



# Final Report

Prepared for Central Yavapai Metropolitan Planning Organization



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## EXECUTIVE SUMMARY

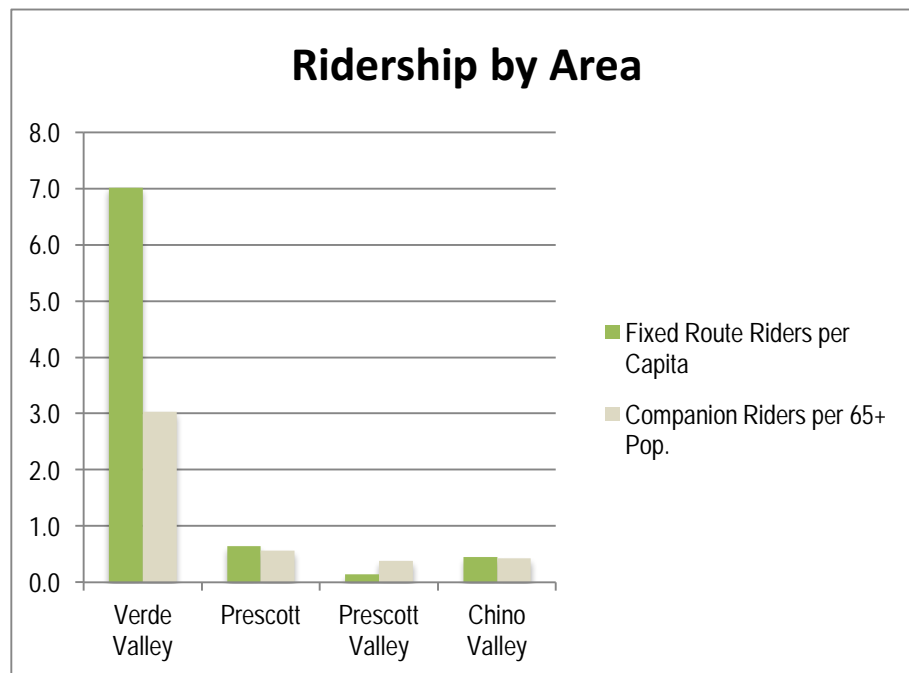
### Purpose

The Yavapai County Regional Mobility Management Implementation Plan serves two purposes. The first is to identify how to improve mobility options in Yavapai County and the CYMPO and NACOG regions. The second is to prepare a “Public Transit-Human Service Transportation Coordination Plan”, identifying goals, options and strategies for coordinating services and identifying projects.

### Key Findings, Challenges, and Resources

#### SERVICE AVAILABILITY

There is wide variability in the transportation services available in Yavapai County, with moderate levels of service in the Verde Valley and low levels of services in the rest of the County. As most of the specialized services include the driver (often a volunteer) providing companion services, the figure below describes the specialized transportation as “companion riders”



#### SERVICE NEEDS

Key service needs include employment transportation and mobility services for the elderly. The lack of employment transportation options limits the ability for many Veterans and individuals with disabilities to access employment and participate fully in community life. Many higher functioning people with disabilities live with their families or live independently and mobility is key for being able

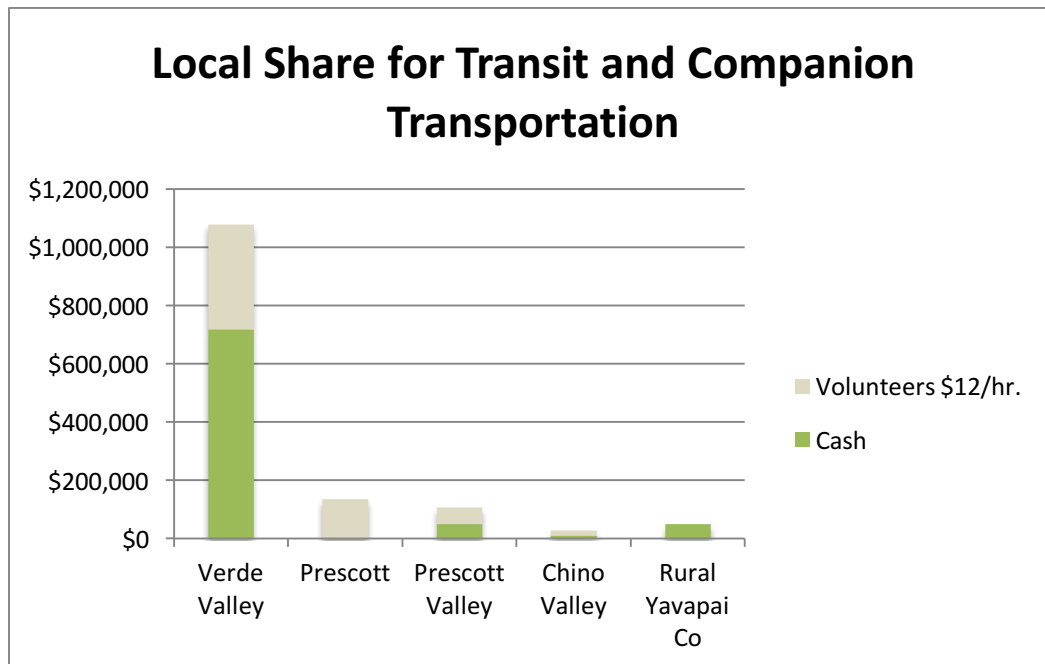


to maintain a job. The need for transportation for individuals who are unable to drive due to a disability or frailty that can accompany aging is a significant problem in urban areas because of the increasing elderly population. It is also a significant problem in rural areas because individuals live so far away from resources.

## FINANCING

Local match funding is problematic in much of the County. Notably, the Verde Valley communities of Cottonwood and Sedona have solid local financial support. Elsewhere in Yavapai County, the County and the Town of Prescott Valley each provide some funding for transportation services. Yavapai County is unusual in that one of the largest sources of local support is through the hundreds of volunteer drivers providing transportation for people who have no options. The graph below illustrates both local cash and the value of volunteer time. Volunteers contribute over \$600,000 annually to transportation services when calculated at \$12 per hour. This is a prevailing rate for drivers, although the IRS allows a value of \$21 per hour.

Local cash support in the Verde Valley comes from the Town of Cottonwood (nearly \$600,000 annually and the Yavapai-Apache Nation (\$126,000). Town of Prescott Valley pays \$50,000 for the taxi voucher program and Yavapai County spends \$50,000 that supports Cottonwood services, Yavapai Regional Transit, and Beaver Creek transit services. The Yavapai Tribe contributes approximately \$10,000 in cash annually for Yavapai Regional Transit; this shows up under Chino Valley although it supports regional services between Chino Valley, Prescott, and Prescott Valley. To access the urban Federal transit funds that are now being sent to other regions, additional local cash support will be needed.



## ECONOMIC BENEFIT OF INVESTING IN TRANSIT SERVICES

The economic analysis shows that as with many areas, each dollar invested in transit returns more than three dollars to the local economy. By not investing the available urbanized area funds, the region is losing over \$3.5 million in economic value each year. Examples of the value the current investment brings are:

- If 1% of Verde Valley Caregivers Coalition trips result in a client avoiding a nursing home for one more month, the annual value of these trips is \$765,000.
- If 1% of the trips completed by People Who Care volunteers results in an avoided emergency room visit, the value of these trips is \$302,000.
- For each individual seeking employment who is able to work and contribute to the local economies, the value is estimated at about \$5,000-\$6,000. This includes the value of reduced public benefits as well as direct benefits to the individual and to employers.
- The expense of owning a car, estimated at over \$500 per month, largely benefits the state and national economics, not the regional economy. For low-income individuals the expense of a car can mean that they give up having healthy and adequate food or medicine, and do not have discretionary dollars to spend in ways that do impact the local economy.

There has not been a clear path for developing the local financial support to address critical mobility needs. Both financial support and political will are needed to establish funding for mobility services that are of value to a community.

## GOVERNANCE AND MANAGEMENT

There are many providers of various types but no unified structure for managing mobility services or delivering transit services. CYMPO has outgrown the model of relying on private non-profit agencies to deliver transportation services and manage the public funds in the best interest of the public at large. A unified structure to provide for administrative, compliance, customer information, mobility management and ride sharing services would benefit the region. This minimizes staff needs, provides a uniform way to allocate resources, and provides public oversight for taxpayer funds.

Establishing an institutional structure for managing and delivering a broad range of mobility services is a foundation in the development of stronger and more effective mobility management services. While the region faces challenges in doing so, they also have resources to bring to bear.

## RESOURCES

Yavapai County is rich in some resources but others need to be developed. The resources vary by region, depend on whether the area is rural or urban, and if local jurisdictions contribute to the service. The Town of Cottonwood is a major funder of public transportation.

The urbanized area has approximately \$1.1 million in FTA funds allocated annually which are not used. This valuable resource will be important in addressing mobility needs. The resource of volunteer driver time is similarly important. At a rate of \$12 per hour, it is worth around \$600,000. At the IRS volunteer rate of \$21 per hour, it can leverage nearly \$1 million in other funds.

## Goals, Objectives, and Strategies

A set of goals, objectives, and strategies has been developed that cover the basic areas in which work is needed to strengthen mobility options. The key areas are:

- A: Institutional and Management Structure
- B: Financial Resources
- C: Performance Measures and Reporting
- D: Sustain and Develop Mobility Services
- E: Customer Information
- F: Fleet Resources

The report identifies detailed objectives in each area and presents a variety of strategies for improving the mobility options.

## Implementation Activities

A key area is establishing a public governance structure responsible to plan for, allocate, and manage the resources available for mobility services throughout the County. Steps are identified for developing a consensus around the appropriate governance structure, a process that will take time and conversations among multiple parties. This will primarily be the responsibility of the jurisdictions in the region – CYMPO, NACOG, Yavapai County, and local jurisdictions. NACOG and CYMPO suggest that as an intermediate step, Yavapai County could be considered as a joint planning area for passenger transportation services.

Other key activities include:

- Obtaining access to FTA urban area funding. This is a task in which CYMPO is recommended as a lead agency and which will require significant effort.
- Establishing a vanpool program using the FTA funds.
- Providing uniform and easy to understand customer information.

- Reporting on the impact of existing services using uniform performance measures, and the value of these services.
- Undertaking a range of activities to provide stable and expanded mobility services. Sustaining the existing services is a high priority.

## Conclusion

Developing a wide range of mobility services will have benefits for the County, providing economic benefits to the region as a whole and to individuals who use the services. It will improve the quality of life for residents, and make the region a more attractive area for businesses and residents looking to relocate. Having transit services available will enable low-income workers to access jobs and participate in the economy.

This plan recommends building a strong governance foundation and working gradually to develop services. This will provide for effective public oversight and for the region to provide services with the most value.

# 1. INTRODUCTION

## Purpose

The Yavapai County Regional Mobility Management Implementation Plan serves two purposes. The first is to identify how to improve mobility options in Yavapai County and the CYMPO/NACOG region. The second is to prepare a “Public Transit-Human Service Transportation Coordination Plan”, identifying goals, options and strategies for coordinating services and identifying projects eligible for Federal funding through the Federal Transit Administration (FTA) program for transportation for individuals who are elderly or have a disability, also known as the Section 5310 program.

The Central Yavapai Metropolitan Planning Organization (CYMPO) has been responsible for the conduct of this study, and has worked with the Northern Arizona Council of Governments throughout the process. It was recognized that it is important to address urban and rural issues in tandem, as often the urban area can be the destination of rural residents.

The primary focus of this plan is on the key issues that need to be addressed to strengthen mobility options for residents of urban and rural areas. The plan addresses transit services, but also places significant emphasis on other mobility options and strategies. Further, the plan places more emphasis on the urbanized area and areas outside the Verde Valley. This is primarily because services in the Verde Valley are both comprehensive and stable. At the same time, it is important to solve key issues for the rest of Yavapai County within the context of the whole county. This has the added benefit of having the Verde Valley as a model of successful transit, specialized transportation, and mobility management services.

## Study Guidance

A joint committee formed of the CYMPO Coordinating Council and the Verde Valley Coordinating Council guided the development of the Yavapai County Regional Mobility Implementation Plan.

## Report Organization

This document contains a main report and several key appendices. The information in this report summarizes findings, addresses governance and financial issues, and provides alternative strategies and projects. It also provides an implementation plan and matrix of implementation activities.

The reader will find detailed demographic and provider information in Appendix A. Many of the findings, issues and challenges are drawn from this information. We chose to put the focus on key findings and issues, to keep the plan oriented to taking action to improve mobility.

Appendix B provides a detailed assessment of the value of transit. This appendix compiles the current research on the topic and applies it to Yavapai County. It provides some key measures of how transit impacts access to jobs, medical and other services, and education or training. This analysis puts a dollar amount on the economic value that transit brings to a community. It is also important to note that self-sufficiency is a key value of the region, and the ability of low-income residents to be self-sufficient is often dependent on their access to jobs. Providing transit services in the urbanized area and between communities in the Yavapai County has both clear economic benefits and it helps the region to promote one of its core values.

Other appendices provide a listing of projects from the planning process, sample bylaws for the CYMPO Coordinating Council, and meeting notes.

The reader is encouraged to refer to the appendices for the detail behind the information in the main report.

## 2. FINDINGS, CHALLENGES, & RESOURCES

This chapter synthesizes and summarizes the detailed analysis documented in the appendices to the report. The analysis for this project has included:

- Compilation and analysis of demographic and socio-economic data, travel patterns, and activity centers.
- Detailed questionnaires of providers and follow-up interviews.
- An analysis of the economic benefits of transit.

Key findings, issues, and challenges that have been raised through the collection of data and analysis and at the Coordinating Council meetings are described here. In addition, the chapter identifies resources available as the region moves forward to improve mobility options.

### Key Findings, Issues, and Challenges

#### YAVAPAI COUNTY CHARACTERISTICS

Yavapai County is large, with the distinct areas of the Verde Valley and Central Yavapai County. In addition there are vast rural areas including small communities in the north and south of the County.

The County has many rugged individualists who prefer the smallest government possible and have limited trust in the ability of government to serve the people effectively. It is very important that alternatives prove the value of their investment. There is also a strong culture of volunteerism.

As the County has grown, it is becoming more apparent that providing a unified approach to the delivery of transportation services will enable the region to make wise use of limited resources and direct them to local priorities. Continued steady growth is forecast, with the region continuing to grow together as an economic unit.

There is a mismatch between jobs available and workers who can fill them, in part due to workers not able to afford transportation. Sixty percent of job seekers look for work within five miles as they need to be able to walk or ride a bicycle to work. Forty percent of Veterans who sought employment assistance were not able to secure jobs in 2015 due to lack of transportation. A key value of the region is that people should work to support themselves. These are individuals who want to work but are unable to reliably get to available jobs due to lack of transportation.

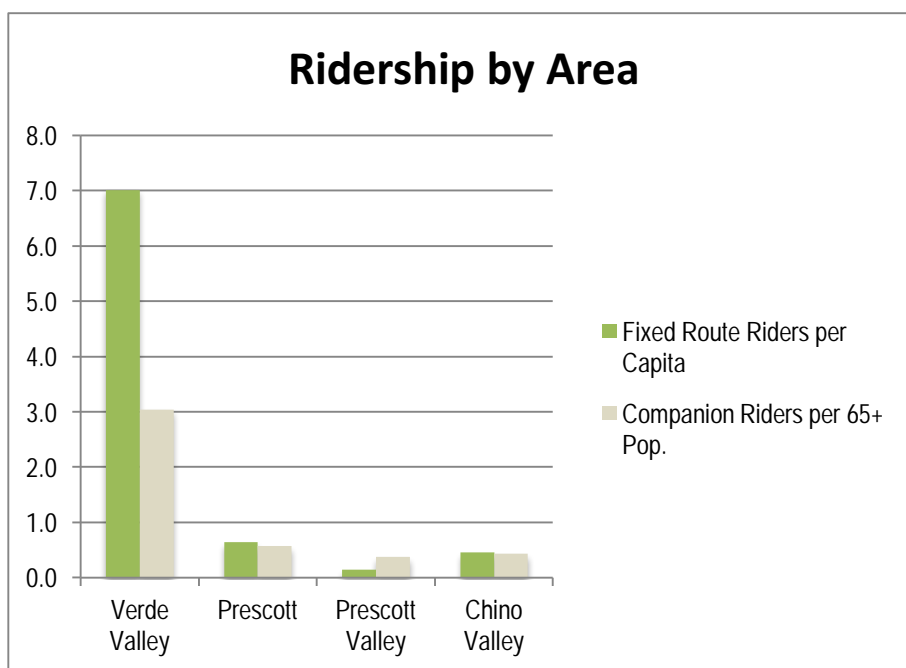
#### TRANSIT AND SPECIALIZED TRANSPORTATION: AVAILABILITY AND NEEDS

There are significant mobility needs that might be met by public transit or specialized transit services. At present there are limited services outside Verde Valley but a variety of providers.

## Public Transit

Public transit service is limited within the study area. Cottonwood has moderate levels of service and operates service to a major employment area in Sedona. Yavapai Regional Transit operates limited services in Chino Valley and between Chino Valley, Prescott, and Prescott Valley. The City of Prescott has limited service on a loop operated by a private provider (Citibus), but data on this service is not reported to the National Transit Database. Yavapai-Apache Nation operates limited services in the middle Verde Valley. Ridership by area is shown in Figure 2-1.

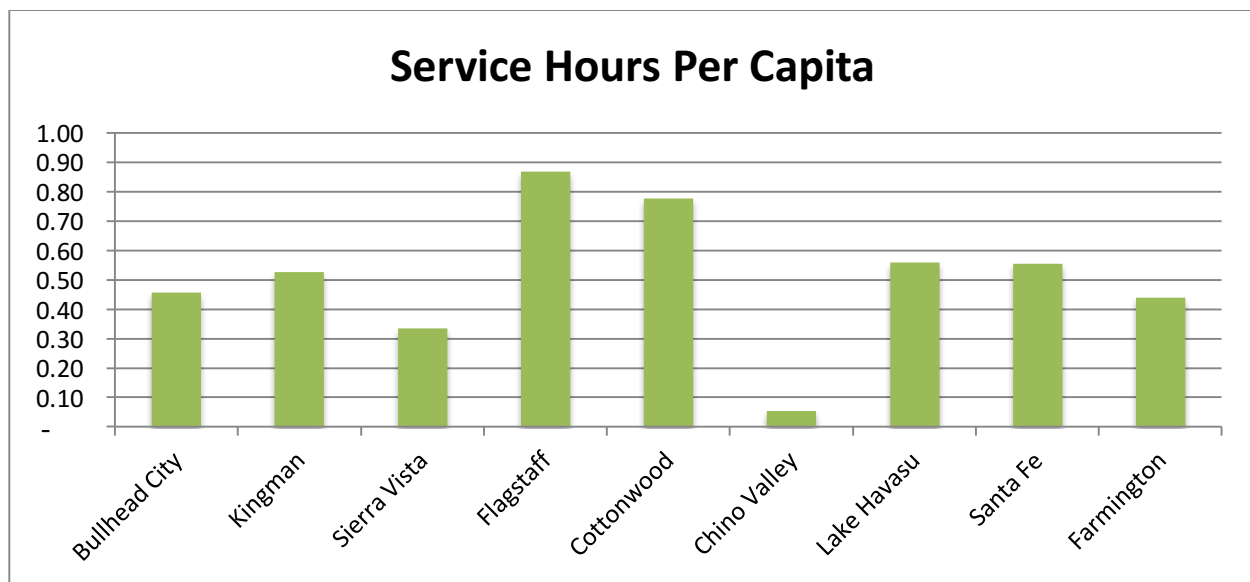
**Figure 2-1: Transit and Companion Riders by Area**



Transit service availability can be measured in "Service Hours per Capita". Urban areas similar to the Prescott Valley-Prescott urban area operate between 0.25 and 1.24 service hours per capita. The total population is used to calculate "per capita" levels. Service availability is good in the Cottonwood area but not elsewhere in the County. Assuming operation of 2,040 annually (8 hours per day, Monday-Friday, excluding holidays) then the City of Prescott would have 0.51 hours of service per capita while Prescott Valley would be zero. Figure 2-2 shows how the urbanized area compares to Cottonwood and to similar regions.

There is a need for employment transportation throughout the urbanized area, both for people commuting between Prescott Valley and Prescott and those traveling within either municipality. The lack of transportation options limits the ability of many Veterans and individuals with disabilities to access employment and participate fully in community life. Many higher functioning people with disabilities live with their families, in group homes, or live independently. Mobility is a key for their ability to maintain a job.



**Figure 2-2: Transit Service Hours per Capita in Peer Communities**

Source: National Transit Database, 2013

### ***Specialized Transportation***

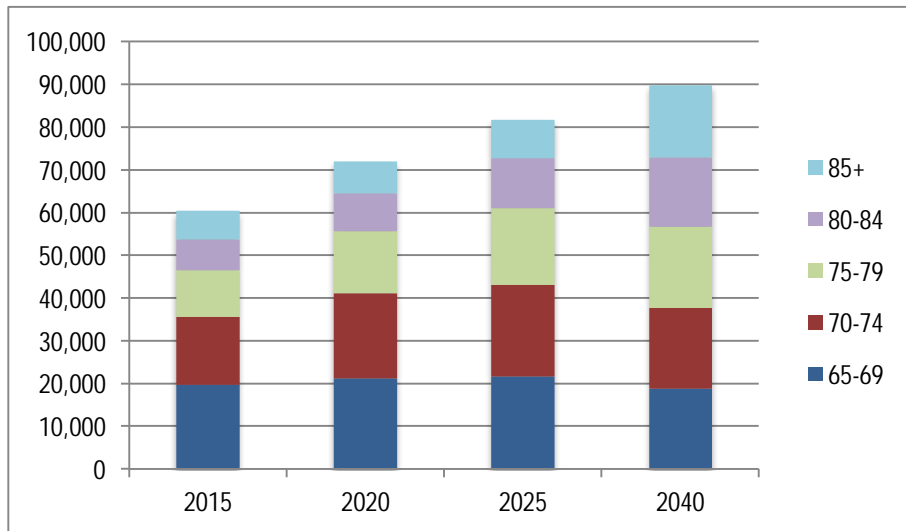
There is a need for transportation for individuals who are unable to drive due to a disability or the frailty that can accompany aging. This is a significant problem in urban areas because of the increasing elderly population. It is also a significant problem in rural areas because individuals live so far away from resources. While the number of individuals in the urban area who are in need is greater, reports from agencies serving these populations, census data, and unfortunate statistics such as the suicide rate all converge to show the level of need in rural Yavapai County. While Table 2-1 provides an estimate of relative need for many communities in the County, Appendix A provides demographic and socio-economic details for all of Yavapai County. Table 2-1 considers the number and percent of population groups.

**Table 2-1: Transit Need by Area**

	Transit Need
Town of Camp Verde	HIGH
Town of Chino Valley	HIGH
Town of Clarkdale	MEDIUM
City of Cottonwood	VERY HIGH
Town of Dewey-Humboldt	HIGH
Town of Jerome	MEDIUM
City of Prescott	VERY HIGH
Town of Prescott Valley	VERY HIGH
City of Sedona	MEDIUM

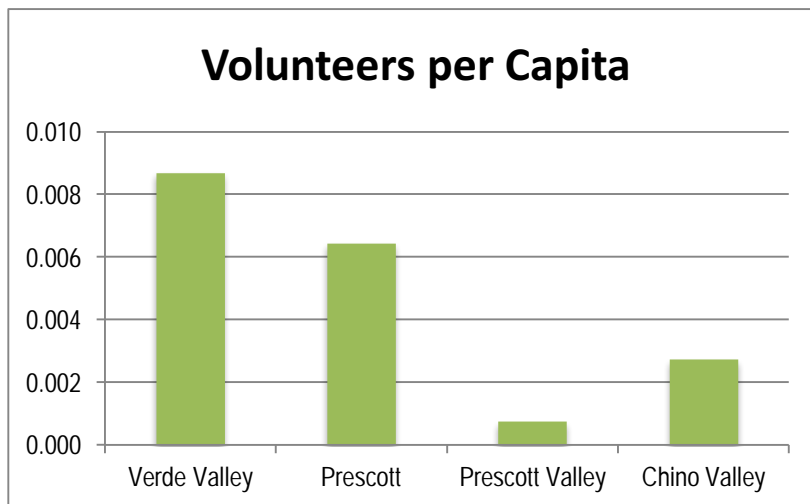
The population over the age of 75 will double in the next 25 years, from 25,000 today to 52,000 in 2040, as shown in Figure 2-3. This is the population most likely to need specialized transportation in order to continue to live independently. In the last ten years, there have also been increased rates of chronic diseases, such as diabetes, that can impact the ability of younger residents to drive.

**Figure 2-3: Projection of the Growth in Elderly Population**



Yavapai County has two outstanding volunteer driver programs that help to meet transportation and other service needs for elders and other individuals: Verde Valley Caregivers and People Who Care. Each has around 300 active volunteers serving the elderly in the Verde Valley and Central Yavapai County, but even today neither is able to fully meet the need for services. In addition, the smaller NAU Civic Plus program pays low-income individuals a small stipend for providing rides to eligible individuals. Volunteers also support several other transportation programs.

