.07 | 8.13 |
| AVERAGE FARE/PASSENGER | \$0.80 | \$0.80 | \$0.80 | \$0.80 | \$0.80 |
| FARE REVENUES | \$20,590 | \$54,959 | \$88,397 | \$131,683 | \$151,435 |
| RESULTING FAREBOX RATIO | 6% | 9% | 11% | 13% | 15% |
| DEMAND-RESPONSE REVENUES | | | | | |
| URBAN FARE | \$2.00 | \$2.00 | \$2.00 | \$2.00 | \$2.00 |
| NON-URBAN FARE | \$3.00 | \$3.00 | \$3.00 | \$3.00 | \$3.00 |
| TOTAL PASSENGERS | 29,748 | 30,491 | 31,254 | 32,035 | 32,836 |
| VEHICLE SERVICE HOURS | 9,589 | 9,589 | 9,589 | 9,589 | 9,589 |
| PASSENGERS/VSH | 3.10 | 3.18 | 3.26 | 3.34 | 3.42 |
| AVERAGE FARE/PASSENGER | \$2.14 | \$2.14 | \$2.14 | \$2.14 | \$2.14 |
| FARE REVENUES | \$63,660 | \$65,251 | \$66,883 | \$68,555 | \$70,268 |
| RESULTING FAREBOX RATIO | 15% | 15% | 15% | 15% | 15% |
| ADVERTISING REVENUE | | | | | |
| SHELTERS (80 % OCC) | \$28,560 | \$33,600 | \$38,640 | \$43,680 | \$43,680 |
| BENCHES (80% OCC) | \$17,472 | \$19,968 | \$23,088 | \$26,208 | \$26,208 |
| SYSTEM REVENUES | | | | | |
| TOTAL PASSENGERS | 91,485 | 142,391 | 189,270 | 248,911 | 279,629 |
| VEHICLE SERVICE HOURS | 25,860 | 33,660 | 37,404 | 41,148 | 41,148 |
| PASSENGERS/VSH | 3.54 | 4.23 | 5.06 | 6.05 | 6.80 |
| AVERAGE FARE/PASSENGER | 2.19 | 1.81 | 1.64 | 1.49 | 1.44 |
| SYSTEM FARE REVENUES | \$200,482 | \$258,019 | \$309,671 | \$372,056 | \$403,715 |
| RESULTING FAREBOX RATIO | 19% | 19% | 20% | 21% | 22% |

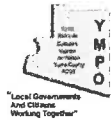


EXHIBIT 8-6 FINANCIAL SUMMARY CONTRACTOR-OWNED FLEET

| | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 |
|--|--------------------|--------------------|--------------------|--------------------|
| EXPENSES | | | | |
| OPERATING EXPENSES | | | | |
| FIXED-ROUTE | \$962,231 | \$1,145,254 | \$1,338,391 | \$1,378,543 |
| DEMAND-RESPONSE | \$413,538 | \$425,944 | \$438,722 | \$451,884 |
| MARKETING | \$66,005 | \$65,782 | \$62,310 | \$50,394 |
| MANAGEMENT | \$51,500 | \$53,045 | \$54,636 | \$56,275 |
| OPERATING EXPENSE SUBTOTAL | \$1,493,274 | \$1,690,024 | \$1,894,060 | \$1,937,096 |
| CAPITAL EXPENSES | | | | |
| ROLLING STOCK CAPITAL | \$71,027 | \$73,158 | \$75,353 | \$77,613 |
| CUSTOMER AMENITIES | \$35,380 | \$35,380 | \$35,380 | \$0 |
| PLANNING | \$40,000 | | | \$40,000 |
| CAPITAL EXPENSE SUBTOTAL | \$146,407 | \$108,538 | \$110,733 | \$117,613 |
| TOTAL OP & CAP EXPENSES | \$1,639,681 | \$1,798,562 | \$2,004,793 | \$2,054,709 |
| OPERATING FUNDS | | | | |
| OPERATING REVENUE | | | | |
| FIXED-ROUTE FARES | \$84,240 | \$92,664 | \$101,930 | \$112,123 |
| DEMAND-RESPONSE FARES | \$65,251 | \$66,883 | \$68,555 | \$70,268 |
| OPERATING REVENUE SUBTOTAL | \$149,491 | \$159,547 | \$170,485 | \$182,392 |
| NON-OPERATING FUNDS | | | | |
| ADVERTISING REVENUE | \$53,568 | \$61,728 | \$69,888 | \$69,888 |
| PARTNER CONTRIBUTIONS | | | | |
| CITY OF YUMA | \$273,106 | \$297,315 | \$369,269 | \$413,652 |
| CITY OF SAN LUIS | \$22,545 | \$20,388 | \$21,656 | \$24,259 |
| YUMA COUNTY | \$28,240 | \$25,539 | \$27,127 | \$30,388 |
| CITY OF SOMERTON | \$16,849 | \$15,237 | \$16,185 | \$18,130 |
| COCOPA NATION | \$16,849 | \$15,237 | \$16,185 | \$18,130 |
| PARTNER CONTRIBUTIONS SUBTOTAL | \$357,589 | \$373,717 | \$450,423 | \$504,560 |
| OPERATING GRANTS | | | | |
| FTA 5307 | \$746,637 | \$845,012 | \$947,030 | \$968,548 |
| LTAF II | \$185,989 | \$200,020 | \$206,233 | \$211,709 |
| FLEXIBLE FUNDS | | \$50,000 | \$50,000 | |
| FUNDING SOURCE SUBTOTAL | \$932,625 | \$1,095,032 | \$1,203,263 | \$1,180,257 |
| TOTAL OPERATING FUNDS | \$1,493,273 | \$1,690,024 | \$1,894,059 | \$1,937,096 |
| CAPITAL FUNDS | | | | |
| FTA 5307 | \$85,126 | \$86,830 | \$88,586 | \$62,091 |
| FTA 5303 | \$32,000 | | | \$32,000 |
| LTAF II | \$29,281 | \$21,708 | \$22,147 | \$23,523 |
| TOTAL CAPITAL FUNDS | \$146,407 | \$108,538 | \$110,733 | \$117,613 |
| TOTAL OPERATING & CAPITAL FUNDS | \$1,639,681 | \$1,798,562 | \$2,004,792 | \$2,054,710 |
| PROJECTED LTAF II REVENUE | \$215,270 | \$221,728 | \$228,380 | \$235,231 |