**Figure 2-4: Volunteers per Capita, Yavapai County**



The level of volunteers is significantly higher than found in most communities however it varies significantly within the region, as shown in Figure 2-4. While the Town of Prescott Valley numbers are lower on a per capita basis, it is not due to interest in volunteering. As a whole, the community has a very strong volunteer culture. The Town has more families where the adults work during hours when transportation volunteers are most needed. For the region, continued development of the volunteer driver force will require a focused effort.

Transportation to and from medical appointments can be a challenge, especially since many of the specialties are only located in Prescott Valley or Prescott, and many individuals living in one area need to travel to the other community for services. Lack of transportation options can result in people choosing to not retire in the area, or to move out when they can no longer drive.

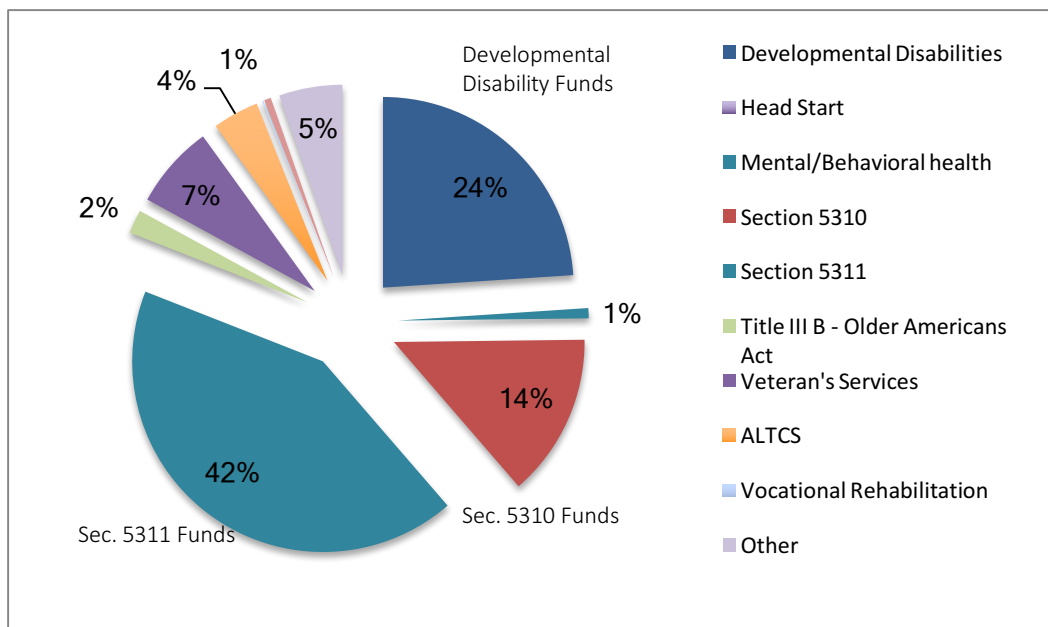
Transportation to and from the very rural parts of the County is also a challenge, especially where volunteers get no mileage compensation. It is difficult to find a driver to make two round trips to an outlying community (say 50 miles away) who is willing to give of their time, incur wear and tear on their vehicle, and pay for gas.

## FUNDING FOR MOBILITY SERVICES

### *Funding for Mobility Services*

Funding for specialized and general public transit services comes from a mix of Federal Transit Administration (FTA) dollars, local dollars, and local volunteer time. In addition, the operating costs of human service agency programs are supported by program funds from a variety of sources, including Medicaid (such as AHCCCS or ALTCS). Figure 2-5 illustrates the level of FTA funding in the region reported in the survey.

**Figure 2-5: Federal Funds for Operating and Capital Expenses (Yavapai County, 2014)**

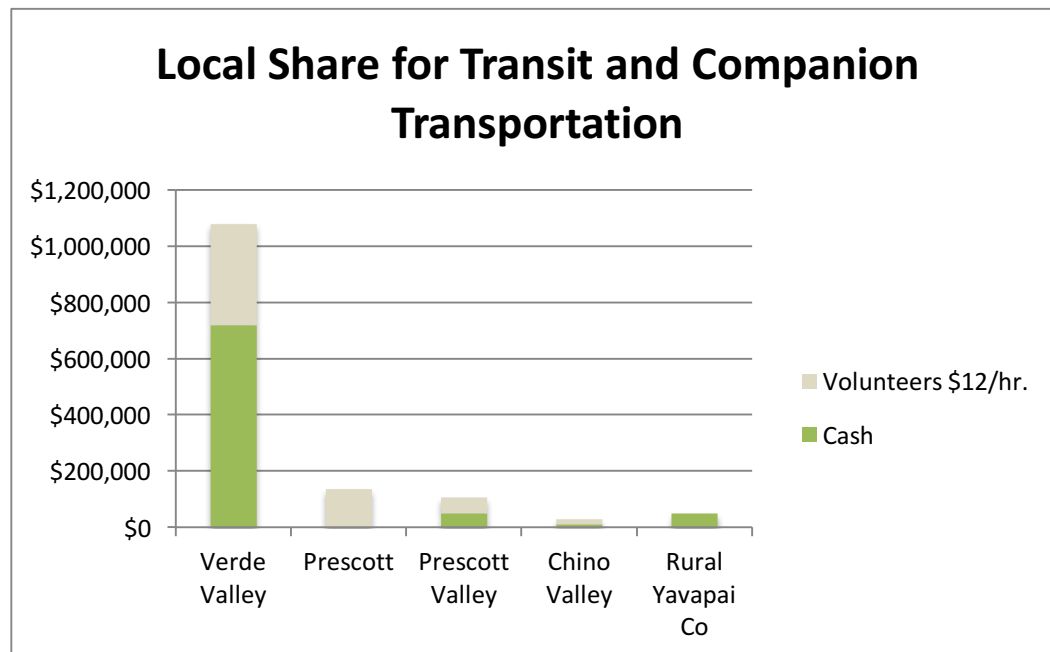


Local match funding is problematic in much of the County. Notably, the Verde Valley communities of Cottonwood and Sedona have solid local financial support. Elsewhere in Yavapai County, the County and the Town of Prescott Valley each provide some funding for transportation services. The local share amounts for Cottonwood and Chino Valley include the portion contributed by Yavapai County.

Yavapai County is unusual in that one of the largest sources of local support is through the hundreds of volunteer drivers for people who have no options. Figure 2-6 illustrates both local cash and the value of volunteer time on the same graph. Volunteers contribute over \$600,000 annually to transportation services when calculated at \$12 per hour. However, to access the Federal funds that are now being sent to other regions, local cash support will be needed.

Local cash support in the Verde Valley comes from the Town of Cottonwood (nearly \$600,000 annually and the Yavapai-Apache Nation (\$126,000). Town of Prescott Valley pays \$50,000 for the taxi voucher program and Yavapai County spends \$50,000 that supports Cottonwood services, Yavapai Regional Transit, and Beaver Creek transit services. The Yavapai Tribe contributes approximately \$10,000 in cash annually for Yavapai Regional Transit; this shows up under Chino Valley although it supports regional services between Chino Valley, Prescott, and Prescott Valley.

**Figure 2-6: Total Local Match for Transportation Services**



***FTA Funding Issues***

Federal Transit Administration (FTA) funding is split into different pots, and operating funds are segregated into urban and rural area funds. Services in Central Yavapai County cross the urban and rural boundaries so it is important to access both funding sources. The Central Yavapai urbanized area turns back \$1.1 million in (FTA) urbanized area funds annually due to lack of matching funds.

Another pot of funds is for programs serving the elderly and people with disabilities. These funds are also divided into urban and rural pots. ADOT is responsible for allocating these funds, based on local applications and priorities in this coordination plan. The funds in the basic urban and rural pots can have up to 45% allocated to operating assistance for services open to all individuals who are elderly and disabled. New Horizons Disability Empowerment Center has used operating funds, as has Verde Valley Caregivers Coalition and the NAU Civic Center Institute program. People Who Care is applying for funds in the current grant cycle.

A key issue is that there are simply not enough funds to go around. Related issues are that the available funds are not stable (going up and down each year) and they are not spread equally among the programs providing specialized transportation services. Arizona now allows Medicaid mileage reimbursement funding for family and friends who drive people to eligible medical appointments, a program that is used in many to support volunteer driver programs. Establishing this for the region may help the programs financial stability and enable them to serve very rural clients.

***Investing Local Funds in Transit and Specialized Transportation***

The overall the costs of this lack of investment in Central Yavapai County are significant: a variety of studies show that each dollar invested in transit returns between three and eight dollars to the local economy. Using numbers from the low-end of this range, the urbanized area is losing over \$3.5 million in economic value each year by giving up the federal funds. A challenge is that many of the direct savings from having mobility services are not reflected at the local level, although they clearly affect the quality of life and ability to age in place. While a locality receives some benefits associated with improved mobility, many of the benefits of outcomes such as gaining employment or postponing admission to a nursing home result in savings in state and federal programs. This is a key reason why the federal government provides transit assistance: it is a good investment.

- If 1% of Verde Valley Caregivers Coalition trips result in a client avoiding a nursing home for one more month, the value of these trips is \$765,000.
- If 1% of the trips completed by People Who Care volunteers results in an avoided emergency room visit, the value of these trips is \$302,000.
- For each individual seeking employment who is able to work and contribute to the local economy, the value is estimated at about \$5,000-\$6,000. This includes the value of reduced public benefits as well as direct benefits to the individual and to employers.

- The expense of owning a car, estimated at over \$500 per month, largely benefits the State and national economics, not the regional economy. For low-income individuals the expense of a car can mean that they give up having healthy and adequate food or medicine, and do not have discretionary dollars to spend in ways that do impact the local economy.

There has not been a clear path for developing the local financial support to address critical mobility needs. Both financial support and political will are needed to establish funding for mobility services that are of value to a community.

## GOVERNANCE AND MANAGEMENT

There are many providers of various types but no unified structure for managing mobility services or delivering transit services. In many urban areas one might find several providers of transit, specialized transportation, and client-based services. This is how they typically develop. However, CYMPO is at the point that most areas reach at some point, where it makes the most sense to have an umbrella organization to provide for administrative, compliance, customer information, mobility management and ride sharing services as part of a unified organization. It minimizes staff needs and provides a uniform way to allocate resources. Most of these unified organizations primarily provide transit services, but mobility management or ridesharing can be a primary purpose as well. At present:

- Each provider puts effort into similar administrative functions but none have the time available to work on strategically improving program function and delivery.
- There are many providers and no framework for working towards a common goal.
- Administrative and operational oversight functions are often under-staffed due to low levels of funding and high levels of rider need.

Addressing the institutional structure for delivering mobility services will be very important to develop services that form a cohesive network to meet the basic mobility needs of residents. It will support services in a manner that promotes the wise use of resources, provides access to the available FTA funding in the urbanized area, and offers a stable organization that can continue after the retirement of the innovators who initiated the services.

Providing a **unified** governance structure will provide a mechanism for spending the available resources dollars wisely on priorities determined in a public and open decision-making process. It will support the logical development of mobility services. Finally, the services will enable many individuals to access jobs, fully participating in the economy, and to access the services they need in order to continue to age in place.

While some **services** are needed countywide, others are already available in the Verde Valley. It would be best if the governance framework:

- Has a primary purpose of improving mobility, taking a multi-modal and mobility management approach.

- Supports maintaining existing providers and developing new services and providers where few or none presently exist.
- Is flexible and oriented to partnerships with the many providers in the region. The partnerships may have different characteristics, based on the needs of each provider agency. (e.g., Cottonwood might prefer to continue operating its own transit services but might wish to participate in a van pool program and customer information resources).

### **Other Issues**

Other issues related to governance are:

(1) Existing legislation is oriented to providing an institutional structure for transit services rather than mobility management. While mobility management includes transit service delivery, it also includes vanpools, rideshare matching, customer information, travel training, and independent travel planning. It includes a broader array of partnerships than a typical transit organization.

(2) CYMPO, NACOG, and the Verde Valley Transportation Planning Organization each have specific roles and responsibilities in regards to rural and urban areas, human service programs such as the Area Agency on Aging or Workforce Board, mobility management and transportation planning and programming. Clarifying who is responsible for what and how efforts will be coordinated will be an important step in developing a unified structure.

(3) There is a need to strengthen the existing CYMPO coordination council by:

- Adding community members representing stakeholder organizations
- Formalizing how the council works internally, by setting officers and bylaws that support a purpose-driven agenda oriented to implementing the results of the coordination plan.
- Clarifying the role of the coordinating council in the CYMPO organization and eventually any new successor organization.

## **VEHICLE FLEETS**

The vehicle fleets of the various providers are part of the infrastructure. They serve as a resource but also raise issues about how many of what type of vehicles are needed in the County. Where are accessible vehicles located by provider and by geography? Maintaining “right-sized” fleets in good condition will, in the long run, save local match and operating dollars. Recommendations on fleet replacement priorities will be a part of the responsibilities of the coordinating council, although ADOT will make final determinations.

## **Resources**

Yavapai County is rich in some resources but others need to be developed. The resources vary by region (the Verde Valley, Central Yavapai, and other rural unincorporated portions of the County). They also vary depending on whether the area is rural or urban and if local jurisdictions contribute to the service. The Town of Cottonwood is a major funder of public transportation.

The urbanized area has approximately \$1.1 million in FTA funds allocated annually which are not used. They are distributed to other areas in Arizona. This valuable resource will be important in addressing mobility needs.

The resource of volunteer driver time is similarly important. At a rate of \$12 per hour, it is worth around \$600,000. At the IRS volunteer rate of \$21 per hour, it can leverage nearly \$1 million in other funds. Leveraging volunteer hours has enabled Verde Valley Caregivers to bring in FTA dollars to their program.

Other resources are critical in continuing to develop effective services:

***Leadership***

Both agency staff and citizens have been providing leadership through this project, and their continued involvement is very important. Political leadership will be needed, particularly in addressing the institutional issues.

***Capacity for Managing and Delivering Services***

There are a variety of organizations that have developed solid capacity for delivering volunteer driver, transit, or specialized transportation service. Among these are:

- Cottonwood Area Transit
- Yavapai Regional Transit
- Verde Valley Caregiver Coalition
- People Who Care
- New Horizons Disability Empowerment Center

## **Conclusion**

Establishing an institutional structure for managing and delivering a broad range of mobility services is a foundation in the development of stronger and more effective mobility management services. While the region faces challenges in doing so, they also have resources to bring to bear.

The development of new services or strengthening existing services can proceed at the same time as the development of an institutional structure to manage and allocate the federal funding resources.



### 3. GOALS, OBJECTIVES, & STRATEGIES

#### DEVELOPMENT

The development of goals, objectives, and strategies was an iterative process. This began with brainstorming at the initial meeting and these ideas were translated into a draft set of goals based on the discussion during follow-up meetings. Ideas reflected the need for mobility services - from specialized transportation to transit services. They recognized the need for a countywide focus with the ability to address needs within communities and between communities. Finally, several items emphasized the importance of developing an effective institutional structure to manage resources, set priorities, and implement programs and activities.

This project offers the opportunity to create a structure for improving mobility that is based on the precepts of mobility management rather than adding mobility management to a transit agency. While governance options are not typically considered in a coordination planning process, it is important that they are considered in this plan in order to make better use of available resources and to improve mobility for a wide range of residents.

The draft goals were then refined as the plan developed, and a final set of goals and objectives is displayed in Table 3-1. To the extent possible, objectives have a timeframe associated with them to better monitor implementation activities. These draft goals and objectives are tied to the foundational activities identified in Chapter Four and the strategies and actions identified in Chapter Five.

**Table 3-1: Draft Final Goals and Objectives**

GOAL AREA A: Institutional and Management Structure	
Goal A-1	Establish an institutional structure to manage and provide for mobility services.
Objective 1	Build a consensus on the appropriate structure for managing resources and delivering services and implement that structure.
Objective 2	Establish the desired structure in accordance with the statutes.
Goal A-2	Build a strong coordinating council in the CYMPO region.
Objective 1	Establish bylaws, officers, and committees and set agendas oriented to accomplishing the tasks in the implementation plan.
Objective 2	Obtain citizen representatives, especially representing the interests of seniors, Veterans, and individuals with disabilities.
Objective 3	Integrate the coordinating council into the decision-making process at CYMPO, clarifying roles and responsibilities and assuring that the public interest guides the use of Federal Transit Administration and other public funds.
Goal A-3	Strengthen management capacity and succession plans among providers.
Objective 1	Provide at least one management training class annually.
Objective 2	Support succession planning among key provider agencies. Establish a management capacity and succession planning working group.
Goal Area B: Develop Financial Resources	
Goal B-1	Develop the capacity to program and manage FTA 5307 funds.
Objective 1	Submit updated transit plan to ADOT and FTA by end of 2016, assure projects are in the TIP, and work with ADOT to facilitate return to direct recipient status.
Objective 2	Train on FTA urban area requirements with one activity per month until proficient (read regulations, review webinars, and attend training sessions as appropriate).
Objective 3	Submit an application for 5307 funding as soon as direct recipient status is confirmed and/or to the pooled funds in the next cycle.
Goal B-3	Develop funding and advocacy plan for local match funding
Objective 1	Establish advocacy committee to promote the benefits of expanded transit services by end of 2016.
Objective 2	Develop a funding plan to determine level of match funding required for services in the governance area by end of Q2 2017.
Objective 3	Prepare communication plan to include identifying materials, speaker's bureau, outreach plan to organizations by Q4 2017.

GOAL AREA C: Performance Measures and Reporting	
Goal C-1	Establish and report on performance and value of mobility services.
Objective 1	Identify performance measures to show the level of mobility in the County and the cost of various types of services, by end of 2016. Work with agencies to collect data and report performance quarterly beginning in Q1 of 2017.
Objective 2	Prepare an annual report showing year-over-year change and key trends. Complete first report by Q1 of 2018
Objective 3	Identify measures to use for measuring the need for mobility services and for placing a value on key trip types by Q1 2017. (Mobility for seniors who can no longer drive, employees who do not have access to automobiles, and individuals needing long-distance trips for medical or similar services.) Work with human service agencies to establish measures that are meaningful for their populations and can be readily measured. Complete in 2017.
Goal Area D: Sustain and develop transit and other mobility services	
Goal D-1	Establish a regional vanpool program.
Objective 1	Program 5307 funds for vanpool services in Prescott Valley/Prescott urbanized area by end of 2016.
Objective 2	Under the guidance of a working group, establish vanpool program by Q3 of 2017.
Goal D-2	Develop transit services in the Town of Prescott Valley
Objective 1	Support the development of a ballot measure to fund services.
Goal D-3	Improve financial capacity and sustainability of volunteer driver programs.
Objective 1	Seek operating funds through FTA programs (Section 5310) for volunteer driver programs.
Objective 2	Seek Medicaid and other mileage reimbursement for volunteer drivers, particularly in rural communities.
Goal D-4	Strengthen and expand regional transit services in the CYMPO region.
Objective 1	Build transit ridership and services in the CYMPO region.
Objective 2	Work towards a more community-based decision-making process for YRT services.
Objective 3	Allocate FTA 5307 funding for regional transit services in ongoing planning activities, enabling YRT to provide more urban stops.
Objective 4	Seek more local matching dollars for 5311 and 5307 funds to enable the expansion of regional services in a phased manner.

Goal D-5	Develop transportation options in rural Yavapai County
Objective 1	Identify and fund projects to strengthen volunteer driver programs, employment transportation, and other mobility services for residents of rural Yavapai County. Consider pilot projects in specific areas.
GOAL AREA E: Customer Information	
Goal E-1	Create uniform information on service availability, eligibility, and how to access <b>services</b> .
Objective 1	Gather information, agree upon format and “test” it, and create draft materials.
Goal E-2	Transition to a “No wrong door” approach for information on transportation services.
Objective 1	Determine what level of information agencies are willing to pass on to residents needing transportation; develop the materials and training necessary to implement.
Goal E-3	Develop website for mobility services with a plan for marketing and updating.
Objective 1	Under the guidance of a working group, determine what information is now available and what is needed on a website. Design and test a website with likely users.
Objective 2	Establish a website with a plan for updating it routinely. Market it to likely users.
GOAL AREA F: Fleet Management	
Goal F-1	Maintain vehicle fleets that are right-sized and well maintained.
Objective 1	Identify and track vehicle requirements and use.
Objective 2	Facilitate vehicle sharing and transfers to enable agencies to meet age and mileage requirements for replacements.
Objective 3	Maintain the region’s fleet in a state of good repair.

## 4. A FOUNDATION FOR MOVING FORWARD

This chapter covers activities that are covered in the first goal area, that of developing the foundation necessary for the implementation of other strategies. The focus is on three outcomes:

- Public governance structures responsible to plan for, allocate, and manage the resources available for mobility services throughout the County.
  - Institutional options
  - Functions
- Role of coordinating council(s)
- Role of mobility manager

The role of financing is only touched upon lightly. Funding is critical for the development of services, but the lack of an effective structure to use the available resources to meet identified goals is the first issue that must be addressed. The structural issues occur at two levels. The lack of a governance structure means there is not a framework to guide the development of services. The present informal structure of the coordinating council in the CYMPO region means that it is not oriented to accomplishing the activities needed to develop mobility options.

While the outcomes are necessary to move forward in a meaningful way, developing a consensus around the appropriate governance structure will take time and conversations among multiple parties. Agreeing upon the institutional structure will primarily be the responsibility of the jurisdictions in the region – CYMPO, NACOG, VTPO, Yavapai County, and local jurisdictions.

The final decision will likely affect the role of the coordinating councils and functions of the mobility manager. That said, it is both possible and desirable to move forward in formalizing how the coordinating councils function – independently and with each other – and to establish a mobility manager position in the CYMPO region. The final decision on governing structure will affect the relationships and may require minor modification, but that is easy to accommodate.

### Overview of Governance and Management

There are several distinct governance and management issues:

- There is not a formal governance structure for delivering transit services in the urbanized area, including the ADA Complementary Paratransit services that are common in most communities. The Town of Cottonwood provides this in northern Yavapai County.
- There is not a formal structure for delivering diverse mobility services such as carpool and vanpool programs.
- There are many diverse organizations, each providing some level of administrative and management services. Each is underfunded for this function, and most do not have the ability or responsibility to focus management time on organizational or financial development, coordination of services, or information and referral.

- The needs assessment shows significant needs for travel between rural and urban areas, for both employment and human service trips. No one is charged with addressing issues that impact the entire county. While the mobility managers (NACOG and CYMPO) can undertake some such activities by working together, the programs are not at present structured to do this and their impact would be limited.

A key resource for the urban area and County is the availability of Federal Transit Administration funding. In order to access this funding, a structure is needed that provides for staffing and management of the funds and local match.

The following section on governance structure will address options for the governance structure. It begins with a description of the key functions and then reviews organizational options.

## Governance Structure

It is recommended that the goal be to develop a governance structure that provides an administrative structure for all basic mobility services:

- Transit;
- Carpool matching;
- Vanpools;
- Customer information;
- Mobility management functions (travel training, individual travel planning, coordination activities, etc.); and,
- Volunteer driver services.

The structure needs to include clear lines of decision-making, and have authority and responsibility defined. A single governance structure for Yavapai County is recommended for the following reasons:

- The County does not have a large enough population to warrant several separate administrative structures.
- Travel patterns go across jurisdictional boundaries as well as the urban and rural boundary.
- Human service organizations serve the entire County. To best meet the needs of human service clients, a service area that covers the entire county and provides for out-of-county trips is sensible.
- Funding options for transit and other mobility services overlap.

Due to the size of the County and topographic features, providing managerial and administrative support for organizations delivering services in different geographic areas makes good sense. This can be done within a single governance structure.

## RESPONSIBILITIES AND FUNCTIONS

The role of the governmental organization would be to:

- a) Provide services for which everyone agrees to share in the matching funds. This might include administrative activities such as grant writing, reporting; customer information; and compliance or advocating for mobility services.
- b) Maintain financial accountability through a transportation fund that meets governmental accounting standards
- c) Establish and maintain service standards to assure that transportation funding is used effectively and that all parts of the service area have access to some level or type of mobility services.

It is important that a governmental organization be responsible for these functions so that there is appropriate oversight for public tax dollars. There are key functions that should remain in the public domain. However, the governance structure will best serve the County if it is limited in scope and contracts with many programs, which together cover the services needed and the geographic area of Yavapai County.

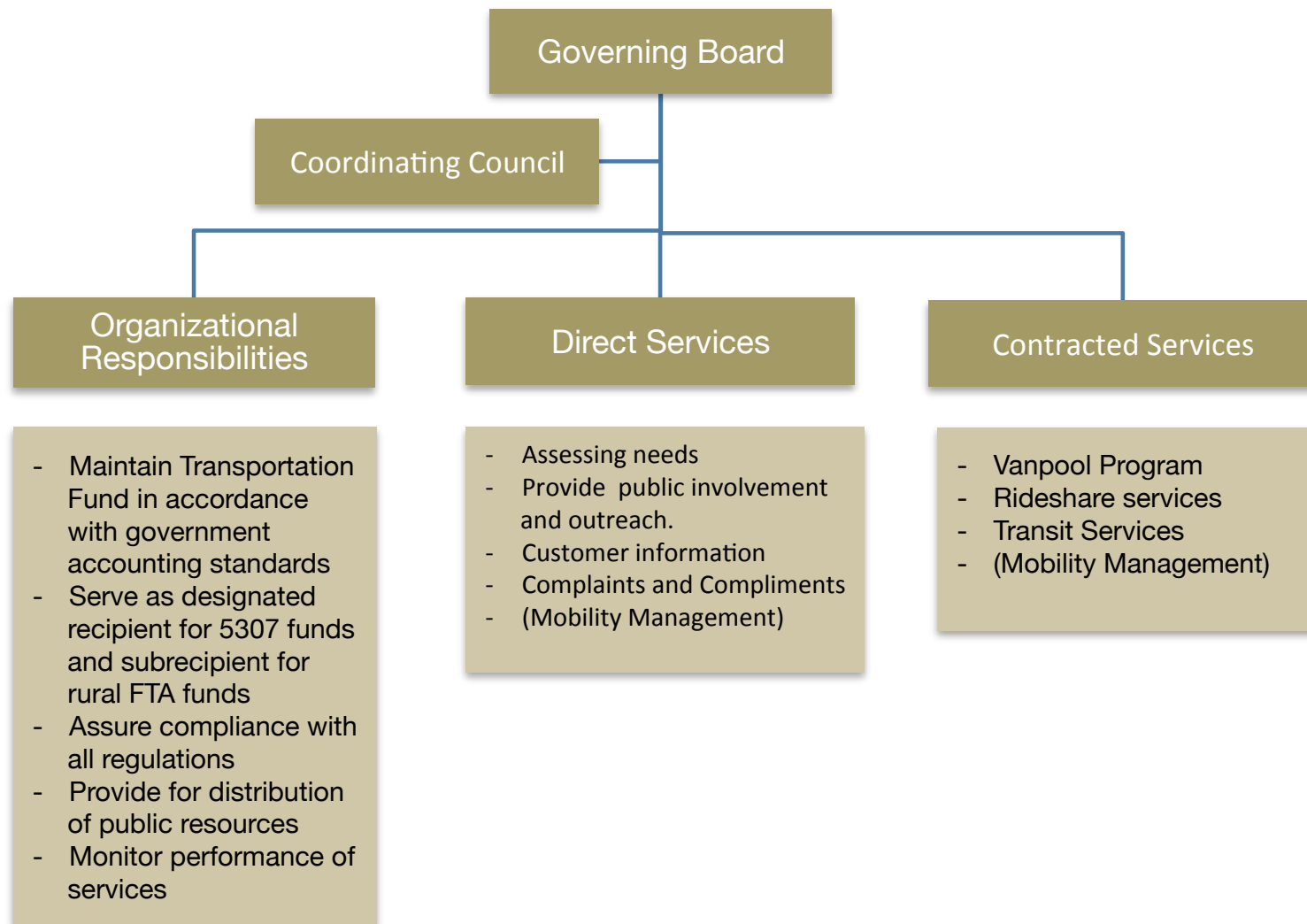
A potential structure that supports the three functions and includes a coordinating council in the decision-making process is illustrated in Figure 4-1. Functional responsibilities have been divided into three categories: responsibilities for which the organization will be responsible, direct services that will be provided, and contracted services. Not all services may be selected as a priority for implementation and some services may be provided only in some geographic areas. There is flexibility in which services should be offered directly or contracted. This approach emphasizes local control of service levels while providing an umbrella organization for effective decision-making, compliance and reporting activities. It provides the minimum level of oversight that is required for accessing the FTA urbanized area funds.

Other programs outside of the urban area and not part of the umbrella organization will need to determine the service levels they offer and provide some or all of the matching funds required for services, which may come from:

- In-kind time in the form of volunteer driver time or other in-kind activities or expenditures;
- Private funds, or;
- Local municipal or county matching funds.

A group of citizens in Prescott Valley are pursuing a ballot initiative for providing local funds for transit services. Public funds are generally necessary as matching dollars for FTA funds. To support expansion of rural regional transit services, including YRT and other needed services, it is likely that private donations will also play an important role. There are options for how fund development is included in the institutional structure, and this will be an important consideration.

Figure 4-1: Potential Organization





It is advantageous to coordinate all funding activities under the director of the organization. In a public organization, this may include:

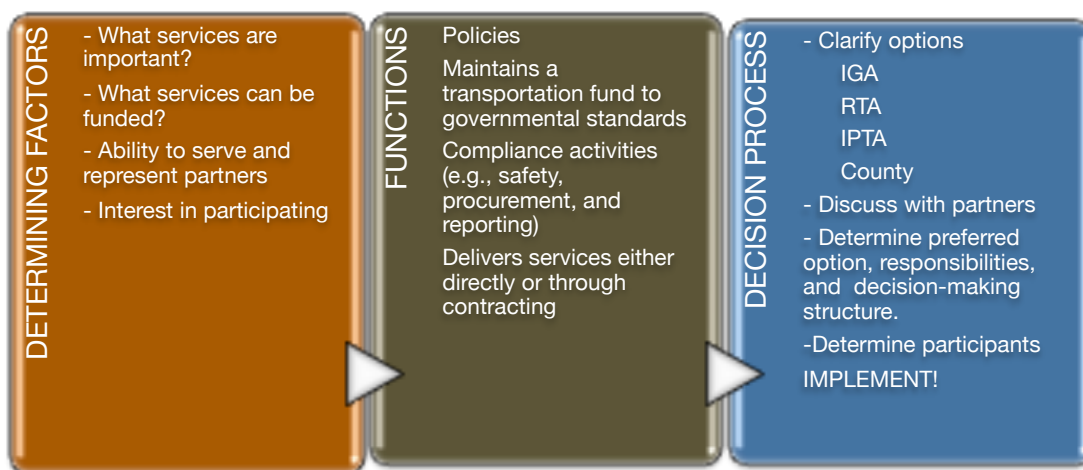
- A staff member with responsibility for both seeking and managing public funds and operating revenues, and foundation funds.
- The development of a funding plan that considers public funds, operating revenues, and foundation funds.
- The development of working relationships with local and statewide foundations. Whether or not there is a foundation associated with the public agency will be determined by the legal structure selected.

In some private non-profit organizations the responsibilities for seeking and managing grant funds and private donations resides with a single individual who may report to the director of the organization or the finance manager.

## DECISION-MAKING PROCESS

A process will be required to determine the most effective structure. It will be defined by a variety of factors and the desired functions, as illustrated in Figure 4-2. Consideration of possible options, and discussion with potential participants to determine what system will work most effectively will be needed. Selecting and implementing a structure is a process that could take a year. While the public jurisdictions need to lead this effort, involvement of the coordination council at key steps will provide an opportunity to make sure the mobility goals can be met by the recommended structure. It is a critical step to enable the region to improve mobility and to access available resources.

**Figure 4-2: Considerations in Determining the Governance Structure**



It is important to continue to move forward in order to improve mobility options, so some things may need to take place on an interim basis, with an agency stepping up to carry out a function for a limited time until a formal structure can be established. CYMPO is suggested as a logical organization to function in the role for a period of about two years, while a permanent governance

structure is established. CYMPO has the ability to access the urbanized area 5307 funding and can work in cooperation with Yavapai County and NACOG to coordinate on issues impacting rural areas.

This Mobility Management Implementation Plan provides background on potential options so they can be considered by the governing organizations in the region. The next step will be to first talk informally with other jurisdictions to develop an understanding of their needs, interests, and preferences so one or two options can be formulated. Then, these options can be presented to the elected officials in various jurisdictions to both assess interest and craft a final option that has political support from enough participants to make it a reality.

It is worth noting that in successful organizations, those that fund the services have appropriate control over how the funds are spent. In Yavapai County, at present the funding comes from a mix of federal programs, from volunteer driver organizations that provide in-kind match through volunteer time, and local match from City of Cottonwood and Yavapai County. The organizational structure will be most effective if each of these entities or stakeholder groups is represented on the policy board or in the decision-making process. It may also be important to stakeholders that the organization is able to address the very different levels of service that exist in the Verde Valley and the CYMPO region.

Some key questions are:

1. The jurisdictions in the County will need to consider their interest in a comprehensive governance structure and what, if any, services they would support. In particular, the Town of Cottonwood would need to consider its interest in transferring some, none, or all responsibility for transit services to another organization. As service delivery in Cottonwood and the surrounding area is functioning well, it would be perfectly acceptable to have it remain as a separate operation while other mobility services are developed on a countywide basis.
2. Could an existing organization serve this function or is a new organization preferred? Existing organizations include Yavapai County, CYMPO, and NACOG. Key options for new structures include one developed through intergovernmental agreements or a Regional Transportation Authority. An Intergovernmental Public Transportation Authority may also be an option if the State legislature would be willing to raise the population cap from 200,000 to accommodate Yavapai County. Each option needs to be considered to find the best fit for the region, ideally one that reflects the functions desired and the conditions in Yavapai County. These options are explored in the following section.
3. The governance structure often defines the local financing options. What will best serve the breadth of local match that exists today and the variation that may be needed?

## GOVERNANCE OPTIONS

In order to respond to the identified needs for mobility services, it is important that the selected option look at mobility broadly, including rideshare, vanpool, volunteer driver, transit, and human

service transportation. It also needs to serve urban and rural areas, whether or not it is countywide.

There are important structural constraints based on what is needed for an effective organization. For example, entities funding services must have a role in the decision-making process and have reasonable levels of control over how funds are spent. Remember that this is an operating agency so the organization's staffing and structure needs to be oriented to delivering services, as well as setting policies that guide funding decisions and providing oversight for public dollars. It must also be transparent and accountable to the public for tax dollars – whether those come from the Federal government or local sources.

There are also important structural issues based on legal requirements. The key available organizational structures in AZ Revised Statutes have limitations in that (a) they were organized around the provision of public transit services rather than mobility services; and (b) each has legal limitations (IPTA is limited to counties under 200,000); and (c) neither addresses the role of private non-profits in delivering and funding services.

The primary options are:

- Countywide RTA
- Intergovernmental Agreements that set up an organization similar to an Intergovernmental Public Transportation Authority (IPTA).

In the 2016 legislative session the RTA legislation was changed so that only jurisdictions that are within the County served by the RTA are members, rather than all COG members. This makes it a viable option. The IPTA still retains a population limit that Yavapai County exceeds, so that would need to be changed by the legislature for it to be a viable option. However, it is included in Table 4-1 as the jurisdictions may wish to consider this or model some parts of an IGA after this structure.

Intergovernmental agreements can be used and broadly tailored to mobility services. To develop an agreement the participants must have a clear vision of what services are desired, how they will pay for them and deliver them, and how they will measure the effectiveness of their work. If intergovernmental agreements are used, an agency would need to agree to be the lead fiscal agent to assure that all government accounting and procurement requirements are met. Essentially a transportation fund would need to be established to meet fiduciary requirements.

It is recommended that only the institutional structure be considered without any taxes for service. This enables the region to move forward to manage existing resources. Both the RTA and IPTA allow for funding from multiple sources. The Cottonwood services (CAT and Lynx) have funding secured, and other areas will need to determine, at their own pace, if they wish to fund any transit services. This framework provides a structure so that if an organization wishes to fund or purchase mobility services, it can do so. It provides a unifying administrative structure for existing providers.

**Table 4-1: Assessment of Institutional Options**

	Intergovernmental Agreements and Contracts	Regional Transportation Authority (Title 48 Chapter 30)	Intergovernmental Public Transportation Authority
General Description	<ul style="list-style-type: none"> <li>• Agreement needed on roles and responsibilities as well as how funds are managed and matched. This would extend to private non-profits with agreements needed on the amount of interface.</li> <li>• An IGA allows jurisdictions to share responsibilities that each has the authority to carry-out under their own authority</li> </ul>	<ul style="list-style-type: none"> <li>• An RTA is established by the County board of supervisors and contains each municipality and the county, within the County covered by the RTA.</li> <li>• Can be funded by County excise taxes or other municipal contributions.</li> <li>• Defines Transportation Fund requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• An appointed board oversees the delivery of transit services within the boundaries of the district.</li> <li>• Can be funded by County excise taxes or other municipal contributions.</li> <li>• Defines Transportation Fund requirements</li> </ul>
Purpose and Authority	<ul style="list-style-type: none"> <li>• Local jurisdictions define and reflect this in a negotiated agreement.</li> </ul>	<p>"Public transportation" means local transportation of passengers by means of a public conveyance, including paratransit.</p> <p>Key function is transit in legislation, but RTA's typically operate vanpool programs, travel training, and coordinate with human service transportation providers, as in IPTA's.</p>	<p>Has sole authority for designing, operating and maintaining the public transportation system in the authority. The board shall coordinate and implement the establishment and development of the public transportation system within the authority and among the participating governmental entities. The board may establish and operate a regional bus system and community funded transportation services including dial-a-ride programs and special needs transportation services.</p>
Key Issues	<ul style="list-style-type: none"> <li>• Would need to define funding for specific services.</li> <li>• Would need to specify a lead fiscal agent and define how revenues and expenditures would be handled to meet governmental requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• County vote needed if taxes are proposed.</li> <li>• Do all jurisdictions in Yavapai County want to participate?</li> </ul>	<ul style="list-style-type: none"> <li>• Only for counties under 200,000 in population. In 2010, Yavapai County had population of 211,000</li> <li>• Legislative action needed to adjust population size.</li> <li>• Would require vote for taxes in those areas wishing to fund services.</li> </ul>
Advantages	<ul style="list-style-type: none"> <li>• Easy to implement.</li> <li>• Provides flexibility in what agencies participate.</li> <li>• Can be easily tailored to mobility management.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional services can be readily provided between jurisdictions in the County.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides for flexibility in participation and funding</li> <li>• Allows for regional services among participating jurisdictions.</li> </ul>
Disadvantages	<ul style="list-style-type: none"> <li>• Requires an agency to serve as fiscal agent.</li> <li>• May not expand as well as an RTA or IPTA for long-term growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Any votes for funding would be on a countywide basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Legislative action needed to adjust population size.</li> </ul>

In establishing the governance structure, other considerations include:

- Service Area: How easy is it to serve areas outside the boundaries of the district or authority? Can the area be expanded?
- Governance: It is desirable to have a governing board that is accountable to constituents, whose actions are transparent, and that is responsive to constituent needs.
- Funding: Considerations include the stability of the fund source, growth, and flexibility. Can entities opt in or out? Is there room for a variety of fund sources?
- Decision-making Process: How can providers who contribute to the network of services be included in the decision-making process. This is particularly important for volunteer driver programs as together they provide as much or more local match than the local jurisdictions do at present.

No matter what solution is agreed upon, for all options the participants must have a clear vision of:

- What services are desired, both by individual agencies and to be shared;
- How they will be paid for and delivered; and,
- How the effectiveness of the services will be measured.

## Role of the Coordinating Councils

The role of a Regional Coordinating Council (RCC) is to implement and oversee the mobility management and coordination activities within its region. It is important that the RCC see itself as the body championing the mobility management and coordination process in its region. Within Yavapai County there are two Coordinating Councils, one focused on the Verde Valley and one focused on the CYMPO planning area, both acting on a regional basis but with a focus on two geographically separate areas.

As Yavapai County jurisdictions consider the overall governance structure that is preferred, it will be important to keep in mind the role of the RCCs. In Figure 4.1 the diagram shows a coordinating council feeding into the Board of Directors. A strong coordinating council will provide the technical expertise and citizen knowledge that one would typically find in a “technical advisory committee” or “citizens advisory committee”. The region may decide to continue with two RCCs but to have an executive group from each serve as a joint council in the decision-making process. This mechanism provides one opportunity to include the volunteer driver programs with a representative. Another might be as a non-voting member on the Board, or similar status.

The Regional Coordinating Councils are a low cost strategy for building partnerships and setting the framework for coordination and mobility management activities. By bringing all transportation providers and stakeholders to the table, councils can come to an agreement for service priorities and plans for the future. Members of the councils can delegate tasks among themselves and participating organizations and agencies may serve as leads for certain mobility management activities.

## RESPONSIBILITIES AND STRUCTURE

Particularly in the CYMPO area, it is important to clarify responsibilities of the RCC and to establish a more formal structure to assure there is a means to carry out those responsibilities. Through this planning process, a clear set of goals, objectives, and strategies will be defined. This will guide the activities of the Coordinating Council as well as identify the priorities for grant funding.

The stakeholders were surveyed at the August 1, 2016 meeting and responded with strong support for formalizing how the CYMPO coordinating council works with the Verde Valley coordinating council. Eleven respondents gave this an average ranking of 4.5 out of 5 possible points.

To make the CYMPO Coordinating Council effective at accomplishing key objectives, and to make good use of everyone's time, it is important to shift away from a meeting that people attend only to maintain funding eligibility to an organization that actively promotes mobility management and coordination activities.

A typical structure for a coordinating council is to establish bylaws that identify officers, committees, and how the council will function. A formal agenda process is also recommended with an agenda oriented to accomplishing specific activities.

### ***Membership***

RCCs are typically made up of one representative from each organization that provides transportation, the regional planning agency, each municipality in the region, representatives from the business community, and human service agencies and advocacy organizations that understand the needs of seniors, people with disabilities, persons with low income and others who rely on community transportation. Additionally, the FTA requires consumers from two or three of the above market segments in order to provide customer perspectives.

The first step to becoming an organizational member of an RCC is to sign a Memorandum of Understanding (MOU), signifying that the organization will participate in this coordination effort. Once the MOUs are signed and representatives from each agency selected, the RCC would adopt a set of bylaws, which would address issues such as membership, officers, meetings, voting, committees, etc.

The bylaws can be set up so they can be amended as needed to accommodate changing needs in the region. This is particularly useful in Yavapai County as it provides a means to move forward immediately and amend the structure as needed after a decision has been made on the governance structure that will be put in place.

### ***RCC Officers***

It is recommended that the RCC have as officers a Chair, Vice-Chair, and Secretary. The Chair (or in the event of his/her absence, the Vice-Chair) will preside at all meetings of the Council and will have the power to establish committees and appoint committee members. The Secretary is responsible for disseminating information to Council members, writing Council correspondence, keeping meeting attendance records, and taking minutes of meetings. It is not required that the

Secretary be a member of the Council. A Treasurer has not been identified, but if it is decided to set annual dues and engage in expenditures, a Treasurer could be added or the Secretary's position expanded to include these responsibilities.

### **Committees**

A committee structure is recommended to assist the group in accomplishing specific initiatives. It is recommended that all members participate in at least one subcommittee, and that committees make reports on accomplishments as part of the meeting agenda. The following committees are suggested for consideration:

- Executive Committee to guide the overall council. Also charged with setting up initial organizational structure, membership (including making sure there are consumers on the Council), and involving all members in activities.
- Governance – to both liaise with jurisdictions as the issue of governance is discussed and assist in defining the roles and responsibilities of the coordinating council.
- Vanpool Development – to work towards defining the particulars of a vanpool program for the region.
- Customer Information Committee – to develop uniform information on providers.
- Grants and Fundraising Committee – to address potential resources and undertake the practical steps needed to develop the resources.

The stakeholders surveyed at the August 1, 2016 meeting supported all of the above committees and added more for consideration: a volunteer driver program committee, a transit committee, and a public outreach / advocacy committee. Five respondents voted the customer information committee as “not important at this time” while six respondents identified it as valuable. The other committee where some difference of opinion was shown was on the role of advocacy where a variety of respondents ranked this as either 3, 4, or 5, and it had an average score of 3.7.

Generally the concepts presented had solid support. Other concepts related to committees were:

- Each organization or constituent group (elderly, Vets, etc.) should have one vote (4.3 avg.)
- Organizations or individuals must participate on at least one committee (3.9 avg.)
- Organizations or individuals may participate on more than one committee (4.4 avg.)

Among most stakeholders, the concept of a committee with active responsibility was well received. Only one agency questioned this, ranking the first two statements as a “1”, suggesting a preference for a more informal group.

Additional discussion on these items will be needed as part of developing bylaws.

Sample MOUs and a set of Bylaws for an RCC are included in Appendix C.

## Mobility Management

A mobility manager is critical for undertaking the various strategies defined in this plan. The individual strategies will each require some staff time to implement, as well as the general coordination activities and serving as staff support to the Coordinating Council.

The FTA defines mobility management activities as those building coordination among existing public transportation providers and other transportation service providers with the result of expanding the availability of service. Mobility management activities may include:

- (1) The promotion, enhancement, and facilitation of access to transportation services, including the integration and coordination of services for individuals with disabilities, seniors, and low-income individuals;
- (2) Support for short-term management activities to plan and implement coordinated services;
- (3) The support of state and local coordination policy bodies and councils;
- (4) The operation of transportation brokerages to coordinate providers, funding agencies, and passengers;
- (5) The provision of coordination services, including employer-oriented transportation management organizations' and human service organizations' customer-oriented travel navigator systems and neighborhood travel coordination activities such as coordinating individualized travel training and trip planning activities for customers; and,
- (6) The development and operation of one-stop transportation traveler call centers to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs, including the necessary technology.

## CYMPO REGIONAL MOBILITY MANAGER FUNCTIONS

The job of the Regional Mobility Manager is to improve the mobility and access of persons in the CYMPO region who rely on community transportation by coordinating information, support services, and service delivery.

Given that it will likely only be funded for one year, the emphasis will need to be on strengthening the CYMPO regional coordinating council and short-term actions that can be completed within one year.

## Conclusion

Developing a governance structure, strengthening the CYMPO Regional Coordinating Council, and hiring a Mobility Manager are considered to be foundational items for mobility management. They are not optional, although how they are achieved and their final form may be different than suggested here. They will need to be modified to provide the best fit for the region and help the region to accomplish its priority strategies.



## 5. ALTERNATIVE STRATEGIES & PROJECTS

A variety of strategies are presented in this chapter, with a brief description of each. Some strategies are more complex than others, so embedded within them are a variety of steps and activities that may turn into individual projects. The strategies have been identified in response to the needs identified by stakeholders and the analysis of existing and future conditions.

This chapter focuses on the overall strategy, the outcomes, and the steps involved in implementing the strategy. It does not generally identify the agency that would be doing the work, although at times suggestions are made. The purpose for providing this information was to allow stakeholders a chance to consider the opportunities for implementing mobility management services.

The Mobility Management Strategies included in this chapter include:

- Vanpool Program
- Customer Information and Referral
- Volunteer Driver Program Support
- Family and Friends Mileage Reimbursement
- Coordinated Funding and Grant Writing
- Vehicle Sharing
- Develop Transit Services

This chapter provides general information about each strategy, benefits and potential obstacles in implementation, preliminary recommendations for application and implementation in Yavapai County, and preliminary costs and financial benefits.

The next step will be to evaluate the strategies in relationship to how well they meet the overall goals, and prioritize the strategies for implementation.

## POTENTIAL STRATEGY 1: VANPOOL PROGRAM

Vanpool programs focus on serving specific home to work travel markets, a key service gap in the region. They are custom-tailored to the individual riders, and may change in response to rider turnover.

Vanpool programs could be considered subscription services, with each commuter essentially renting a seat on the van or bus on a monthly or sometimes weekly basis. There is no refund for times when the service is not used. In some cases provisions are made for vacations, part-time riding, or even trip-based fares.

Vanpool programs consist of:

- Leased or owned vehicles that are shared by 7-15 riders who travel in the same general direction at the same time.
- A rideshare matching program is used to match interested riders into vanpools.
- Arrangements for insurance and routine maintenance as well as unscheduled repairs
- Marketing and outreach to the general public as well as to employers.
- A means to assure drivers have basic training in safe operation of the vehicles.
- A guaranteed ride home program is desirable.

The drivers usually ride at no cost or at a reduced rate in exchange for daily driving. In addition, the driver is usually given an allowance (for example 200 miles per month) to use the van for personal trips. The costs related to commuting are divided among the 7-15 people in the van.

FTA 5307 funds can be used to subsidize any vanpool that is destined for, originates in, or travels through the urbanized area.

### Expected Benefits / Needs Addressed

- Enables individuals without automobiles to access jobs. Those with cars have less wear and tear on personal vehicles.
- Providing services that are tailored to employers' needs – with vans scheduled around their workdays and shifts.
- Vanpool participants have lower commuting costs.
- If trip-based fares are allowed, some vans may fill empty seats with riders who occasionally need transportation.
- Vanpools can be the first step in identifying transit demand in a corridor.

### Potential Obstacles and Challenges

- It is a new program and will need to be approved, policies and operating procedures established, and implemented.
- Using FTA 5307 funds to provide a subsidy for the program will require that CYMPO get set up to receive and manage the funds.
- Who will manage and operate the program?
- The program has the potential to grow significantly, and the use of FTA funds could be significant.

## Application in Yavapai County

One of the primary needs in Yavapai County, particularly in the CYMPO region, is providing employees with the ability to get to and from work. A vanpool program will also have more typical participants: employees who commute long enough distances to make a vanpool a cost-effective alternative. Vanpools often form in corridors where it is not cost-effective to operate transit, or where no transit exists. The mean commute distance is 33 miles one-way, and the span is generally from about 15 miles to 80 miles.

In the urban area, without regular transit service, there is likely more need for vanpools for trips that otherwise would occur on transit, in particular for trips between Prescott and Prescott Valley. This trip is at the low end of the distances for which people find vanpools useful. There are significant numbers of rural residents who also travel to these employment hubs. For example, 1,100 Chino Valley residents and 400 Paulden residents travel to Prescott for work. The employers in the region are well suited to vanpools, from the manufacturing and distribution centers in Prescott Valley to the VA Medical Center in Prescott. It is worth noting that the VA, as a Federal employer, has in place a benefit that can be used to pay for vanpools or parking costs.