Due to the revenue shortfall at the State level, the distribution of LTAF II funds has been curtailed. However, this report assumes that these funds will be become available within the next two years and will be funded at previous levels.

In addition to LTAF II, the YMPO receives federal funds through the Federal Transit Administration's Urbanized Area Formula Grant Program. Under this grant program (5307), 91.23 percent of the authorized funding is made available to all urbanized areas with a population of 50,000 or more. For urbanized areas with populations less than 200,000, funding may be used for either capital or operating costs at local option.

The Federal share is not to exceed 80 percent of the net project cost. The Federal share may be 90 percent for the cost of vehicle-related equipment attributable to compliance with the Americans With Disabilities Act and the Clean Air Act. The Federal share may also be 90 percent for projects or portions of projects related to bicycles (i.e., bicycle racks). The Federal share may not exceed 50 percent of the net project cost of operating assistance.

Possible federal funding sources for the YCAT and Yuma Dial-A-Ride include—

SECTION 5303 METROPOLITAN PLANNING FUNDS

Under this program, ADOT and the Metropolitan Planning Organization are eligible for funding assistance to complete transit and transportation related planning studies that support the economic vitality of the metropolitan area. The goal of this program is to create a framework by which future development is guided. Eligible projects include projects that contribute to one of the following goals:

- Increase the safety and security of the transportation system for motorized and non-motorized users;
- Increase the accessibility and mobility options available to people and freight;
- Protect and enhance the environment;
- Promote energy conservation, and improve quality of life;
- Enhance the integration and connectivity of the transportation system;
- Promote efficient system management and operation;
- Emphasize the preservation of the existing transportation system.

Funds are allocated by formula, with the national level of funding authorization varying by year. The Federal share is 80 percent and the local share is 20 percent.



SECTION 5309 CAPITAL GRANTS AND LOAN PROGRAM

Section 5309 provides assistance to public bodies and transit agencies in financing bus and bus-related capital projects that will benefit the country's transit systems

Eligible projects include the acquisition of buses for fleet and service expansion, bus maintenance and administrative facilities, transfer facilities, bus malls, transportation centers, intermodal terminals, park-and-ride stations, acquisition of replacement vehicles, bus rebuilds, bus preventive maintenance, passenger amenities such as passenger shelters and bus stop signs, accessory and miscellaneous equipment such as mobile radio units, supervisory vehicles, fareboxes, computers, shop and garage equipment. Under specific conditions this program also provides assistance in covering the costs incurred in arranging innovative financing for eligible projects.

Under this program, Federal monies cannot exceed 80 percent of the total costs. The remaining 20 percent must come from local sources.

SECTION 5310: ELDERLY AND PERSONS WITH DISABILITIES PROGRAM.

Section 5310 provides capital grants for the purpose of assisting private nonprofit corporations and, under certain circumstances, public agencies in providing transportation services to meet the needs of elderly persons and persons with disabilities for whom public mass transportation services are otherwise unavailable, insufficient, or inappropriate. By tapping this source of funding, YMPO or its contractor Saguardo Foundation, may be able to secure funding for the replacement Dial-A-Ride vehicles recommended in the capital plan.

Eligible projects include accessible vans and buses, communication equipment, and computer hardware and software. Federal funds cannot exceed 80 percent of the total cost with the remaining 20 percent coming from local sources.

SECTION 5311 NON-URBANIZED AREA FORMULA GRANTS

Section 5311 funds are distributed to eligible state and local governments, public transit operators, Indian tribes, and non-profit organizations. Funds may be used for capital, operating, or administrative expenses. The goals of the Non-urbanized Formula program are -

- Enhance the access of people in non-urbanized areas to health care, shopping, education, employment, public services, and recreation;
- Assist in the maintenance, development, improvement, and use of public transportation systems in rural and small urban areas;



- Encourage and facilitate the most efficient use of all Federal funds used to provide passenger transportation in non-urbanized areas through the coordination of programs and services;
- Assist in the development and support of intercity bus transportation;
- Provide for the participation of private transportation providers in non-urbanized transportation to the maximum extent feasible.

The maximum Federal share for capital and project administration is 80 percent (except for projects to meet the requirement of the Americans with Disabilities Act (ADA), the Clean Air Act, or bicycle access projects, which may be funded at 90 percent.) The maximum Federal share for operating assistance is 50 percent of the net operating costs. The local share is 50 percent, which shall come from an undistributed cash surplus, a replacement or depreciation cash fund or reserve, or new capital.