The CYMPO region has unused FTA 5307 funds that could be used to subsidize a vanpool program. Under current FTA rules, the vanpool fares are not considered operating revenue, but rather are counted as transportation credits that can be used as a soft match. The analysis of travel patterns makes it clear that it would be useful to operate this for the whole County, so it would be desirable to apply for 5311 funds for the rural vanpool program.

There are many choices to be made in setting up a program, and the details would be established if this alternative is selected. Will the program cover urban and rural residents? Will riders be able to take a van to employment sites outside the County? What will fares be and what costs will they cover? Will there be a guaranteed ride home program? How many miles would the driver be able to use each month? What about relief drivers? (Remember the cost of these miles has to be programmed in to the budget and shared by all participants.) Will vehicles be leased or purchased?

## Examples

There are many vanpool programs operating in Arizona. One in Yuma County has been operating since 2011 and now has approximately 40 vans. They provide a subsidy of \$300 per vanpool. Vans can either originate in, terminate in, or pass through Yuma County to be eligible for the subsidy. A newer program in Flagstaff started last year and has only 5 vanpools operating. They recently changed the program to allow for travel outside the County and now have several more forming. Many other counties have vanpool programs – Pinal and Maricopa are examples. Two employers that have good potential in Yavapai County are Yavapai County, particularly for the Verde Valley Jail and other correctional facilities and the VA Medical Center

## Costs

Today it is most common for agencies to lease vans, and two major companies are active in Arizona: vRide and Enterprise. Both Yuma and NAIPTA use vRide, and included in the contract are rideshare matching and marketing services. So the service is contracted out, but simply to vRide rather than another organization.

It is likely that the program would begin at a modest level but could easily grow to 20-40 vans. The program policies will impact this. The costs of the program are borne largely by participants with the balance the FTA subsidy. FTA has ratios they apply to determine the amount of subsidy available, and in general that is \$300-\$400 per month. Using this range, for each ten vanpools, the annual subsidy would be \$36,000 to \$48,000. Table 5-1 shows estimated costs for three sample trips.

Table 5-1: Example Vanpool Costs and Fares

			The following amounts are the cost per passenger. The driver is not counted; rates assume the driver rides at no cost Number of Passengers						
	Net Costs per Month	Vehicle Type	5	6	7	8	9	10	11
<b>Prescott-Prescott Valley</b>	\$645	7-pass Crossover	\$129	\$107					
750 miles per month	\$729	8-pass Luxury		\$122	\$104				
	\$813	12-pas Luxury					\$90	\$81	\$74
	Net Costs per Month	Vehicle Type	5	6	7	8	9	10	11
<b>Chino - Prescott Valley</b>	\$694	7-pass Crossover	\$139	\$116					
1,000 miles per month	\$785	8-pass Luxury		\$131	\$112				
	\$886	12-pas Luxury					\$98	\$89	\$81
	Net Costs per Month	Vehicle Type	5	6	7	8	9	10	11
<b>Paulden-Prescott</b>	\$769	7-pass Crossover	\$154	\$128					
1,500 miles per month	\$923	8-pass Luxury		\$154	\$132				
	\$1,051	12-pas Luxury					\$117	\$105	\$96
	Net Costs per Month	Vehicle Type	5	6	7	8	9	10	11
<b>Prescott-Camp Verde (Jail)</b>	\$934	7-pass Crossover	\$187	\$156					
2,250 miles per month	\$1,141	8-pass Luxury		\$190	\$163				
	\$1,206	12-pas Luxury					\$134	\$121	\$110
	Net Costs per Month	Vehicle Type	5	6	7	8	9	10	11
<b>Ash Fork-Prescott</b>	\$979	7-pass Crossover	\$196	\$163					
2,750 miles per month	\$1,173	8-pass Luxury		\$196	\$168				
	\$1,234	12-pas Luxury					\$137	\$123	\$112

## PROPOSED STRATEGY 2: CUSTOMER INFORMATION AND REFERRAL

People in search of transportation services often do not know where to begin or what services are available to them. A central information and referral service provide customers with a single point of contact to learn about available transportation resources in order to schedule rides they need for daily activity or for occasional appointments. A central directory may provide:

- Program information including service characteristics, eligibility criteria, and referral.
- Counseling assistance including itinerary planning, determination of eligibility for services, and ombudsperson or advocacy services.
- Access to transportation services including carpools, vanpools, or commuter services, car-sharing programs, bus schedules and ticket information.

These services may be provided through a call center, a website, or when provided together a One Call/One Click Center. People often prefer the idea of a One-Call/One-Click Center that enables them to get all questions answered. The reality is that it takes time to build the partnerships that will result in a truly comprehensive center. However, early on such services can listen to customer needs, filter out those services with the most potential to meet their needs, and provide them with information on how to become eligible for service and begin to reserve rides.

Information and referral services are primarily aimed at improving access to service. Improvements in the referral process that streamline access to service and direct customers to the most appropriate service also have the potential to reduce costs and improve utilization of resources.

### Benefits

- Simplifies access to information on all available services.
- Streamlines the eligibility process for multiple programs
- Uses community resources effectively
- Relieves agencies of some of the staff time required to explain their programs
- Provides a means for different types of customers to obtain information on transportation options: individuals, family members seeking information for others, and caseworkers from human service agencies.
- It will improve tracking of service requests and trips that cannot be served

### Potential Challenges

- Maintaining accurate and relevant information for multiple agencies and AHCCCS/ALTCS insurance programs.
- May be challenging to establish protocols to assure that customers' needs are met.
- Determining service area and extent of coordinated information as well as developing evaluation methods and procedures.
- Funding, especially for more extensive services.

## Application in Yavapai County

Today it can be challenging to obtain a full picture of the available transportation options, particularly in Central Yavapai County. Many services are open only to clients of a particular program and with many private sector providers operating services for public programs. It is confusing as to which are open to the general public, and at what cost. An agency like New Horizons offers several different program services as well as services for people unaffiliated with a program. Another question is how one might become eligible for services, particularly those for which the eligibility factor is age.

Today, each program is responsible for providing information on services and eligibility. NACOG's mobility manager has a master list of providers. A variety of caseworkers assist clientele with independent travel plans, but the choices for travel are limited in Central Yavapai County.

It may be useful to have uniform information throughout the County, with the ability for callers to obtain information on services in the Verde Valley, services in Central Yavapai County, and services in the rest of Yavapai County. This can be as simple as a web page or phone system that lets people pick the area for which they want to get more detailed information.

This is a project that can be done in phases:

- (1) Identify what information is needed and who needs the information. A subcommittee of the coordinating councils can undertake this, making decisions, putting information in a loose-leaf binder, and testing it to see how it is used and the improvements that are needed.
- (2) Identifying the level of caller assistance that is needed, and if it can continue to be agency-by-agency. Many programs use a "no wrong door" approach, so that whoever is called, the necessary information can be provided. This may include developing protocols for the person answering the telephone so that a variety of agencies have the information needed to get the caller to the agency that can best serve them. Samples of protocols are available.
- (3) Develop a web-page based on successful trial of (and improvements to) the information that has been developed.
- (4) Develop print material for key audiences, to be used as reference material and to drive people to the web-site.

The first two steps can be done internally without additional funding. In fact, this is the foundation any marketing specialist will need to know in order to devise the most effective web and print materials. Developing and producing print material and a web page require money, and should include professional assistance as part of a marketing plan. This is a project that can be programmed for a year or two out and ADOT routinely provides financial assistance for marketing plans.

## Costs / Benefits

The cost of the first two steps is negligible, as they will rely on the time and talents of existing staff.

The costs of developing a marketing plan with print and web-based materials would be in the range of \$30,000. The cost will vary based on what foundational work is done and what needs to be developed. It will also vary based on the scope.

## PROPOSED STRATEGY 3: SUPPORT VOLUNTEER DRIVER PROGRAMS

Volunteer driver programs are a key strategy for meeting the continuing need for specialized transportation. The region has two large general volunteer driver programs, Verde Valley Caregiver Coalition and a smaller program run by NAU Civic Center Institute. In addition, the DAV has approximately 65 volunteer drivers who serve the used by human service programs to provide much needed trips in a cost-effective manner. Volunteer driver programs aid in filling transportation gaps in the community, often providing services where no others exist. This strategy addresses providing support to existing volunteer driver programs to enable them to make the best use of their resources, coordinate with each other, and ultimately improve the services provided.

Coordinated volunteer driver programs may be able to jointly undertaking some activities, have the mobility manager give support, or share a staff person for certain tasks. They may also be able to address travel needs that cross jurisdictions, improving mobility for passengers.

These programs tend to have a number of universal characterizes that are critical to their ability to meet the needs of older adults and individuals with disabilities. These include standardized training, safety, and service standards, ability to maintain service if the regular volunteer is not available, and a marketing effort to maintain the pool of volunteer drivers. There are also significant differences in the programs in Yavapai County: VVCC and NAU receive operating assistance and can pay mileage or stipend while People Who Care does not. They have different software systems for tracking volunteers and people needing rides. They use different forms and systems for collecting and reporting information.

### Potential Regional Support Benefits

- Prioritize 5310 operating assistance for all volunteer driver programs
- Set up an AHCCCS mileage reimbursement program and arrange for staff support.
- Define a role in the decision making process for volunteer driver programs in recognition of the value to riders and the local match that these programs bring to the region.
- Market the need for volunteer drivers and caregivers, as well as the role of these programs in the region.
- Support the preparation of grant applications and reporting.

### Potential Coordination Benefits

- Provide joint training, or training all programs can participate in. This can reduce the burden on individual programs.
- Establish joint standards or common definitions to enable volunteer drivers to serve more than one program, either on a routine or occasional basis.
- Establish consistency for driver mileage reimbursements.
- Identify similarities and differences in data collected and reported on. Expand reporting as needed so a full picture of services can be provided. Agree upon key standards such as the ability to keep individuals out of nursing homes or reduce re-admission rates,

## Potential Obstacles and Challenges

- Differing markets served and volunteer activities. Some programs serve different populations or use volunteers for different types of activities in addition to driving.
- Reaching agreement on standards and process for joint recruitment and screening of volunteer drivers.
- Establishing quality standards including driver training, drug and alcohol policies, and service standards to assure consistent quality.
- Driver mileage reimbursements.
- Agreeing on how to work together and support each other rather than competing for the same pool of potential drivers.

## Application in Yavapai County

The region has successful and well-run volunteer programs operating today. Each is operated somewhat differently, and WVCC operates primarily in the Verde Valley while People Who Care primarily operates in other parts of Yavapai County, with volunteers and riders primarily in the urbanized area.

Each of these programs has a different type of volunteer program, with other services generally provided, but driving is a common activity. Many serve different geographic areas, so competition between programs may not be as important an issue as competition for volunteer time for other program activities. The existing programs would need to identify the type of support they would find most useful and then specific activities could be designed around those needs. For example, they might identify regional or longer distance trips as an area to work on, or joint training of volunteers. They may identify several items or just one or two.

To the extent that activities are undertaken as Mobility Management, the staff time can be covered through FTA 5310 funds, but some of the volunteer time may be needed as local match.

## Costs / Benefits

The costs of this strategy will depend on the specific types of support the agencies operating volunteer programs decide to pursue. They may be strategies that can be orchestrated among the existing staff of the agencies, but it is assumed that some of the Mobility Manager's time will support these coordination activities.

Similarly, benefits and savings will be determined by activities pursued. To the extent that a unified effort can be made to solicit volunteers, administer volunteer programs, and apply for grant funding or local support, improved program performance would be expected. Also, costs might be shifted to the extent that savings or benefits accrue to the participating agencies while costs accrue to the agency coordinating the program.

## Possible Participants

- Verde Valley Caregivers Coalition
- People Who Care
- Disabled American Veterans Volunteer Transportation Network (DAV/VTN)
- NAU Civic Center Institute
- Congress / Yarnell volunteers



## PROPOSED STRATEGY 4: FAMILY AND FRIENDS MILEAGE REIMBURSEMENT

Medicaid offers a “Family and Friends Mileage Reimbursement” option for eligible trips. In 2015 Arizona Health Care Cost containment System (AHCCCS) began offering this through its health insurance partners. Total Transit, a brokerage serving the University Health Care system in Yavapai County, offers this reimbursement. The Family and Friends Mileage Reimbursement is used across the nation to support volunteer drivers as well as family members and promote access to medical services.

This strategy involves identifying the brokers for each health care network operating in Yavapai County and setting up a system so that volunteer driver programs can access this reimbursement. Sample forms used by Total Transit are included in an appendix to the report.

There is paperwork and follow-through associated with obtaining the mileage reimbursement. It may be useful for volunteer driver programs to coordinate in setting up a system that will be most cost effective.

### Benefits / Needs Addressed

- Provides more funding stability for volunteer driver programs
- Will make it easier to find volunteers for the rural parts of the County.

### Potential Obstacles and Challenges

- There are a variety of health insurance networks and each has its own system for the mileage reimbursement.
- Some plans may not yet include this provision as it is being phased in.
- Pre-approval is needed for trips. Pre-approval may be available for up to two weeks of routine appointments.
- Signatures are needed on forms and follow-up may be required,

### Application in Yavapai County

Each of the volunteer driver programs could benefit from the additional operating funds. This is particularly important to People Who Care as they are not able to provide volunteers with any mileage reimbursement at present.

It is particularly difficult to get residents from rural Yavapai County to medical appointments as the distances place a significant burden on the volunteer driver.

### Costs / Benefits

The costs of this strategy are primarily the time involved in finding out what needs to be done for each health care plan / broker. Once set up, a certain amount of staff time will be required for determining eligibility, getting forms signed and turned in, and submitting them for reimbursement.

### Possible Participants

- Verde Valley Caregivers Coalition
- People Who Care
- NAU Civic Center Institute
- Congress / Yarnell volunteers

## PROPOSED STRATEGY 5: COORDINATED GRANT WRITING

Coordinated funding and grant writing is a strategy that provides for a single agency to prepare and manage grants for several agencies. It reduces the amount of time spent by individual agencies on writing competing grants; establishes relationships between a lead grant writing agency and partners in the community; can provide for uniform management of grant funds; and creates unique opportunities for leveraging existing funds to meet grant matching requirements.

In this strategy, a lead agency develops co-sponsored grant applications and fosters multiple-agency grants. It requires that participating agencies agree upon how grant funds will be shared, addressing priorities for funding before submitting a unified application.

Coordinated funding and grant writing can benefit partners as they will become more competitive for grant applications where coordination, partnerships, and program efficiency are evaluation measures.

### Benefits / Needs Addressed

- Provides wider access to a range of funding programs.
- Reduces regional costs for pursuing grants.
- Gives access to more specialized grant-writing and planning staff.
- Increases funding/local match opportunities.
- Facilitates more centralized planning and management of transportation resources.
- Increases awareness of transportation issues among the public and key stakeholders.

### Potential Obstacles and Challenges

- Maintaining relationships between partners requires time and effort.
- Agencies may focus more on protecting their own turf than working together.
- Extra effort and coordination will be required for those agencies with agency-specific requirements.
- Grant management requires that agencies have protocols and policies in place to meet grant standards as well as contractual relationships (MOUs, IGAs, etc.).

### Application in Yavapai County

A good example of how this might be applied in the region is in applying for Arizona Department of Transportation funding for rural transportation grants. Several agencies are experienced in applying for FTA grants, and could serve as a lead agency for submitting consolidated grants for vehicles or other capital equipment, for mobility management activities, or for services (e.g. rural public transit funding for regional services under the Rural Transportation program. In addition to rural transportation funding, several agencies in the region receive FTA 5310 funding for improved mobility and independence for the elderly and persons with disabilities.

Similarly, consolidated applications might be used to apply for funding through foundations. Working together on joint funding may also assist in ensuring that transportation services are considered in Community Services Block Grant programs or similar programs where funding is allocated to small urban areas

### **Example**

North Front Range Metropolitan Planning Organization, Fort Collins, CO. North Front Range MPO is one of many organizations that prepares, files, and manages unified grant applications on behalf of transportation providers in its region. As is common, sometimes a consolidated application is filed and other times individual agencies file their own. The objective is to obtain the most funding for providers in the region while minimizing duplication of effort, reporting and management requirements.

### **Costs / Benefits**

Costs and benefits (revenue) are dependent on the type of coordinated funding effort and number of grants applied for.

## PROPOSED STRATEGY 6: VEHICLE SHARING

Vehicle sharing can be accomplished in several ways. An agency might own and maintain a fleet of vehicles that are used by one or more organizations, with each agency paying for their share of the vehicle based on capital investment and miles used. Two agencies could agree to share a single vehicle; agencies might agree to share access to back-up vehicles; or agencies may have agreements that allow clients from different programs to ride on a single vehicle. Shared vehicles can be rented on an ongoing or one-time basis and may fill a number of different needs, including temporary increased demand or temporary decreased supply (due to out of service vehicle)

This provider-oriented strategy is designed to reduce unnecessary vehicle expenses, resulting in a total fleet that is the right size for the region. This strategy might include providers with complementary vehicle requirements sharing vehicles – for example, an agency that needs to use vehicles in the peak periods can be paired with one needing vehicles during mid-day periods or on weekends only. Vehicle sharing might be limited to back-up vehicles or it may be used for vehicles that are an active part of the vehicle fleet.

Vehicle sharing can reduce capital costs as well as operating costs for participating agencies. One way costs are saved is by reducing the number of vehicles that are insured. Vehicle sharing can also make accessible vehicles available to a wider range of passengers.

### Benefits / Needs Addressed

- Enhances existing community transportation resources.
- Reduces capital investment in vehicles.
- Reduces operating costs especially for insurance.
- Enhances ability to obtain capital grants where ranking includes coordination

### Potential Obstacles and Challenges

- Different agencies have different insurance policies and driver requirements.
- Gaining agreement on cost sharing.
- Establishing protocols regarding process for sharing, reporting of mechanical problems, etc.
- Shared vehicles accrue more miles, so may need to be replaced sooner.

### Application in Yavapai County

This strategy could potentially work for any organization that provides transportation in the region. Several providers only operate during certain times of the day and week making their vehicles available part of the day and on the weekend. A brokerage or sharing system would allow these vehicles to be used by other service providers who need an affordable alternative to buying their own vehicles.

Adult Care Services is an example of an agency that has the potential to share vehicles when they are not in use. In addition to human service providers, the various churches in the region that provide transportation to elderly and disabled members, but do not have the funding to purchase a dedicated vehicle, may be willing to purchase vehicle time on the weekends or Wednesday evenings for services.

There are several ways that vehicle sharing may work in the region. The first is the borrowing organization provides the driver, who is trained by the agency that is lending. The lending agency can also provide the driver or a volunteer driver may be included in the package for the borrowing organization. Another option is

for one agency to have a separate fleet of rentable accessible vehicles that can be rented out on a short term or ongoing basis to organizations in need of flexible transportation options. This would require joint driver training.

Implementation involves establishing a lead agency that will serve as a broker and will link transportation operators with available groups of vehicles and will link agencies that need to augment their transportation needs with organizations that have available vehicles or vehicle hours

### Costs / Benefits

The primary cost of establishing vehicle sharing is staff time. A portion of the transportation coordinator's time, approximately 10% or approximately \$8,000, would need to be allocated to administer this program. An estimated one-time cost of \$10,000 - \$20,000 should be budgeted to spearhead this program; although, this could require additional funds depending on the programs scope, complexity and partners.

A vehicle sharing program could range from a simple arrangement to more complex legal and cost-sharing arrangements. It could also be implemented in a phased approach. The actual amount of time and resources required would depend on how the vehicle sharing program is structured. Another factor in creating the vehicle sharing program involves addressing liability issues, i.e. who insures the vehicle, what is needed to ensure that all drivers meet the insurer's standards, etc.

Potential costs and savings would need to be calculated for each specific vehicle sharing model. It is important to note that vehicle and insurance costs vary widely. The following example makes assumptions of \$2,000 per year for insurance and an average annual total capital cost of \$5,000. A cost is included for administration of the program. In addition a cost is assigned to reflect the heavier use of the existing fleet since they will wear out sooner. There is a 21% reduction in fleet size so 21% of \$5,000 was included as the cost of using the vehicles more heavily.

#### Comprehensive Vehicle Sharing Example

Four agencies decide to share vehicles for both active and back-up fleets. Together they have 28 vehicles of a variety of types. Their joint peak hour requirement is for 18 vehicles. They need four vehicles as back-ups because of the diversity of vehicle types they operate. This results in a total fleet requirement of 22 vehicles, a savings of 6 vehicles.

Annual savings can be estimated at:

No longer insuring six vehicles @ \$2,000 each per year	\$12,000
Capital savings of \$5,000 per vehicle for six vehicles	\$30,000
Vehicle sharing administration	-\$8,000
Heavier use of existing vehicles @ \$1,100 per vehicle for 22 vehicles	<u>-\$24,200</u>
Net Annual Savings	\$9,800

## PROPOSED STRATEGY 7: TRANSIT SERVICE DEVELOPMENT

Fixed route transit services are one of the most cost-effective means of providing mobility, and in small urban areas can be vital in enabling individuals who do not drive and low-income workers to access jobs as well as serving needs for travel for other activities of daily living.

The Town of Prescott Valley has identified a base system that would provide mobility to many residents. It will be necessary to have a ballot initiative approved by voters in order to raise funds to pay for this service. Yavapai Regional Transit is only able to offer limited services due to a lack of local matching funds.

There is a documented need for regular transit services in the CYMPO region. Through the coordinated planning process additional needs for services from rural communities to urban areas and job centers.

### Benefits / Needs Addressed

- Transit services provide a cost effective means to meet diverse needs.
  - The provision of transit services would enable the urbanized area to provide residents with the means to access jobs, reducing public assistance and homelessness.
- Investment in transit services, utilizing the \$1.15 million in FTA funds, would return approximately \$3.5 million in economic value to the region.
- Investment in transit services would enable the region to use Federal funds allocated to the urbanized area.

### Potential Obstacles and Challenges

- There has not been the political will to fund transit services
- There are many activities to get set up to access urbanized area FTA funding. (These will be undertaken as part of the vanpool strategy).
- It will take time to build a cohesive network of services. Ridership is anticipated to be steady, and will take time to develop.

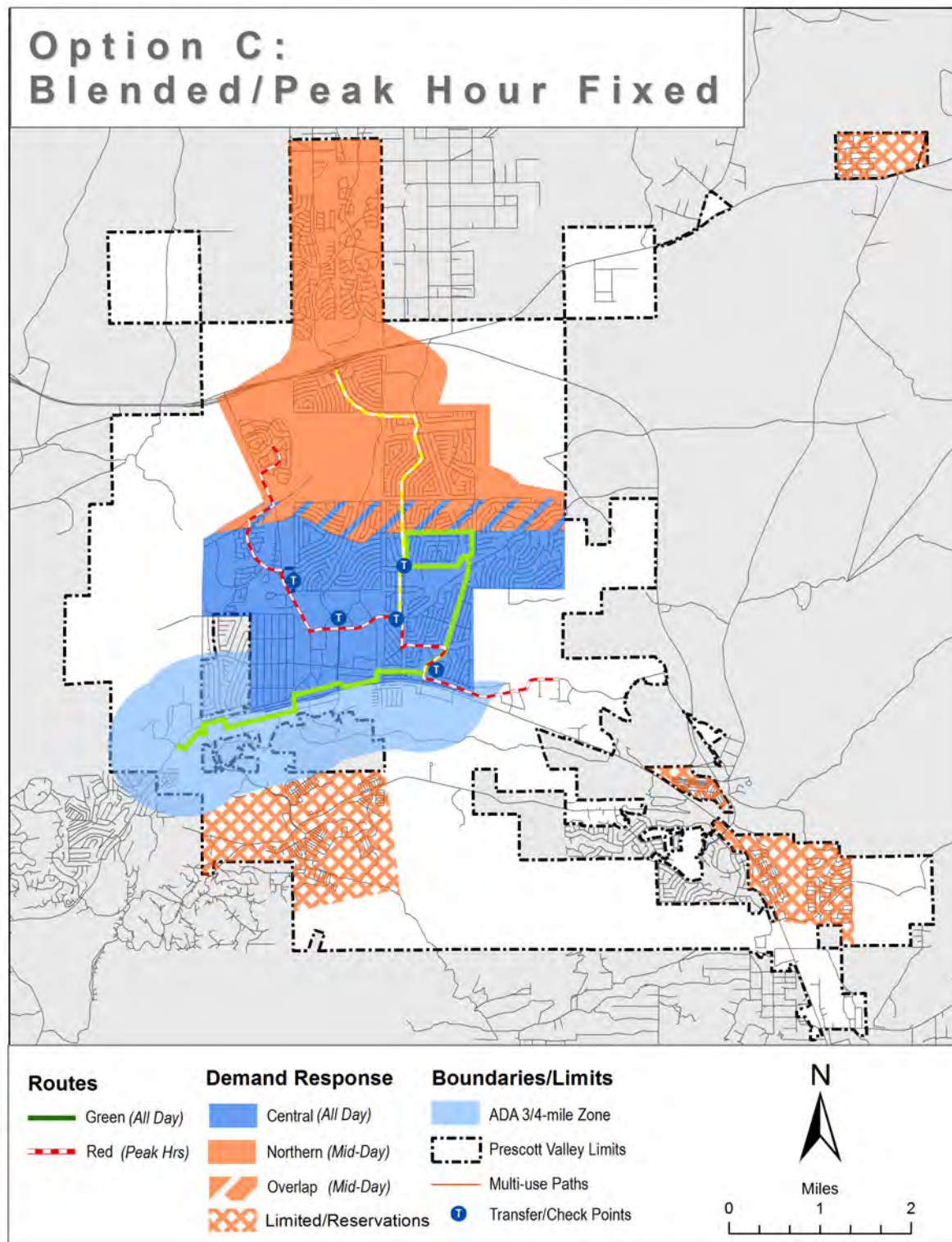
### Application in Yavapai County

A plan for implementing transit service in Prescott Valley has been developed and will utilize about one-third of the FTA urbanized area funds. The draft plan is shown in Figure 5.1 and a table describing the level of service follows.

Similar planning effort will be needed to expand Yavapai Regional Transit in a logical manner, along with the means to develop matching funds.

The development of rural services would likely involve “lifeline” services operating one day a week (or more, based on funding) to enable residents of rural communities to access regional service centers.

Figure 5-1: Map of Recommended Prescott Valley Alternative



**Table 5-2: Proposed Prescott Valley Service Plan**

Option C: Blended with Peak Hour Fixed											
	One-way		Number of Vehicles			Frequency	Span of Service	Days / week	Check points/transfer points	Annual Hours	Annual Miles
	Mileage/ Area	Runtime	Layover/ Recovery	Peak	Mid-day						
Green Fixed Route	6.9	26	4	1	1	Hourly	5:30A -- 6:30P	6	DES, Loos & Robert	4,056	56,000
Red Fixed Route	6.6	27	3	1	0	Hourly	5:30-8:30A ; 3:30P-6:30P	6	DES, Civic Center	1,872	24,700
Gold Flexible Route	3.5	13	2	0.5	0	Hourly	5:30-8:30A ; 3:30P-6:30P	6	Loos & Robert,Lakeshore and Robert,	936	13,100
Central Demand Response - All Day*	6.7 sqmi	N/A	10	1	0.75	Hourly at Check Points	5:30A -- 6:30P	6	Loos & Robert, Yavapai College/Bradshaw Mtn High School; DES; Lakeshore and Navajo Dr.	3,101	45,600
ADA Paratransit*	4.2 sqmi	N/A	10	0.5	0.25	N/A	5:30-8:30A ; 3:30P-6:30P	6	N/A	605	19,300
Northern Demand Response	6.6 sqmi	N/A	10	0	1	Hourly at Check Points	8:30A-3:30P	6	Loos & Robert; Long Mesa and Robert; N Viewpoint Dr and Park View Dr.	2,184	28,400
Other Town Areas	Varies	N/A	N/A	0	1		9:00A-3:00P	3	Areas outside existing service areas, or augment CNR services as needed.	936	12,200
Total				4	4					13,689	199,300

**Costs / Benefits**

The costs of this strategy are based on the services that are implemented. The Prescott Valley Plan calls for a total annual operating expense of just under \$1.0 million and a local investment of around \$430,000 annually for ongoing operations. This is expected to result in an economic benefit of at least \$3.0 million, at the rate of \$3 for every \$1 invested.



## 6. IMPLEMENTATION

Chapter 4 identified governance and funding options and Chapter 5 explored various strategies that can be considered to improve mobility and access in the region. At the June 2016 project meeting both the governance options and various strategies were discussed and attendees were asked to rank their interest in each of the seven strategies.

There was a general consensus that the ultimate governance structure:

- Cover a range of mobility activities: transit services, specialized transportation, and mobility management activities
- Cover Yavapai County rather than have separate programs for the urban and rural portions of the County.

There was not consensus on the strategies, with participants in the Prescott area meeting ranking them differently than participants in the Cottonwood area. For example, establishing a vanpool program was number one among Cottonwood participants and number seven among CYMPO participants.

A key difference is that in the CYMPO region, the participants want a path to move forward to develop transit services in the region. This can be pursued in conjunction with other strategies, and will be supported by some of the other strategies and the development of an appropriate governance structure.

The strategies are not exclusive. All the strategies can be implemented if there is time and funding. The choices on strategies have more to do with the availability of time to implement as well as the timing so that strategies can be developed based on need and in a logical time sequence.

Key considerations in developing an implementation plan include:

- Does the activity or strategy support the identified goals and objectives?
- How important is the activity or strategy for improving mobility in the region?
- Is the activity or strategy one that needs to be done before other items can be accomplished?

### Implementation Tracks

Implementation will follow three tracks: governance, developing transportation services, and mobility management strategies. All are necessary for sustaining and maintaining mobility strategies.

#### GOVERNANCE, FINANCE, AND MANAGEMENT

Within this category are several related items: governance and institutional structure items, financing for services and management activities. Each is addressed separately.

## **Governance**

Addressing governance is the key to:

- Stabilizing existing services
- Monitoring performance of investments
- Leveraging available resources
- Assuring tax dollars are used wisely to best meet community needs
- Providing a forum and path for the communities in the region to determine if they are willing to make additional investments in mobility services.

A key objective of the governance approach is to transition so that officials who are responsible to the taxpayers are the final decision-making body. They would have key roles in setting policies, allocating funding, and measuring performance.

It is useful to consider implementation activities for both the long-term goal of providing for some type of regional governance and the interim activities that will position the region to move forward in establishing a regional approach to mobility services.

## **Long-range Vision**

The first task is to develop a consensus around the governance structure that will work best for the region. This will require working with the jurisdictions and planning agencies in the region to develop a draft plan that can be presented to the various boards and councils that are stakeholders in funding and planning for mobility services, including transit services.

The basic institutional structures available to serve as an umbrella agency are a Regional Transportation Authority or inter-governmental agreements with one agency serving as the lead fiscal agency, as discussed in Chapter 4. The region also has the option of developing a structure that serves the entire County or part of the County. CYMPO and NACOG staff suggests that a useful approach would be to identify Yavapai County as a joint planning area. This would provide an opportunity to work through the various planning and decision-making issues.

As the CYMPO region has very limited public transit services, there is both an opportunity and an imperative to envision a single organizational structure for all mobility services: specialized transportation (other than client oriented services), public transportation, van pools, and mobility management activities. The opportunity is to provide decision-makers with an opportunity to allocate resources across modes based on the need and effectiveness of various services and to keep overhead costs low with a single organizational structure. The imperative is because the likelihood of providing both the mobility needed by residents and the resulting economic benefits will increase if services are administered under a single organizational structure. Such a single structure would contract with private non-profit organizations and other third parties to deliver the services. The role of the umbrella organization would be to provide policy direction, allocate funding for the various services, and provide support to various mobility services.

Another key activity in building consensus is to educate public officials about the responsibilities of and opportunities arising from the provision of various mobility services. As most have limited exposure (perhaps to only one type of service), it will be helpful to understand performance and

service standards for various types of services, funding processes, and program requirements. Some of this can be introduced in discussions with staff and elected officials. Another key means is through a quarterly report and annual provided to Yavapai County elected officials so that over time they can build an understanding of key providers, the level of services provided, and costs associated with each.

Steps for implementing the long-range vision are:

- Conduct informal meetings with the jurisdictions responsible for funding mobility services in the region as well as the private non-profit agencies that provide significant local funding for mobility services. *(Timeframe: complete by year-end, 2016)*
  - Key public entities providing funding are Yavapai County, City of Cottonwood, Town of Prescott Valley, and City of Sedona (Lynx service).
  - Key private non-profit entities that provide local matching funds are Verde Valley Caregivers Coalition, People Who Care, and Yavapai Regional Transit. . In addition, it will be useful to talk with the Verde Valley Transportation Planning Organization regarding the impact on planning and programming of funds in a more unified manner for the County.
  - It is recommended that representatives of NACOG, CYMPO, and the County participate in the meetings. The County has a dual role as both a funder and as an agency that will determine the feasibility of institutional options.
- Develop a position paper and recommendations to present to the Coordinating Councils for comments and recommendations to the boards of each organization based on what was learned in informal discussions. *(Timeframe: complete paper by February, 2017 and present to boards by mid-year 2017)*
- Based on the outcome of these meetings, identify the next steps for implementation. *(Timeframe: complete by fall of 2017)*

### **Interim Activities**

There are two basic interim activities that need to be carried out. These activities are dependent on decisions regarding governance yet each will position the region to provide more effective mobility management services.

- Identify Yavapai County as a joint planning area for mobility services (this includes specialized transportation, public transit, van pools, and mobility management activities); and,
- Strengthen the CYMPO Coordinating Council and determine how it fits into the MPO decision-making structure.

### **Yavapai County as a Joint Planning Area for Mobility Services**

Implementation steps begin with identifying processes and procedures, and determining staff recommendations on key items such as:

- Planning and programming of projects, evaluation of projects, and recommendations for funding, paying special attention to those agencies that cover both urban and rural areas
- Relationships of the mobility management programs
- Expectations for the one-to-three year period in which mobility management levels and institutional structures may be in a period of transition

Develop an MOU that reflects the recommendations, preferably one that is fairly general so it leaves room to adjust as the areas begin to work in partnership and discover what is most effective and as conditions change. This MOU should be presented to the boards of the Verde Valley Transportation Planning Organization, NACOG and CYMPO for refinement and adoption.

*Timeframe: Develop MOU by end of 2016 and adopt by spring of 2017.*

### **CYMPO Coordinating Council and Decision-making Process**

There are two key activities in this area. While these activities need to consider the governance recommendations, they are not dependent on progress in the governance area. Regardless of the ultimate decisions for governance, (a) the CYMPO Coordinating Council can adapt and (b) a reporting relationship to the CYMPO Executive Board can be established to comply with planning regulations. The two key activities are to

- strengthen the CYMPO Coordinating Council; and
- establish the decision-making structure to the CYMPO Executive Board.

In June, CYMPO and NACOG staff met to address issues of (a) how to work together on mobility management as many providers and needs overlap between rural and urban areas and (b) how to integrate mobility management recommendations into the decision-making processes of CYMPO and NACOG. Meeting notes are attached in an appendix.

The recommendation from that meeting was that NACOG and CYMPO:

- a. Identify Yavapai County as a Joint Planning Area for Mobility Management (noted above).
- b. NACOG will work towards identifying a regional advisory group that could make recommendations to NACOG's Regional Council. The coordinating council structure under this central Mobility Advisory Council is envisioned to be generally county-based, but primarily oriented around issues. This would support groups meeting to solve problems rather than meeting simply to meet.
- c. Eventually a Yavapai County Coordinating Council may make the most sense, especially if a Regional Transportation Authority or other county-based solution is pursued. In this case, it still may make sense to have subcommittees in the CYMPO and Verde Valley regions.
- d. In the interim, the CYMPO coordinating council will be strengthened and focused on urban area issues. It will be integrated into the CYMPO decision-making process as it stands now, and can be modified as needed over time.

The CYMPO coordinating council can either advise the CYMPO Board, as a parallel organization to the TAC, or advise the TAC. The former is recommended as TAC members have only limited knowledge of and interest in mobility management activities.

It is recommended that the coordinating council for the CYMPO region review and make recommendations to the CYMPO Board on all items regarding transit, specialized transit, and other human service transportation and mobility management activities. The CYMPO Coordinating Council will address, by September 2016, membership, officers, subcommittees, and other bylaws issues.

The primary responsibilities of the CYMPO Coordinating Council are to:

- Review, analyze, and make recommendations on all projects that are funded with Federal Transit Administration funds and other transit funding that may be available.
- Build partnerships between human service and public transportation providers, working to bridge across funding silos and provide the most effective use of scarce resources for the benefit of residents of the CYMPO region.
- Evaluate the performance of the network of transportation services in meeting regional goals and work to improve performance and outcomes through planning and funding recommendations.

Specific activities also include addressing needs for customer information, advocating for mobility services, and annual reviews of projects with recommendations for funding.

### ***Financing Transportation Services***

Financing of transportation services was identified as a key issue, particularly in the urbanized area. A key resource available in the CYMPO urbanized area is Federal Transit Administration Section 5307 (urban area) funding \$1.1 million annually. CYMPO needs to be re-established as a designated recipient to access these FTA funds. In order to accomplish that, an updated plan identifying projects needs to be prepared. As part of this project, a summary plan showing the use of urbanized area funds for the urban portions of the Yavapai Regional Transit service and for the planned vanpool program will be submitted. It will also identify the potential for the use of the funds in the Town of Prescott Valley once voters approve a sales tax initiative.

The limiting financial factor in the CYMPO region is the lack of local matching funds. This is also an issue for the mobility management program at NACOG, where a blend of in-kind funding and eligible matching dollars from other programs limit the ability of the organization to draw down ADOT managed FTA funds. An advocacy effort to build public understanding and support for investing in transit services will be key in gaining voter support for local match. The precursors to any such effort are regular measuring of the costs and benefits of having – and not having – adequate mobility services. This will require regular reporting of both factual information and personal stories to build support for funding mobility services.

Summary of actions:

- Submit updated transit plan to ADOT by end of 2016 and request designated recipient status.

- Begin training in FTA regulations and procedures (reading regulations, listening to webinars, attending training) by September 2016 with at least one activity per month.
- Apply for Federal Transit Administration grant funds for a vanpool program and the urban portions of Yavapai Regional Transit service by quarter 1 of 2017
- Gain consensus on measures of performance and value that are agreed upon by the Coordinating Council, and begin collecting and reporting on data by end of year 2016.

## DEVELOPING TRANSPORTATION SERVICES

Five varied objectives are included under Goal Area D: sustain and develop transit and other mobility services. They address vanpools, transit services in the Town of Prescott Valley, transit services in central Yavapai County, volunteer driver programs, and mobility options in rural Yavapai County. There is, without question, a significant need for developing additional services. There is also a widely held belief in the community that there is not value in investing in transit services, although the facts show that providing transit has tremendous economic benefits.

There are some clearly defined actions that can be taken to sustain and develop transit services and improve mobility. People Who Care was awarded operating funds that they can use to sustain services, paying some mileage reimbursements. Establishing a vanpool program is another action that can be undertaken. This would provide immediate mobility for work trips, provide an option for rural residents seeking access to jobs, and would begin to build “shared ride” ridership in key transit corridors.

For the most part, building transit services will depend on:

- Working around the edges. This includes improving how needs are tracked and performance is measured and reported (Goal Area C).
- Building support for funding transit. The funding and advocacy plan (Goal Area B) addresses this.
- A variety of small steps, some of which need to be done early (such as obtaining 5307 funds).
- Building capacity throughout the CYMPO region to make mobility service decisions as a community and to implement those decisions, modifying as needed.

Together these varied actions will move the region to a point where it is feasible to ask voters and elected officials for support for expanded and new services.

## OTHER MOBILITY MANAGEMENT STRATEGIES

Goal areas E and F cover other key mobility management strategies: customer information and fleet management. The customer information area contains three goals with objectives. It is recommended that a working group be established to guide the development of customer information and to monitor its effectiveness. While the mobility manager can serve in a staff support role for this group, guidance by a diverse group of stakeholders will improve the effectiveness of the materials that are developed.

The customer information piece may be complex enough so that professional assistance would be of value. However, the basic work of gathering information on service availability, eligibility, and how to access services needs to be done by local providers. Once collected, the group can consider how to present it. Consider the audiences and how to distribute information. Is the information most understandable if organized by mode, by geographic area, or some combination? What combination of print and electronic media would be most helpful? Both CAT and YRT have information with a similar design. At present there is no readily available route or schedule information for Citibus. Would a good approach be to adapt the basic “look” of the existing material and use it for other services?

A project has been identified to have a professional firm assist in the development of uniform customer information across the County. The initial work done by the working group will be vital in determining what (if any) assistance is needed. The initial website will help the group to understand what is working and where there are gaps in explaining services.

The mobility manager can largely handle fleet management activities. The Coordinating Council's role will be in setting policies that support a right-sized and well-maintained fleet, and in evaluating project requests.

## Conclusion

Three tracks for implementation have been identified, with the emphasis on governance. Creating a mechanism to integrate decisions about how transit resources are allocated into the existing structures for transportation decision-making through CYMPO and NACOG is a foundational activity. This needs to occur at two levels:

- At a policy level, how does the region want to plan for and manage its transportation resources? This is a discussion that will need to occur over the next year with CYMPO, NACOG, and the jurisdictions within Yavapai County.
- At a day-to-day mobility management level, how will the stakeholders organize the CYMPO Coordinating Council to provide for:
  - Effective representation from transportation providers, the jurisdictions that fund services, human service agencies, and consumers
  - Strong decision-making that will support solid partnerships and enable the region to sustain and grow mobility services.

Both can and should occur simultaneously, recognizing that the more flexible Coordinating Council can be adjusted in a year or so, once the jurisdictions determine the most effective manner to provide public oversight for the region's transit, specialized transportation, and vanpool services.

Making decisions on how to proceed to develop a solid foundation of governance is a critical step in the implementation plan.

Many of the strategies and actions identified in this chapter will require staff time to implement. CYMPO has been awarded mobility management funding for only one year, after which any dedicated staffing for Yavapai County will have to be worked out with NACOG and ADOT. ADOT's current position is that they will only fund an additional half-time position in a metropolitan area if the COG can justify it. NACOG has two MPO's so it is likely that any additional staffing would need to be shared. It is recommended that consideration is given to activities and strategies that can be completed, or largely completed, in one year. It is also recommended that a working group structure with shared responsibilities be implemented for the Coordinating Council.



## 7. IMPLEMENTATION ACTIVITIES

While the last chapter provided a narrative description of recommended activities, this section summarizes them in a checklist format that describes activity, responsibility, and current status. The chapter begins with the checklists for

- Governance, Finance, and Management Track
- Developing Transportation Services Track
- Other Mobility Management Activities Track

While an indication of a reasonable timeline for activities is embedded in the goals and objectives, the reality is that many items will proceed on timelines determined by external factors. Many things can occur at the same time, but it is critical to obtain FTA urbanized area funding to establish a van-pool program and to allow Yavapai Regional Transit to adjust its routes and stops to best serve urban area residents. Other activities with a high priority are those related to establishing both a long-term governance structure and strengthening the functioning of the CYMPO coordinating council.

The region has too many activities that are all high priority rather than too few. Not everything can get done at once, but it is useful to try to make progress on many items because you never know when you may find either a roadblock or an opportunity to move forward.

Tracking of activities will be very important, so items don't get overlooked. The attached charts can be used to track activities. A quarterly update is recommended, adding new activities and dropping those that are completed.

# Institutional Structure and Managerial Activities

## Implementation Checklist

Date of this revision: 8/31/2016

Activity	Status	Follow-up Activities	Responsibility	Notes:
<b>Strengthen CYMPO Coordinating Council</b>				
Determine overall structure, reporting relationship, roles, and responsibilities.	In process. Discuss how to formalize at 8-1-2016 meeting.	<ul style="list-style-type: none"> <li>Members recommend preferred structure, and responsibilities to CYMPO</li> <li>CYMPO determines reporting relationship</li> <li>Members recommended responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>CYMPO Director</li> </ul>	<ul style="list-style-type: none"> <li>Does Council report to CYMPO Executive Board with structure similar to TAC?</li> <li>Does Council report to TAC?</li> <li>Structure will adapt as needed to institutional structure decisions.</li> </ul>
Formalize membership structure	In process	<ul style="list-style-type: none"> <li>Have member MOUs prepared;</li> <li>Obtain agency signatures</li> </ul>	<ul style="list-style-type: none"> <li>CYMPO MM/Transportation Planner</li> </ul>	<ul style="list-style-type: none"> <li>Carry out in conjunction with bylaws.</li> <li>Draft MOU is prepared.</li> </ul>
Bylaws are in place and are acceptable to all members	Issues identified at 8-1-2016 meeting.	<ul style="list-style-type: none"> <li>Bylaws prepared for adoption at Sept. meeting.</li> <li>Committees set up.</li> </ul>	<ul style="list-style-type: none"> <li>CYMPO CC members</li> </ul>	<ul style="list-style-type: none"> <li>Bylaws will be easy to modify and will adapt to changes in institutional structure.</li> </ul>
Seek consumer members	Not started	<ul style="list-style-type: none"> <li>Advertise through media, websites, and member agencies.</li> <li>Consider applications and select.</li> </ul>	<ul style="list-style-type: none"> <li>CYMPO MM/Transportation Planner</li> <li>CYMPO CC members</li> </ul>	<ul style="list-style-type: none"> <li>Seat consumer members by end of Q1 2017.</li> </ul>
Meetings and record requirements	Not started	<ul style="list-style-type: none"> <li>Set up regular meetings, format for minutes, actions (recommendations, policy and performance reports).</li> <li>Establish files for the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Secretary to Board and CYMPO MM /Transportation Planner</li> </ul>	<ul style="list-style-type: none"> <li>Establish systems for keeping minutes, making resolutions, setting policies, &amp; member notices.</li> <li>Seek compatibility with NACOG Verde Valley records.</li> <li>In place by end of Q4 2016.</li> </ul>

Activity	Status	Follow-up Activities	Responsibility	Notes:
Establish communication channels	Not started	<ul style="list-style-type: none"> <li>Establish communications system for CYMPO CC (email list, schedule, content).</li> <li>Establish communications protocols for sub-committees (email list, responsibility, content).</li> <li>Determine how to reach broader audience for status reports and web-based information. Identify implementation steps and carry out.</li> </ul>	<ul style="list-style-type: none"> <li>CYMPO MM / Transportation Planner</li> <li>Committee Chairs</li> </ul>	<p>Establish mailing list of potential partner agencies, advocates, others. Might include electronic newsletter or web page content.</p> <p>Determine format and how to provide content.</p>
<b>Develop Governance Structure for Mobility Services</b>				
Informal meetings	Not started	<ul style="list-style-type: none"> <li>Schedule meetings with planning organizations and key transit funders.</li> </ul>	<ul style="list-style-type: none"> <li>CYMPO Director &amp; MM / Transportation Planner</li> </ul>	<ul style="list-style-type: none"> <li>This can begin anytime after the Yavapai Regional Mobility Implementation Plan is adopted.</li> </ul>
Prepare position paper	Not started	<ul style="list-style-type: none"> <li>Prepare paper</li> <li>Take to CYMPO CC for review and recommendations</li> <li>Take to boards</li> </ul>	<ul style="list-style-type: none"> <li>CYMPO MM / Transportation Planner</li> </ul>	<ul style="list-style-type: none"> <li>Paper should summarize results of meetings, how well options would (a) address issues of stakeholders, (b) how well they would meet goals, and (c) feasibility.</li> <li>Coordinating Councils reviews and makes recommendation to CYMPO Board</li> </ul>
Present position paper to jurisdictions.	Not started.	<ul style="list-style-type: none"> <li>Schedule meetings during a 3-month period</li> </ul>	<ul style="list-style-type: none"> <li>CYMPO and NACOG Directors or appointees</li> </ul>	<ul style="list-style-type: none"> <li>Report on results to coordinating councils.</li> <li>Report at CC meetings and others as appropriate.</li> </ul>
Determine next steps	Not started	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>Re-structure coordinating councils as needed to reflect governance structure decisions.</li> </ul>
Establish Yavapai County as a Joint Planning Area	Not started	<p>Prepare a position paper and MOU. Take to Coordinating Councils for review and CC's recommendations to boards</p>	<ul style="list-style-type: none"> <li>CYMPO MM / Trans. Planner</li> <li>NACOG Transportation Planner</li> </ul>	<ul style="list-style-type: none"> <li>MOU to be adopted by NACOG and CYMPO boards.</li> <li>Determine if VVTPO should adopt as well.</li> <li>Complete by end of Q1 2017.</li> </ul>

Activity	Status	Follow-up Activities	Responsibility	Notes:
<b>Develop Financial Resources</b>				
Establish CYMPO as urbanized area recipient.	Not started	<ul style="list-style-type: none"> <li>– Submit urban area transit plan to ADOT and request designation.</li> <li>– Complete training and administrative activities.</li> </ul>	CYMPO Director & MM /Transportation Planner	<ul style="list-style-type: none"> <li>– These activities should begin with establishing communication with FTA Region IX staff so CYMPO can begin getting the necessary documentation in place.</li> <li>– It is important that CYMPO, as a public entity, be responsible for all FTA compliance and manage all funds and contracts.</li> </ul>
FTA 5307 funding for vanpool & urban portion of YRT service.	Not started	<ul style="list-style-type: none"> <li>– Apply for grant funds               <ul style="list-style-type: none"> <li>o Prepare ancillary docs and sign assurances.</li> </ul> </li> <li>– Program in TIP</li> <li>– Manage grants</li> </ul>	CYMPO Director & MM /Transportation Planner	
Performance Measures	Not started	<ul style="list-style-type: none"> <li>– Consensus on measures of performance and value</li> <li>– Establish data collection and reporting format</li> </ul>	Advocacy committee supported by CYMPO MM / Trans. Planner	<ul style="list-style-type: none"> <li>– YRMMIP provides a starting point.</li> <li>– Showing value will be a key to obtaining local and program support.</li> </ul>
Funding Plan	Not started	<ul style="list-style-type: none"> <li>– Determine level of match funding for current services and desired services</li> </ul>	Advocacy committee	
Communication Plan	Not started	<ul style="list-style-type: none"> <li>– Identify &amp; prepare materials and implementation activities</li> </ul>	Advocacy committee	<ul style="list-style-type: none"> <li>– Materials may include annual report, a presentation, guide to website, geared to community groups, elected officials, and human service agency staff.</li> </ul>
<b>Strengthen Management Capacity and Succession Plans</b>				
Management Capacity: Training classes	Not started	<ul style="list-style-type: none"> <li>– Determine training needs</li> <li>– Sponsor a minimum of one management training class annually</li> </ul>	Governance committee	<ul style="list-style-type: none"> <li>– Site visit findings are a key starting point and good way to measure progress.</li> <li>– Encourage needed classes at AzTA, and encourage participation.</li> </ul>
Succession Planning	Not started	<ul style="list-style-type: none"> <li>– Identify needs for all agencies; prioritize</li> <li>– Identify actions to support continuation of services.</li> <li>– Implement / track progress.</li> </ul>	Governance committee	<ul style="list-style-type: none"> <li>– Address policy issues around paying mileage reimbursements to volunteers, particularly in rural areas.</li> <li>– Stable financing is critical for agencies to attract and retain staff.</li> </ul>

## Service Development Activities Implementation Checklist

Date of this revision: 8/31/2016

Activity	Status	Follow-up Activities	Responsibility	Notes
<b>Establish a Regional Van Pool Program</b>				
Program 5307 Funds	Not started	Refine funding expectations based on program constraints	Vanpool committee	See "Develop Financial Resources" as CYMPO has a key role in this
Set out program guidelines	Not started	<ul style="list-style-type: none"> <li>- Establish framework to use in contracting process</li> <li>- Determine monitoring and reporting needs.</li> </ul>	Vanpool committee	This needs to be adequate for service procurement. Allow for refinement once program is close to implementation.
Marketing Plan	Not started	Determine moniker, design for vehicles, and outline of marketing plan	Vanpool committee	This needs to be adequate for service procurement and can provide for flexibility to work with selected vendor.
RFP for services	Not started	Prepare RFP, procure, and select vendor.	CYMPO, supported by Vanpool committee	Add in other activities as needed.
Implement and manage program	Not started	Set out implementation timeline Manage program reacting to public response	CYMPO, supported by Vanpool committee	
<b>Transit Services Decision-making</b>				
Establish role of CYMPO CC in public review of transit plans.	Not started	<ul style="list-style-type: none"> <li>- Agree upon a protocol for review of transit recommendations and obtaining public comment</li> </ul>	Transit committee	This is an interim task, until the governance is established. A mechanism is needed to provide for public review of transit service changes.
Broaden decision-making structure	Not started	<ul style="list-style-type: none"> <li>- Evaluate options for greater accountability in service decision-making.</li> <li>- Clarify roles and responsibilities.</li> </ul>	Transit committee	Introducing accountability through elected official review (CYMPO Exec. Board) or some level of a more open decision-making process will aid in developing transit services and assisting local officials in understanding the public roles and responsibilities.  At present, the boards of non-profit providers are relatively narrow.

Activity	Status	Follow-up Activities	Responsibility	Notes:
<b>Financial Capacity and Sustainability of Volunteer Driver Programs</b>				
Seek funds to support volunteer driver programs	In process	Identify human service sources of mileage reimbursement Continue to seek 5310 funding support.	Volunteer Driver committee	People Who Care received some funding for administrative support; more is needed for mileage reimbursements.
Performance Measures	Not started	<ul style="list-style-type: none"> <li>- Identify metrics for volunteer driver programs, ideally ones that are easily captured.</li> <li>- Agree to rate for showing the volunteer driver investment to use in local reporting.</li> </ul>	Volunteer Driver committee	Consider all programs: PWC and VVCC that provide multiple services, Beaver Creek Transit, DAV programs, and Yarnell/Congress services.
Consider policies and support for programs	Not started	<ul style="list-style-type: none"> <li>- Measure availability of mileage reimbursement and other supports.</li> <li>- Identify local options for supporting volunteer driver programs and pursue.</li> </ul>	Volunteer Driver committee	PWC does not transport anyone who is AHCCCS-eligible. Capacity is too limited. Address uniform means of identifying clients and policies about carrying these passengers (some agencies may wish to do so for reimbursement).
<b>Strengthen and Expand Regional Transit Services</b>				
Needs Tracking	Not started	<ul style="list-style-type: none"> <li>- Identify how needs for services are tracked</li> <li>- Develop a consistent format to gather what is now anecdotal information on transit needs.</li> </ul>	Transit committee	
Performance Metrics	Not started	<ul style="list-style-type: none"> <li>- Agree upon format for reporting service performance on all County transit services.</li> <li>- Begin reporting.</li> </ul>	Transit committee	See "Develop Financial Resources"
Financial Needs and Value	Not started	<ul style="list-style-type: none"> <li>- Agree upon data to measure value of transit services and provide to CYMPO</li> <li>- Agree upon a reporting mechanism / presentation materials to build local knowledge and remind elected officials of the value of transit.</li> </ul>	Transit committee supports CC Chair and CYMPO	<ul style="list-style-type: none"> <li>- This activity crosses many interests and modes. It needs to be coordinated by the CC Chair and CYMPO but the Transit Committee has an important role.</li> <li>- Coordinate presentations with Advocacy committee.</li> </ul>

## Other Mobility Management Activities

### Implementation Checklist

Date of this revision: 8/31/2016

Activity	Status	Follow-up Activities	Responsibility	Notes:
<b>Uniform Customer Information</b>				
Basic Information Collection	Not started	<ul style="list-style-type: none"> <li>– Gather information on service availability, eligibility, and using services</li> <li>– Consider different means to distribute information.</li> </ul>	Customer Information committee	<ul style="list-style-type: none"> <li>- Consider if a professional would be useful to sort through the complex information and assist in organizing it so it can be effectively conveyed, testing schemes for organizing it, and developing a plan for distribution.</li> </ul>
Information Presentation	Not started	<ul style="list-style-type: none"> <li>– Consider different schemes to organize information</li> <li>– Test schemes with potential riders.</li> </ul>	Customer Information committee	
Information Distribution	Not started	<ul style="list-style-type: none"> <li>– Identify how information might be distributed to identify what materials are needed, and how to.</li> </ul>	Customer Information committee	
Website Development	Initial ideas prepared.	<ul style="list-style-type: none"> <li>– Create a basic website for transportation information.</li> <li>– Identify the level of information appropriate for the website and where links to other sites will be used.</li> <li>– Identify where this can be hosted, how it will be updated, and costs.</li> </ul>	Customer Information committee	<ul style="list-style-type: none"> <li>- Use the information in the appendix as a starting point for developing a basic website for customer transit information.</li> <li>- The initial website may not have the look that will end up being used, but will serve on an interim basis, as a means to provide information to customers and will aid in testing what is effective.</li> </ul>

Activity	Status	Follow-up Activities	Responsibility	Notes:
<b>Fleet Management</b>				
Identify and track vehicle use	Underway	<ul style="list-style-type: none"> <li>- Maintain the existing reporting on vehicle use. Determine role of CYMPO and NACOG MM in updating</li> <li>- Collect information from additional operators who have not reported</li> </ul>	Mobility managers	- Use information to determine on-gong capital requirements and needs for accessible versus non-accessible vehicles by geographic location.
Facilitate vehicle transfers	Underway	The NACOG region has begun this activity. Expand and make a part of CYMPO CC activities.	Mobility managers	
Policy considerations	Not started	Identify policy considerations for recommendations on funding for vehicle replacements and expansions.	Mobility managers and coordinating councils	Examples might relate to mileage, condition, or type of vehicles needed.
<b>Project Development and Recommendation</b>				
Identify ongoing process for project priorities	Not started	<ul style="list-style-type: none"> <li>– Identify projects that will support goals and objectives.</li> <li>– Work with grantees to develop such projects through identifying needs, partnerships, and support</li> <li>– Annually evaluate potential projects and rank within coordinating councils</li> </ul>	Mobility managers and chairs of coordinating councils.	- ADOT has not been consistent in the role of COGs and MPOs in selecting projects. The region can advocate for a process that supports the development of strong projects at a local level.
Update project recommendations annually	Not started	<ul style="list-style-type: none"> <li>- Provide an updated project list annually of projects that are included in mobility management plan.</li> </ul>	Mobility managers	





# Yavapai County Regional Mobility Management Implementation Plan

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## **Appendix A**

### **REGIONAL PROFILE**

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# Appendix A

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## 1. STUDY AREA

Located in north central Arizona, Yavapai County covers approximately 8,128 square miles. Yavapai County has a diverse physical topography with elevation ranging from 1,900 feet to nearly 8,000 feet and terrain consisting of grassland, rock formation, desert streams, and mountain valleys. Over 3,000 square miles of the land coverage in Yavapai County is designated as forest; the National Forest Service manages the Prescott, Kaibab, Coconino, and Tonto National Forests located in the central, northern, eastern and southern portions of Yavapai County respectively.

Yavapai County is located roughly 48 miles north of Phoenix and 29 miles south of Flagstaff. Major highways include Interstate 17, US Highway 93, and State Routes 69, 89, 89A, 169, and 260.

The Mingus Mountain Range and the eastern portion of Prescott National Forest divide the area into two distinct regions referred to as Central Yavapai and the Verde Valley. Yavapai County is large and also contains communities in the northern and southern parts of the county that do not identify with either of these two regions.

The population in Yavapai County was 211,033 according to the US Census. This was a 26% increase over the prior 10 years. The State Demographer's Office, a branch of the Arizona Department of Administration (ADOA), develops yearly population estimates and estimated the 2015 population for Yavapai County to be 220,774. 4.6% higher than in 2010.

Growth is a reflection of the regional and local economy; pre-recession, Arizona had a thriving and robust economy. While Arizona's economy slowed in 2008, the total population in Yavapai County continued to increase, growing roughly 4,350 residents per year from 2000 to 2010 while the State as a whole slowed considerably. The State's economy is gradually recovering and Yavapai County continues to grow, but the Yavapai County rate remains significantly lower than trends observed from the previous decade.

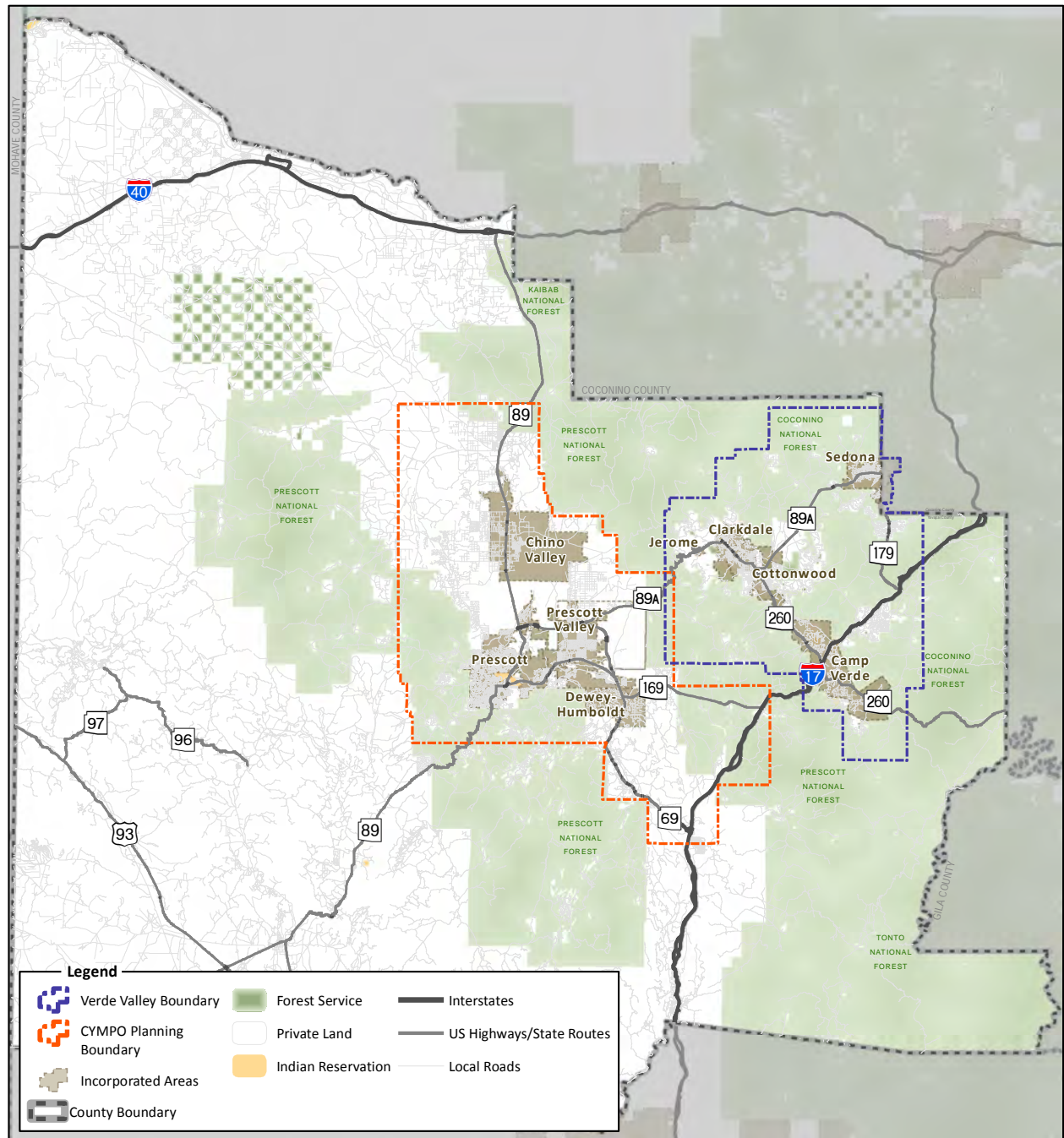
## 2. GOVERNMENTAL STRUCTURE

Yavapai County Government is presided over by five Supervisors. The County seat is in the City of Prescott. There are nine incorporated cities, several unincorporated communities, and one urbanized area, the Prescott Valley/Prescott urbanized area. The urbanized area boundaries are shown in Figure A-1.

### CENTRAL YAVAPAI METROPOLITAN PLANNING ORGANIZATION (CYMPO)

The CYMPO planning area encompasses 431.5 square miles and is also shown in Figure A-1. It includes the Town of Prescott Valley-City of Prescott urbanized area and a planning area that also encompasses Chino Valley, Dewey-Humboldt, and portions of unincorporated Yavapai County and the Yavapai-Apache Nation. The CYMPO area has two municipalities each with over 40,000 in population and some of the highest growth rates in Yavapai County.

Figure A-1: Study Area with Urbanized Area and Planning Area Boundaries



## VERDE VALLEY TRANSPORTATION PLANNING ORGANIZATION (VTPO)

Covering 673 square miles, the VTPO planning area is located in the northeastern portion of Yavapai County and includes the Towns of Camp Verde, Clarkdale, and Jerome and the cities of Cottonwood and a portion of Sedona (a portion of which also is in Coconino County), and the Yavapai-Apache Nation. This region is not as heavily populated as the CYMPO region, with several municipalities of 4,000 to 12,000 people.

### 3. POPULATION CHARACTERISTICS

#### OVERALL POPULATION

Table A-1 identifies the population by municipality and for unincorporated Yavapai County between 2010 and 2015. With a total population of 40,999 in 2015, Prescott Valley has edged out Prescott as the most populated municipality in Yavapai County. Since 2010, Prescott Valley has increased on average 435 new residents per year while Prescott averaged 134 new residents per year. Although Chino Valley has increased on average 116 new residents per year, the Town's population in 2015 was 11,396.

**Table A-1: Population Growth Trends**

	Total Population			
	Year 2010	Year 2015	Increase from 2010 to 2015	% Increase from 2010 to 2015
Town of Camp Verde	10,873	11,191	318	2.9%
Town of Chino Valley	10,817	11,396	579	5.3%
Town of Clarkdale	4,097	4,251	154	3.8%
City of Cottonwood	11,265	11,649	384	3.4%
Town of Dewey-Humboldt	3,894	4,023	129	3.3%
Town of Jerome	444	442	-2	-0.5%
City of Prescott	39,843	40,513	670	1.7%
Town of Prescott Valley	38,822	40,998	2,176	5.6%
City of Sedona	7,189	7,435	246	3.4%
Unincorporated County	83,789	88,876	5,087	6.1%
Yavapai County Total	211,033	220,774	9,741	4.6%

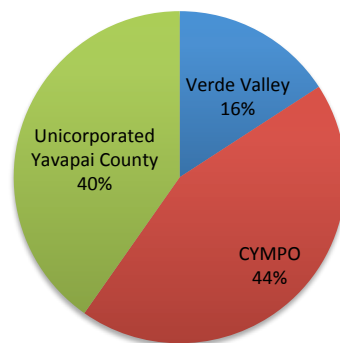
Note: Totals for the City of Sedona reflect the portion located in Yavapai County

Source: 2010 U.S. Census, and Arizona Department of Administration, Office of Employment and Population Statistics

Cottonwood and Camp Verde have similar populations to Chino Valley each around 11,000 residents. In 2010, Sedona had a total of 10,036 residents, of which 7,189 were located within the Yavapai County portion of the city boundary.

Figure A-2 illustrates how the population is divided between the CYMPO Planning Area, the Verde Valley Planning Area, and the rest of the County. For transportation services, the residents of the two areas are served by different organizations, and have different types of services. Of the residents in unincorporated Yavapai County, a portion live in the areas around the municipalities in Central Yavapai County, a portion in the Verde Valley, and a portion in diverse communities throughout the County. The residents who live in and around communities such as Seligman, and Ash Fork to the north; Peeples Valley, Congress or Yarnell to the southwest; or Mayer and Black Canyon City to the south have different travel needs. While their numbers are small, their mobility needs are important to consider. It can be challenging to serve residents of those communities, particularly those that are aging or who have disabilities.

**Figure A-2: Share of Population by Region**



## DEMOGRAPHIC CHARACTERISTICS

Demographic data for an area provides information of potential transit users. Specific demographic data such as age, disability status, income level, and auto ownership are used to develop a profile of the transit dependent population in the County; this is essential to the efforts of the transit development throughout the County.

Demographic analyses have relied on decennial census data for information about transit dependent populations; however, beginning with the 2010 Census, altered data gathering techniques eliminated the collection of income, disability status, and auto ownership. As a supplement to the 2010 Census, the American Community Survey (ACS) samples approximately 1% of households across the country annually to determine social and economic trends. While Yavapai County population increased during the 5-year timeframe, the relatively slow rate of growth means that the 2010 Census data is still relevant for all municipalities. **Table A-2** summarizes the 2010 age, disability status, income level, and auto ownership for the nine incorporated municipalities, Yavapai County, and Arizona.



Yavapai County has a higher elderly and disabled population and about half the level of minority population than the state as a whole. The percentage of the population over age 65 is nearly double the State average (13.7% compared to 7.8% for the State) while the population over age 75 is 10.4% compared to the State estimate of 6.0%. These figures mean that mobility options are particularly important for maintaining the quality of life in the County. For the County as a whole, the percentage of residents between ages 10-19 and below the poverty level are somewhat lower than State averages. Similarly, the number of zero-vehicle households is also somewhat lower than State averages.

**Table A-2: Population Characteristics**

		Population							Households	
	Total 2010 Population	Percent Minority	Percent Age 10 - 19	Percent Age 65- 74	Percent Age 75 and Over	Percent Disabled* (Age 16 to 64)	Percent Disabled* (Age 65 and older)	Percent Below Poverty^	Year 2010 Total	Percent Zero Vehicle Households^
Town of Camp Verde	10,873	26.1%	12.7%	11.6%	8.1%	28.7%	16.1%	27.1%	4,088	3.7%
Town of Chino Valley	10,817	18.1%	12.5%	12.5%	7.7%	22.2%	13.4%	17.4%	4,396	2.6%
Town of Clarkdale	4,097	21.7%	10.3%	13.8%	11.9%	17.5%	15.8%	9.4%	1,806	0.7%
City of Cottonwood	11,265	27.3%	11.1%	12.6%	13.3%	26.3%	19.2%	24.0%	5,179	9.6%
Town of Dewey-Humboldt	3,894	14.5%	12.4%	13.4%	7.7%	25.3%	20.9%	12.7%	1,589	5.7%
Town of Jerome	444	9.7%	5.2%	11.3%	5.4%	16.4%	3.6%	25.0%	253	7.3%
City of Prescott	39,843	12.9%	10.0%	15.9%	14.9%	17.7%	13.9%	15.3%	18,611	8.9%
Town of Prescott Valley	38,822	21.2%	12.9%	10.7%	8.4%	22.0%	12.2%	15.5%	15,364	4.7%
City of Sedona	7,189	19.8%	8.2%	15.2%	12.0%	14.8%	11.7%	8.8%	3,482	3.6%
Unincorporated County	83,789	16.6%	10.9%	14.5%	9.2%	22.1%	13.3%	15.4%	36,135	3.4%
Yavapai County Total	211,033	18.0%	11.2%	13.7%	10.4%	21.3%	14.0%	16.1%	90,903	5.1%
State of Arizona Total	6,392,017	42.2%	14.2%	7.8%	6.0%	19.9%	9.7%	18.2%	2,380,990	6.9%

*Note: Totals for the City of Sedona reflect only the portion located in Yavapai County*

*Source: 2010 U.S. Census, \*2000 U.S. Census, and ^2010-2014 American Community Survey*

The disabled populations are civilian, non-institutionalized persons who may have sensory, physical, self-care, unable to go outside the home, and/or employment impairments. This population group often has difficulty operating automobiles so public transportation can provide a lifeline for them, a way to access services or participate in the work force. The number of people with disabilities tracks closely with the number of elderly in a community, as the rate of disabilities increases as the population ages. Dewey-Humboldt, Cottonwood, and Camp Verde have relatively high percentages of individuals with disabilities who are between ages 16 and 64.

Below poverty populations are individuals living in households that live below income thresholds established by the US Census Bureau, which vary by family size and composition. Low-income households may rely on public transportation and services more than the general population; therefore, recognition of this group's concentration centers is useful. Camp Verde, Jerome, and Cottonwood have the three highest percentages of population living below the poverty level and of these only Cottonwood has transit services. In addition, these percentages are each 24% or higher and higher than the state and county's estimates of 18.1% and 16.2%, respectively.

Vehicle availability may limit a person's ability to commute to work or get to an activity center. Depending on the number of people living in each household, a certain number of vehicles may not be able to provide everyone with a means of transportation. Households in Cottonwood, Prescott, and Jerome have high levels of zero-auto households, so residents need to utilize alternative means of transportation in order to meet the needs of daily living.

Table A-3 summarizes age groups for the nine incorporated municipalities in Yavapai County. Sedona, Prescott, and Cottonwood have the highest percentages of elderly populations. Prescott Valley, Camp Verde, Chino Valley and Dewey-Humboldt have a younger population base.

The County growth for individuals age 65 and above is illustrated in Figure A-3. This is based on the medium series growth projections for Yavapai County. The population as a whole is projected to increase by 39% to 302,815 by 2040, while the population above age 65 is projected to increase by 49%.

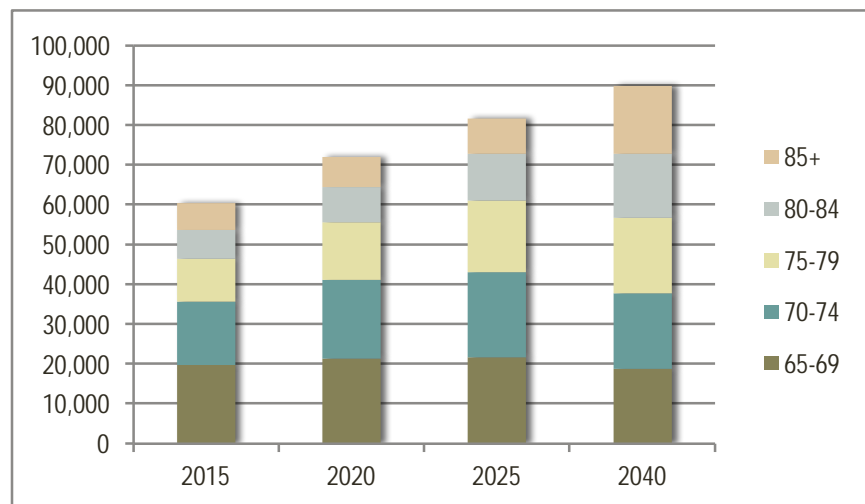
The population is divided into five-year increments, as it is the population aged 75 and above who most need specialized transportation services in order to continue living independently. Many individuals aged 65-75 continue to drive. Note if only the population aged 75 and above is considered, the increase by 2040 is 110% as this population more than doubles from 24,801 to 52,134.

**Table A-3: Population by Age**

	Total 2010 Population	Youth Population				Adult Population					
		Age 9 and Under		Age 10 - 19		Age 20 - 64		Age 65- 74		Age 75 and Over	
Town of Camp Verde	10,873	1,303	12%	1,382	13%	6,040	56%	1,265	12%	883	8%
Town of Chino Valley	10,817	1,351	12%	1,357	13%	5,925	55%	1,349	12%	835	8%
Town of Clarkdale	4,097	433	11%	424	10%	2,187	53%	566	14%	487	12%
City of Cottonwood	11,265	1,340	12%	1,248	11%	5,757	51%	1,418	13%	1,502	13%
Town of Dewey-Humboldt	3,894	392	10%	482	12%	2,199	56%	523	13%	298	8%
Town of Jerome	444	16	4%	23	5%	331	75%	50	11%	24	5%
City of Prescott	39,843	2,724	7%	3,984	10%	20,862	52%	6,340	16%	5,933	15%
Town of Prescott Valley	38,822	5,257	14%	5,015	13%	21,120	54%	4,156	11%	3,274	8%
City of Sedona	7,189	449	6%	590	8%	4,198	58%	1,091	15%	861	12%
Unincorporated County	83,789	8,118	10%	9,154	11%	46,605	56%	12,167	15%	7,745	9%
Yavapai County Total	211,033	21,383	10%	23,659	11%	115,224	55%	28,925	14%	21,842	10%

Note: Totals for the City of Sedona reflect the portion located in Yavapai County  
 Source: 2010 U.S. Census

**Figure A-3: Projections of the Growth in Elderly Population**



## 4. ACTIVITY CENTERS

Activity centers are typically popular destinations for shopping, medical appointments, employment, education, recreation and/or socializing. Employment centers will be discussed in more detail in the next section. **Figure A-4** displays major activity centers located in the CYMPO region. **Figure A-5** displays major activity centers located in the Verde Valley region.

Some of these destinations, like the government and medical offices, may require traveling long distances between communities. The drivers' license and public health offices are located on the north side of Prescott, and are difficult to access without an automobile. DES now has its primary office in the Town of Prescott Valley. Although Yavapai Regional Medical Center has hospitals in Prescott (west facility) and Prescott Valley (east facility) the services available at each are different. The Prescott facility has the primary heart center (including in-patient physical rehabilitation) and the MRI and endoscope services. The Prescott Valley facility has a breast care center, birthing center, and infusion center. It is common for patients to have to travel to the facility in another city to obtain needed services.

Another example is the Northern Arizona VA Health Care System (NAVAHCS) that is comprised of the Bob Stump VA Medical Center in Prescott and five outpatient clinics in Anthem, Kingman, Lake Havasu City, Flagstaff, Cottonwood, and Holbrook. This is the largest veteran health care facility in northern Arizona. Patients seeking medical assistance at the VA may need to drive across the county (or from other counties) to get to the Prescott facility for services only offered at that location. The DAV volunteer driver program assists with getting Veterans without other transportation to the VA Medical Center.

Table A-4, appearing after the maps, list of some major public activity centers found in the CYMPO and Verde Valley areas of the County. There are also many other places people routinely travel to in each community – such as commercial areas that may include a grocery store or a Wal-Mart or K-12 schools. Recreational areas can be a big draw, particularly at certain times of the year. In Sedona there are both scenic lands with high visitation and the employment that is part of the hotel industry in the area. The maps show some casinos located on the Tribal lands; these too draw both visitors and employees.

While many of the places noted on the maps and in Table A-4 are employment centers, there are also many other job locations. Employment, and where jobs are located, is discussed in the next section.

Figure A-4: CYMPO Activity Centers

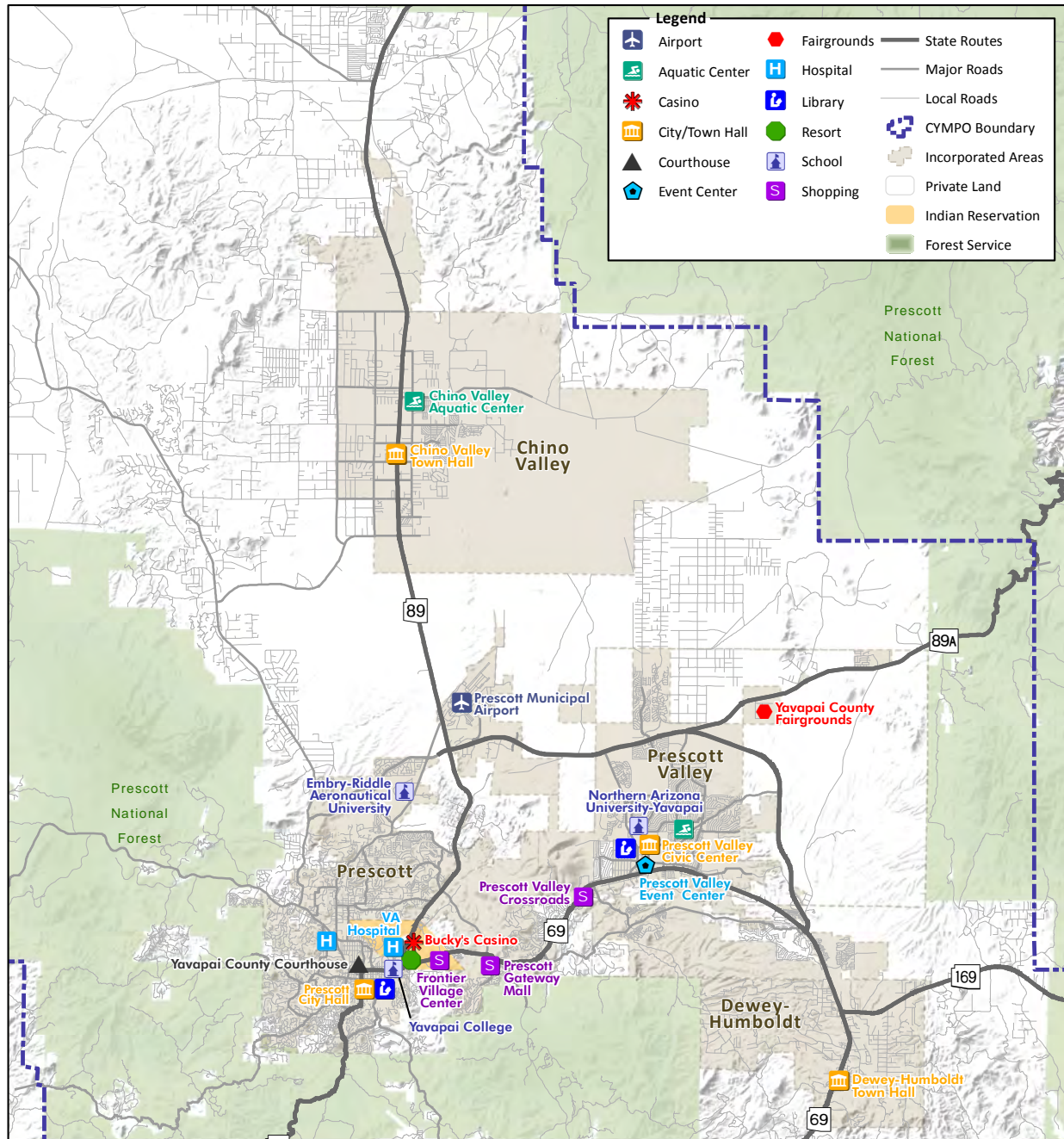
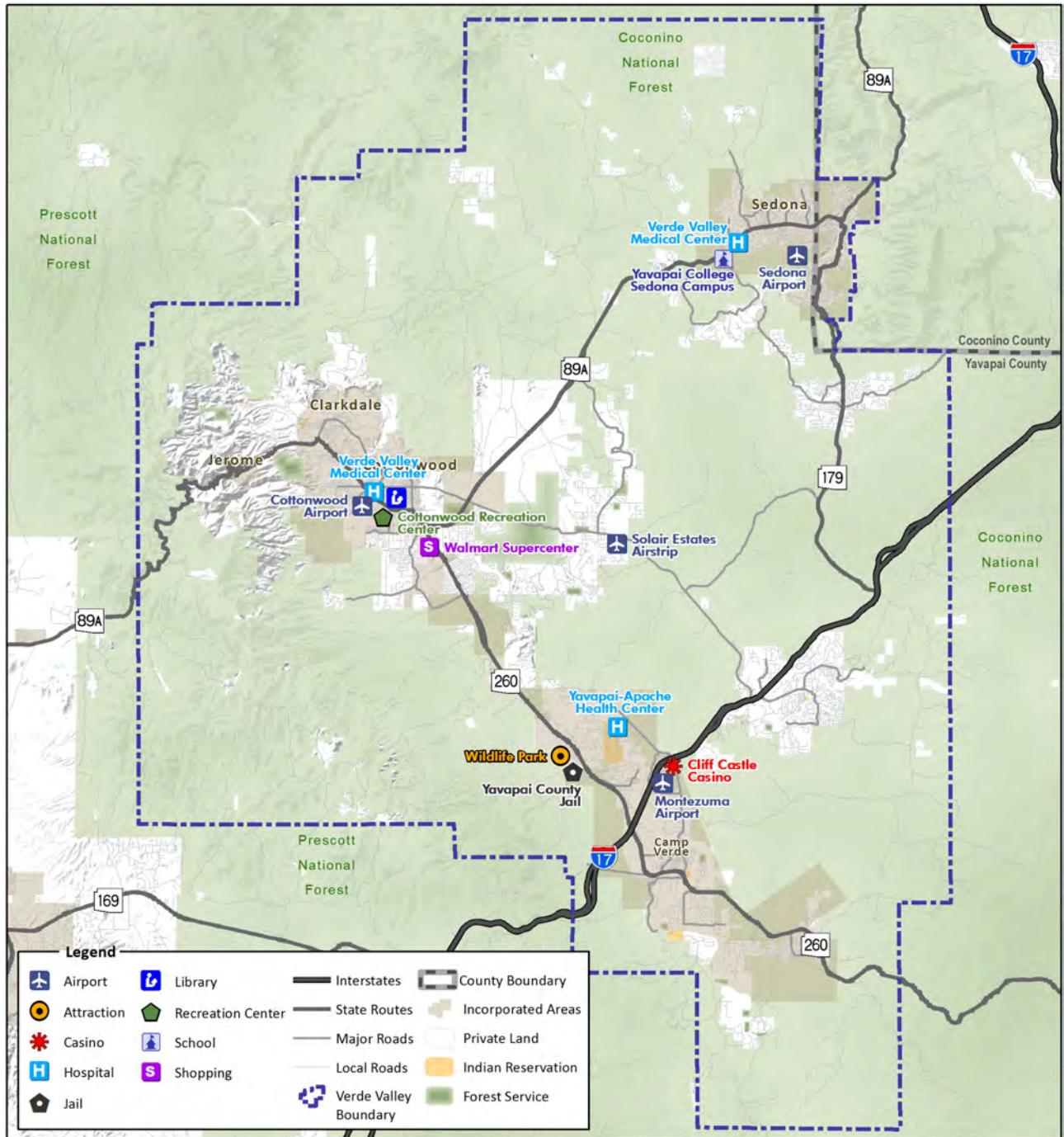




Figure A-5: Verde Valley Activity Centers



**Table A-4: Activity Centers in the Study Area**

Activity Centers		
Place	City	Activity
Camp Verde Public Library	Camp Verde	Library
Chino Valley Senior Center	Chino Valley	Senior Center
Chino Valley Public Library	Chino Valley	Library
Clarkdale Library	Clarkdale	Library
Verde Valley Medical Center	Cottonwood	Hospital
Cottonwood Recreation Center	Cottonwood	Recreation
Cottonwood Library	Cottonwood	Library
Cottonwood VA Outpatient Clinic	Cottonwood	Hospital
Dewey-Humboldt Town Library	Dewey-Humboldt	Library
Jerome Public Library	Jerome	Library
Bob Stump VA Medical Center	Prescott	Hospital
Yavapai Regional Medical Center	Prescott	Hospital
Prescott Public Library	Prescott	Library
Embry-Riddle Aeronautical University	Prescott	College
Northern Arizona University (NAU) - Yavapai Campus	Prescott	College
Yavapai County Courthouse	Prescott	Courthouse
Prescott Municipal Airport	Prescott	Airport
Yavapai Workforce Connection	Prescott	Social Services
Adult Center of Prescott	Prescott	Senior Center
Prescott Valley Public Library	Prescott Valley	Library
Yavapai College	Prescott Valley	College
Prescott Valley Civic Center	Prescott Valley	Government
Arizona Dept. of Economic Security	Prescott Valley	Social Services
CASA Senior & Community Center	Prescott Valley	Senior Center

## 5. EMPLOYMENT AND COMMUTING

### EMPLOYMENT

Utilizing the employment inventoried during recent plans and studies such as the *Verde Valley Master Transportation Plan*, *CYMPO RTP Update 2040*, and *Yavapai County General Plan*, a list of the major employers in Yavapai County was compiled and is shown below:

- Yavapai County, city & town governments
- Yavapai Regional Medical Center
- Northern Arizona VA Health Care System
- Yavapai College
- Embry-Riddle Aeronautical University
- Wal-Mart Supercenters
- Verde Valley Medical Center
- Cliff Castle Casino Hotel
- Enchantment Resort
- Freeport McMoRan Inc.

According to the Arizona Department of Administration, Office of Employment and Population Statistics, Yavapai County had an estimated employment of 61,100 in 2015. Labor force estimates from the U.S. Census for the year 2013 were proportionately adjusted to reflect 2015 conditions.

**Table A-5** summarizes the total employment for each of the nine municipalities as well as the unincorporated portion of the County. With several of the regional employers located in Prescott, the City accounted for nearly 41.2% of the total employment in Yavapai County and attracts residents from other communities to fill these jobs. The Town of Cottonwood and City of Sedona each have fairly strong employment related to their residential base, with about one job for every two residents, although the total number of jobs is lower than the City of Prescott. Prescott Valley, with one job for each four residents, and unincorporated Yavapai County, with one job for each eight residents, each accounted for roughly 10,000 jobs or 17% of the total employment in the County.

**Table A-5: Year 2015 Employment**

	Total 2015 Population	Employment		
		Total	Primary	Non-Primary
Town of Camp Verde	11,191	3,334	3,146	188
Town of Chino Valley	11,396	2,134	2,004	130
Town of Clarkdale	4,251	532	478	54
City of Cottonwood	11,649	5,608	5,186	422
Town of Dewey-Humboldt	4,023	199	186	13
Town of Jerome	442	368	337	31
City of Prescott	40,513	25,149	23,395	1,754
Town of Prescott Valley	40,998	10,368	9,747	621



## Yavapai County Regional Mobility Management Implementation Plan

City of Sedona	7,435	3,065	2,795	270
Unincorporated County	88,876	10,343	9,687	656
Yavapai County Total	220,774	61,100	56,961	4,139

*Note: Totals for the City of Sedona reflect the portion located in Yavapai County*

*Sources: Arizona Department of Administration, Office of Employment; Population Statistics and Longitudinal Employer-Household Data (LEHD) 2011 Statistics from [www.onthemap.ces.census.gov](http://www.onthemap.ces.census.gov)*

**Table A-6** shows the employment by sector. Health care and social assistance, retail trade, accommodation and food services, educational services, construction, and manufacturing are primary drivers of the County's economy. Health care and social assistance accounted for 18% of Yavapai County's total employment while retail trade, educational services, and accommodation and food sectors account for 13.2%, 12.5% and 11.8% of County's employment respectively.

# Yavapai County Regional Mobility Management Implementation Plan

**Table A-6: Year 2015 Employment by Sector**

NAICS Sectors	Camp Verde	Chino Valley	Clarkdale	Cottonwood	Dewey-Humboldt	Jerome	Prescott	Prescott Valley	Sedona	Rural County	Yavapai County Total
Agriculture, Forestry, Fishing and Hunting	15	73	0	0	0	0	8	25	1	258	380
Mining, Quarrying, and Oil and Gas Extraction	0	101	0	0	0	15	1	0	2	1,024	1,143
Utilities	32	6	7	10	0	0	83	30	36	82	286
Construction	225	298	49	234	73	13	1,204	467	234	896	3,693
Manufacturing	93	124	145	84	2	15	1,832	850	73	517	3,735
Wholesale Trade	37	75	8	108	3	4	627	1,303	54	234	2,453
Retail Trade	350	277	29	1,282	30	65	3,022	1,197	519	1,288	8,059
Transportation and Warehousing	95	65	75	41	2	0	258	390	51	143	1,120
Information	57	4	0	42	2	6	285	131	73	140	740
Finance and Insurance	32	32	0	103	0	0	421	158	58	50	854
Real Estate and Rental and Leasing	40	38	8	139	23	0	308	107	79	88	830
Professional, Scientific, and Technical Services	49	92	4	191	13	1	771	239	139	241	1,740
Management of Companies and Enterprises	1	1	0	1	0	0	59	11	10	7	90
Administrative and Support and Waste Management	114	44	25	598	3	1	610	293	73	542	2,303
Educational Services	340	359	104	432	0	0	3,294	1,529	23	1,129	7,210
Health Care and Social Assistance	474	115	2	930	39	3	7,073	1,438	314	602	10,990
Arts, Entertainment, and Recreation	572	1	0	50	0	11	457	331	83	143	1,648
Accommodation and Food Services	449	231	30	749	3	197	2,084	1,261	748	1,869	7,621
Other Services (except Public Administration)	63	40	27	213	6	8	688	325	208	245	1,823
Public Administration	296	158	19	401	0	29	2,064	283	287	845	4,382
Total	3,334	2,134	532	5,608	199	368	25,149	10,368	3,065	10,343	61,100

*Note: Totals for the City of Sedona reflect the portion located in Yavapai County*

*Source: Arizona Department of Administration, Office of Employment and Population Statistics and Longitudinal Employer-Household Data (LEHD) 2011 Statistics from [www.onthemap.ces.census.gov](http://www.onthemap.ces.census.gov)*

## COMMUTING PATTERNS

The U.S. Census Bureau provides some commuting or journey to work information that includes the primary mode of transportation to work, the number of people that reside and work in the same community and the number of people that reside in a community but commute to or from another community for work.

**Table A-7** summarizes the mode of transportation for workers age 16 and older used to go to work. As presented in the table, approximately 16.1% of those surveyed in Yavapai County carpooled, walked, or took public transportation to work, while over 74.3% drove alone. Residents in Chino Valley, Cottonwood, Prescott Valley and unincorporated Yavapai County were cited as having a high number of workers that carpool to work. Cottonwood, with 0.7% of workers commuting by transit, reflects the availability of the Lynx and CAT services.

**Table A-7: Means of Transportation to Work**

	Means of Transportation to Work (Workers Age 16 and Older)								
	Drove Alone	Carpooled	Public Transportation	Taxi	Motorcycle	Bicycle	Walked	Other Means	Worked at Home
Town of Camp Verde	73.3%	12.9%	0.2%	-	0.5%	0.4%	2.3%	0.5%	9.9%
Town of Chino Valley	71.0%	16.1%	-	-	-	0.4%	0.7%	1.5%	10.4%
Town of Clarkdale	85.2%	6.2%	-	-	1.0%	1.1%	0.9%	0.0%	5.6%
City of Cottonwood	72.0%	16.5%	0.7%	-	0.3%	1.4%	4.9%	0.8%	3.3%
Town of Dewey-Humboldt	84.6%	8.7%	-	-	0.0%	0.0%	2.1%	0.0%	4.6%
Town of Jerome	67.8%	4.5%	-	-	0.0%	0.0%	8.0%	2.3%	17.4%
City of Prescott	72.7%	11.0%	0.3%	0.2%	0.6%	1.0%	5.9%	0.7%	7.7%
Town of Prescott Valley	78.8%	13.6%	0.0%	0.5%	0.4%	1.3%	1.8%	0.3%	3.3%
City of Sedona	68.1%	7.5%	0.3%	-	0.0%	2.8%	4.4%	0.0%	17.0%
Unincorporated County	73.2%	14.3%	0.2%	-	0.7%	0.7%	2.4%	1.0%	7.4%
Yavapai County Total	74.3%	12.9%	0.2%	0.1%	0.5%	1.0%	3.0%	0.7%	7.2%

*Note: Totals for the City of Sedona reflect the portion located in Yavapai County*

*Source: 2010-2014 American Community Survey*

As reported by to the Arizona Department of Administration Office of Employment and Population Statistics, in 2015 Yavapai County had a civilian labor force of 97,755, of which 92,363 were employed. As previously mentioned, labor force estimates from the U.S. Census for the year 2013 were proportionately adjusted for the year 2015.

**Table A-8** displays the total employment jobs and labor force for each of the municipalities and provides an indication of how many workers are needed in the area relative to its labor force. As the table highlights, workers in the Yavapai County commute between communities within the County for work. In addition, nearly 45.2% of the workers in Yavapai County travel out of the county for work.

**Figure A-6** displays the percentage of commuter inflow and outflow by municipality. Camp Verde, Prescott, Prescott Valley, and the unincorporated County have a higher percentage of people who live and work in the area. Based on the total number of jobs and available labor force, people travel to Cottonwood, Prescott, Prescott Valley, Sedona, and Phoenix metro area communities for work as depicted by the higher percentage of commuter inflow to the areas.

**Table A-8: Year 2015 Employment and Labor Force**

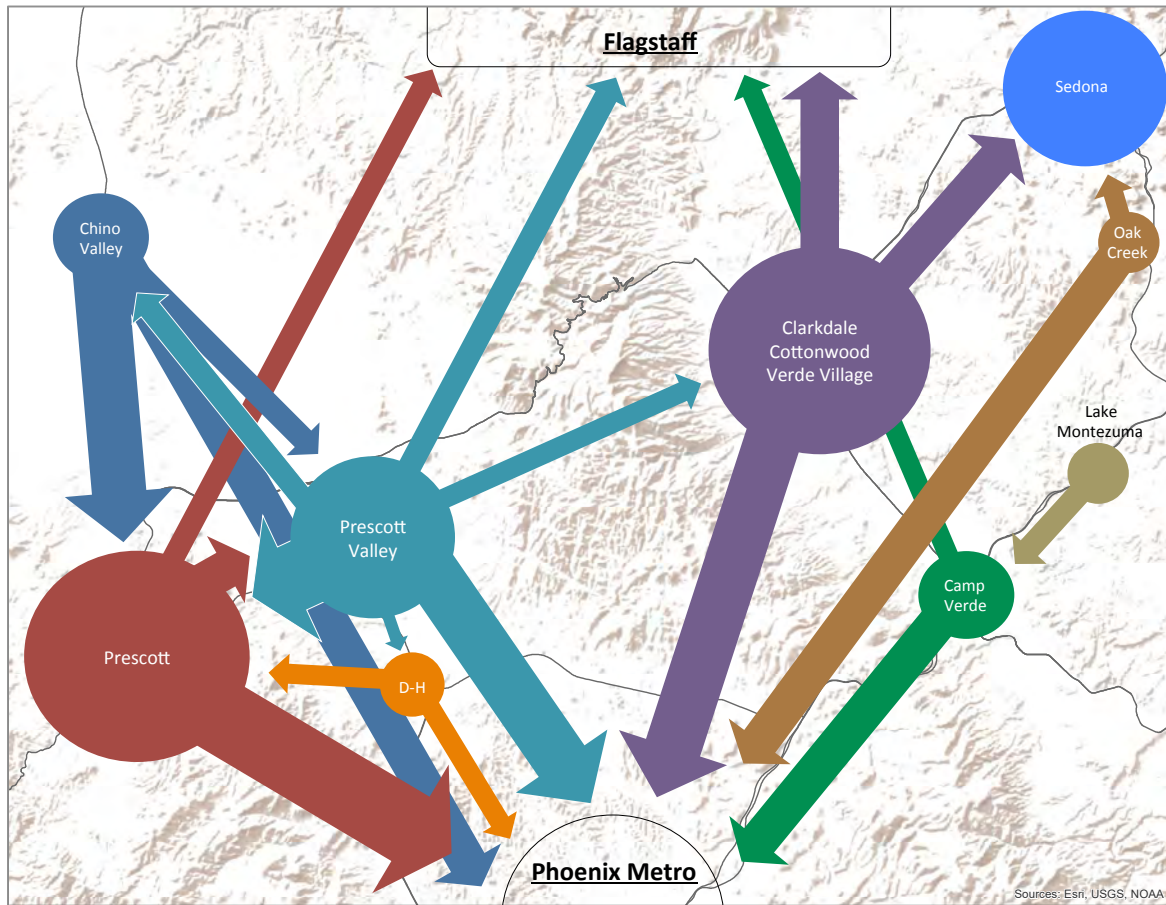
	Total Employment	Commuter Inflow		Live and Work in Area		Labor Force (Age 16 and older)	Commuter Outflow	
		#	%	#	%		#	%
Town of Camp Verde	3,334	2,338	70.1%	996	29.9%	4,200	3,096	73.7%
Town of Chino Valley	2,134	1,688	79.1%	446	20.9%	3,733	3,240	86.8%
Town of Clarkdale	532	496	93.2%	36	6.8%	1,472	1,432	97.3%
City of Cottonwood	5,608	4,584	81.7%	1,024	18.3%	4,578	3,448	75.3%
Town of Dewey-Humboldt	199	178	89.4%	21	10.6%	1,467	1,443	98.4%
Town of Jerome	368	361	98.1%	7	1.9%	172	165	95.9%
City of Prescott	25,149	17,534	69.7%	7,615	30.3%	18,225	9,791	53.7%
Town of Prescott Valley	10,368	7,010	67.6%	3,358	32.4%	19,809	16,091	81.2%
City of Sedona	3,065	2,551	83.2%	514	16.8%	3,081	2,330	75.6%
Unincorporated County	10,343	6,274	60.7%	4,069	39.3%	35,626	31,115	87.3%
Yavapai County Total	61,100	15,414	25.2%	45,686	74.8%	92,363	41,791	45.2%

*Note: Totals for the City of Sedona reflect the portion located in Yavapai County*

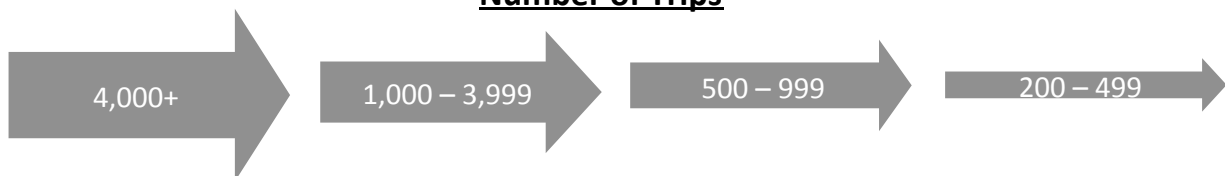
*Source: Arizona Department of Administration, Office of Employment and Population Statistics and Longitudinal Employer-Household Data (LEHD) 2011 Statistics from [www.onthemap.ces.census.gov](http://www.onthemap.ces.census.gov)*

Figure A-6: Year 2015 Commuter In/Out Flow

## Commuter Work Flow



### Number of Trips



### Number of Non-Commuting Workers



## 6. EXISTING PROVIDERS

Four fixed route transportation services exist in the region for the general public.

- Cottonwood Area Transit (CAT) is the most comprehensive system, operating four local fixed routes, paratransit service, and a commuter line between Cottonwood and Sedona (The Lynx).
- Yavapai Regional Transit (YRT) operates local fixed route service in Chino Valley three days a week with limited regional service offered to Prescott and Prescott Valley.
- Yavapai Nation Transit operates fixed route service between the Yavapai Apache Nation medical center and the tribal community in Clarkdale.
- Prescott Transit Authority operates a Citibus fixed route loop within the City of Prescott for the general public.

A number of additional private and nonprofit transportation providers are present in the area, primarily operating for a specific clientele or age group and not for the general public. In addition, there is an active private for-profit sector providing taxi services, medical transportation for AHCCCS clients, and airport shuttle services. At present the airport shuttle services are the primary services to Phoenix although the Yavapai Apache Nation is hosting a greyhound stop at the Chevron Station in Middle Verde. Also, Prescott Transportation Authority, a private provider, has recently been awarded a contract by ADOT to provide intercity service between Prescott and Phoenix. This service will begin late in 2016.

This section describes first the fixed route service providers. It continues with a description of the non-profit providers who operate services for human service program clients, volunteer driver programs, and other services or needs. After the basic description, details on the services and their fleets are provided in a series of tables.

The information in this section comes from two sources. First, the data that NACOG's Mobility Manager has gathered on providers and their vehicle fleets forms a basis for the provider listing. Second, the study team utilized an online and hardcopy surveys to gather current data about service area and span, rider eligibility, fares, and type of vehicles owned and operated as well as information on ridership, funding levels and funding sources, and human service agency client needs. A copy of the questionnaire and information on survey responses is included as Exhibit 1 at the end of this document.

### GENERAL PUBLIC TRANSPORTATION

Public transit providers offer service to the general public and typically focus on a geographic or political area. Several separate systems exist in the Verde Valley and in

the CYMPO area. Following this are brief summaries for each public transit provider in the study area and additional information on the services operated. Table A-9 provides a summary of the available services.

**Table A-9: General Public Transportation Providers**

Organization	Type of Service	Service Area	Service Hours
Cottonwood Area Transit	Fixed Route Commuter Bus Paratransit	Cottonwood, Clarkdale, Verde Villages; commuter service operates between Cottonwood and Sedona. Paratransit service is provided and limited demand response is also available in Village of Oak Creek, Cornville, and Camp Verde	Local routes & Paratransit: M - F: <u>6:45 AM-6:37 PM</u> Commuter bus: 7 days/week 6:00 AM – 7:12 PM
Yavapai Regional Transit	Fixed Route Demand Response	Chino Valley, Prescott, Prescott Valley	M - F: 8AM - 3PM
Yavapai-Apache Transit	Fixed Route	Prescott	M - F: 9AM - 5PM
Prescott Transit Authority - Citibus	Fixed Route	Prescott	M - F: 9AM - 5PM

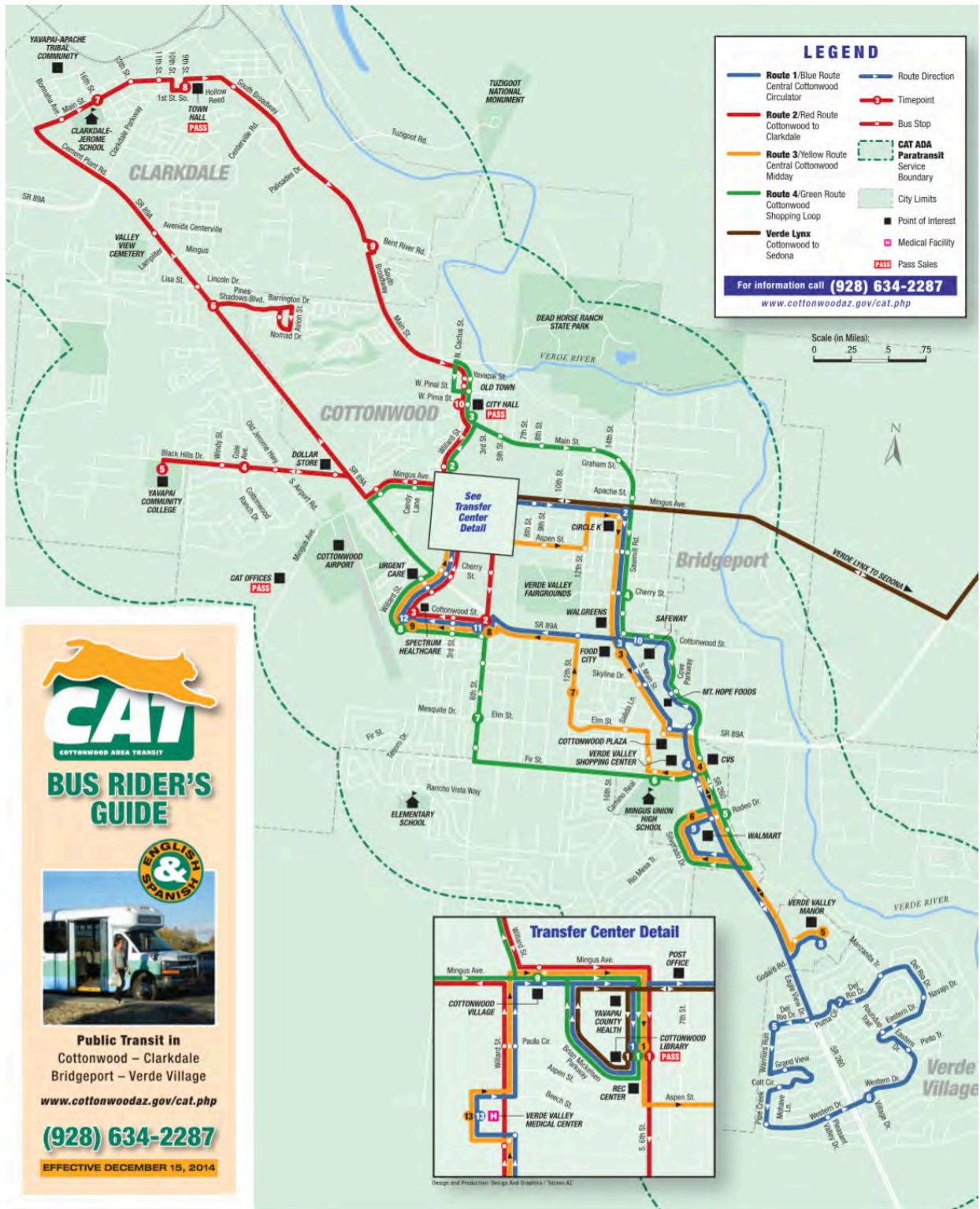
***Cottonwood Area Transit (CAT)***

CAT operates a municipal fixed-route system in the Verde Valley with local and paratransit service operating Monday - Friday between 6:45 AM and 6:37 PM. Commuter service operates daily from 6:00 AM – 7:12 PM. The primary service area is Cottonwood and between Cottonwood and Sedona, with other communities served as described in the listing below. The routes in Cottonwood are primarily loops, which fit well into the street pattern, meeting every 45 minutes at the library to allow transfers. Complementary paratransit service is provided to residents that live within ¾-mile off a route that runs fixed-route service. Demand response service is offered in the Village of Oak Creek, Cornville, and Camp Verde. Detailed schedule information is available at <http://cottonwoodaz.gov/media/pdf/CAT-Guide.pdf> for local routes and <http://cottonwoodaz.gov/media/pdf/Lynx-Guide.pdf> for the Lynx. Maps follow as figures A-7 and A-8.

- The Green line serves the heart of Cottonwood, from Old Town and the town Hall on the north end to Wal-Mart on the south end of the route. In addition to serving many residential areas, it serves most shopping and medical clinics.
- The Yellow line serves a similar area, but provides coverage on additional streets. From the Library transfer center at the north end It travels south along Aspen St and South Main St (SR 260) to Wal-Mart and Verde Valley Manor. On its northbound return it serves Elm Street and 12<sup>th</sup> Street.
- The Blue line operates two morning and two evening trips oriented to workers. It covers some of the same area as the Yellow line, but continues south and makes a large loop in Verde Village.



Figure A-7: CAT Local Services





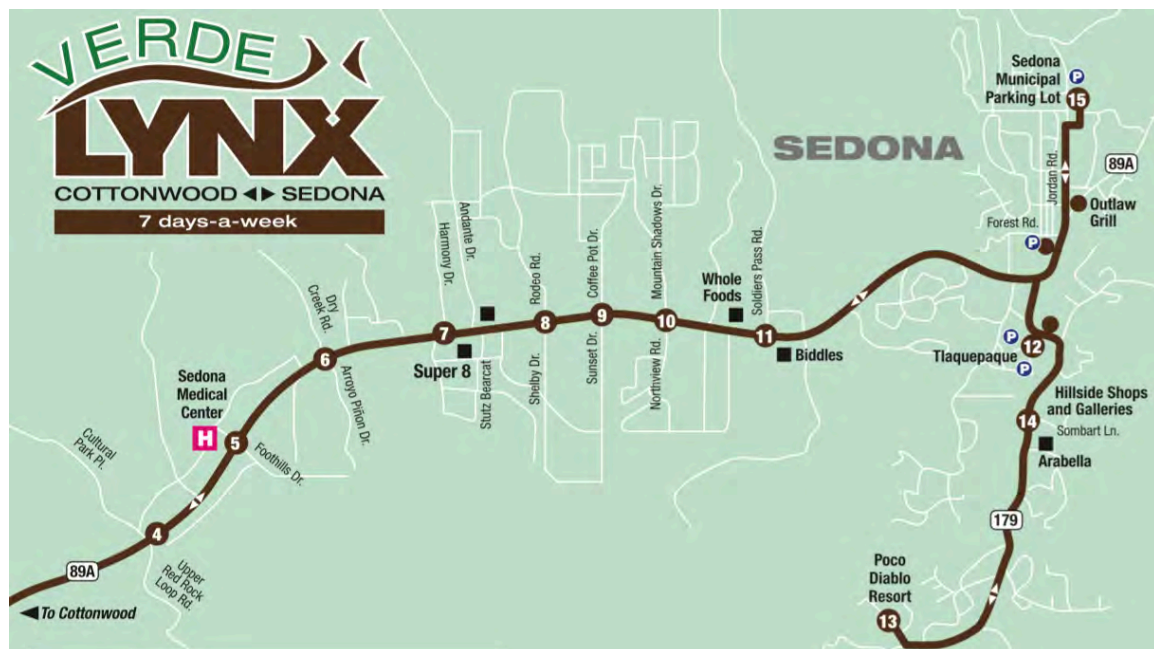
- The Red line travels north from the library on SR 89A to Clarkdale, and then returns to Cottonwood on South Broadway.
- The Verde Lynx route provides commuter service in the Cottonwood-Sedona corridor. The route travels east to Sedona and then south on 179 to Poco Diablo Resort. The Sedona Municipal parking lot is also served before the bus returns to Cottonwood. The Lynx operates daily with a schedule oriented to workers in the hospitality and restaurant industries. While most service is oriented to shifts starting at 7 AM in Sedona, some also operate mid-day to allow workers who begin at noon to get to work. Mid-day trips serve workers who get off work by 2-3 PM, and evening trips serve varying shift times with the last bus departing the Municipal lot at 6:38 PM.

Paratransit service is operated within  $\frac{3}{4}$ -mile of the four local fixed routes, during the same days and hours as fixed route service is available. The Americans with Disabilities Act does not require paratransit services to be provided for commuter routes, so none is provided in the Lynx corridor.

All buses are wheelchair accessible. The service requires five fixed route buses to operate the routes during the peak plus paratransit vehicles as scheduled.

This agency identified restrictive regulations between the various government programs as an issue that hinders coordination between agencies.

Figure A-8: Lynx Route Map



***Yavapai Regional Transit (YRT)***

Yavapai Regional Transit provides local bus service in Chino Valley and regional services between Chino Valley, Prescott, and Prescott Valley. This is a private non-profit operation with public support from Yavapai County and the ADOT 5311 Federal Transit Administration rural transit program. Detailed schedule information and route maps are available at <https://www.yavapairegionaltransit.com/>

- Gold Route: Local bus service within Chino Valley on Monday, Wednesday and Friday.
- Green Route: Bus service connecting Chino Valley and Prescott on Tuesday and Thursday.
- Red and Blue Routes: Regional service connecting Chino Valley with Prescott Valley and Prescott. The Blue route operates clockwise and the Red route operates counterclockwise. Three trips operate on Friday only.

Chino Valley has local service run three days per week, with service to Prescott three days a week, and Prescott Valley is serviced by two routes only on Fridays. Service is operated Monday through Friday 8 AM to 3 PM, not all destinations are served everyday. YRT would like to expand bus stops in each community and run 5 days per week in each community. The need for higher matching funds, more buses, and a labor pool experienced to support their system was identified as barriers to further coordination.

Yavapai Regional Transit has transitioned from a largely volunteer program to one that pays the majority of their drivers, and recognize that over time they need to plan for fewer volunteers.

YRT would like to expand services to better meet community needs, but recognizes the importance of developing a stable and secure local funding source. The program is largely funded through ADOT's rural transit program (5311) and as they expand to provide more urban area services they will need to access the FTA urbanized area funds. Accessing urbanized area funds will also allow YRT to route vehicles and serve stops that make the most sense for urban residents.

Figure A-9: YRT Green and Yellow Routes

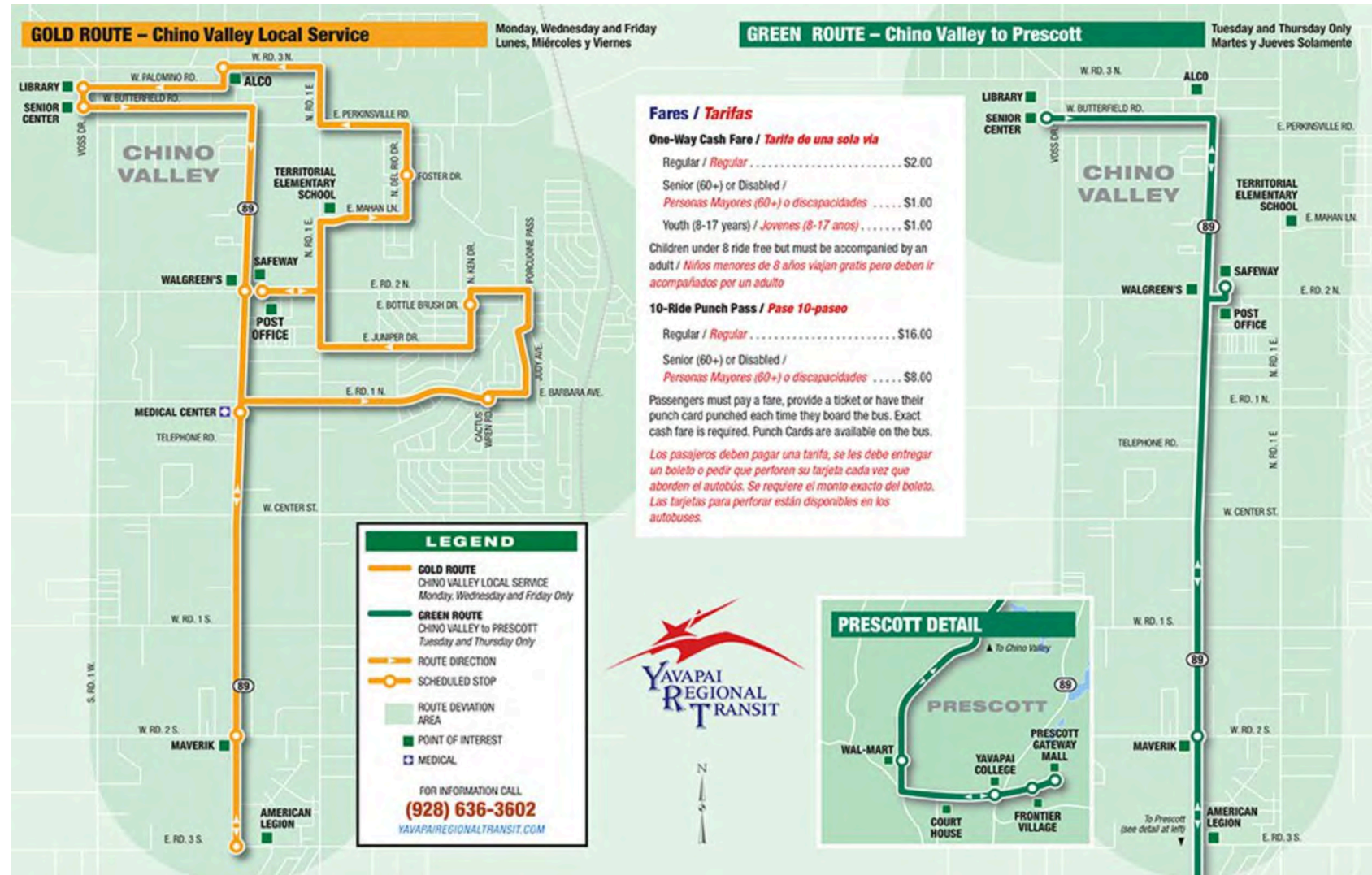
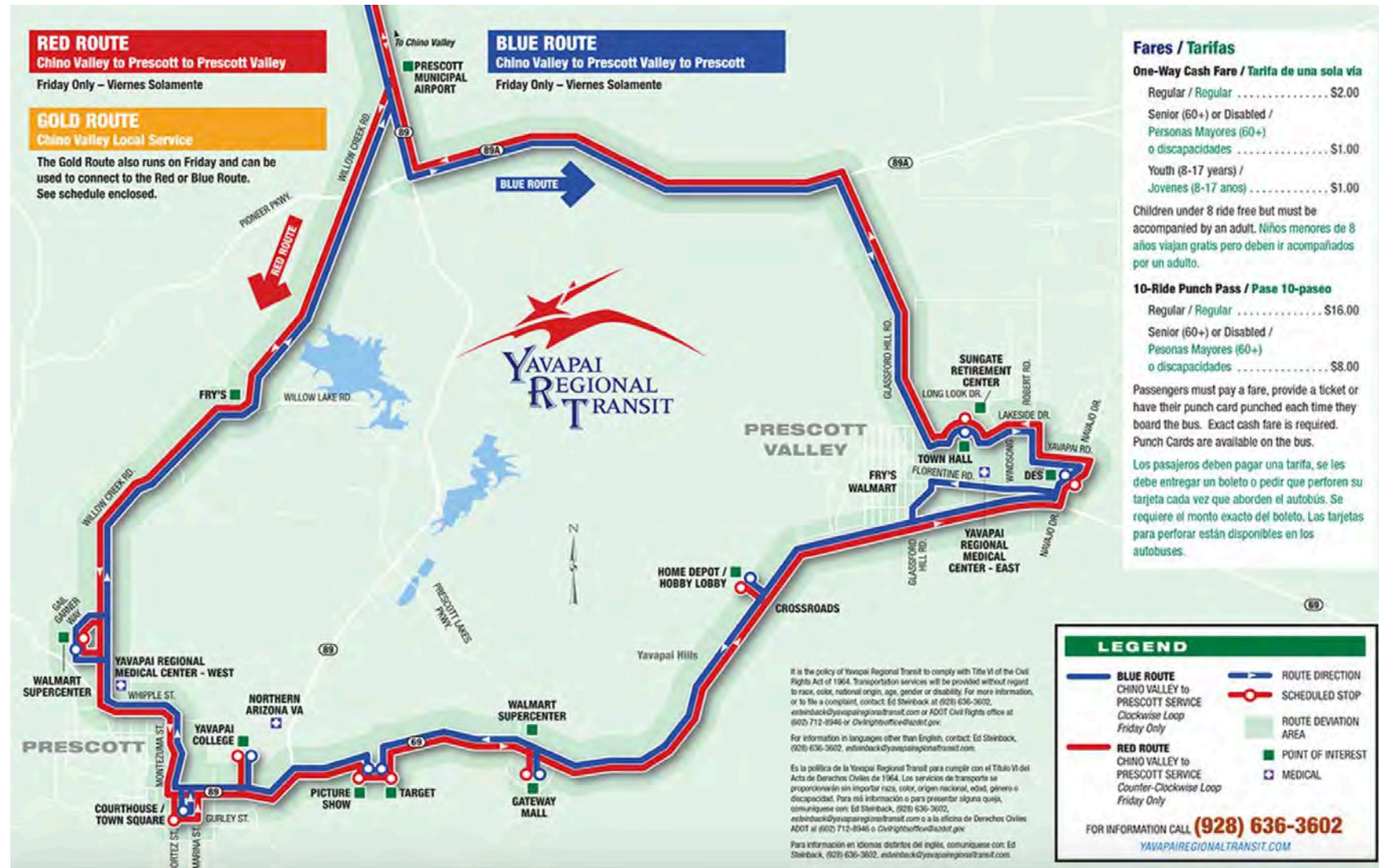




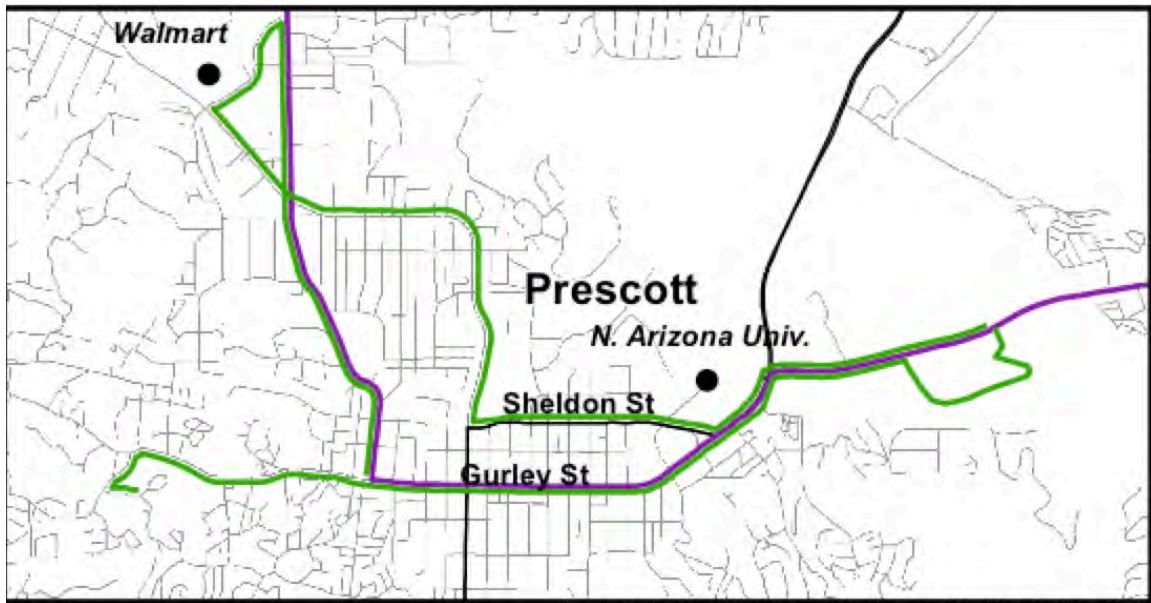
Figure A-10: YRT Red and Blue Routes



### ***Citibus***

Citibus operates a route in the City of Prescott that travels generally in a counter-clockwise loop. Prescott Transportation Authority operates the route at its own expense. Although Prescott Transportation Authority collects fares and sells advertising. Its service is operated weekdays, 8 hours daily (9 AM-5 PM), with a cash fare of \$2.00. This provider helps connect residents with shopping, education, and employment centers. No changes were identified from this provider regarding the service they currently provide. The route map in Figure A-11 is based upon an older schedule and is approximate.

**Figure A-11: Citibus Route (Approximate)**



### ***Yavapai Apache Transit***

The Yavapai-Apache Tribe operates service between the reservation at the YAN Medical Clinic near Camp Verde to their tribal community in Clarkdale with two round trips daily. The trips depart the Yavapai Nation at Camp Verde at 10:45 AM and 12:45 PM. The Southbound trip departs the Tribal community in Clarkdale (Bonnaha and Beecher) at 10:30 AM and 2:30 PM. The system operates Monday through Friday. The routes are illustrated on the following page.

The YAT links into the Cottonwood Area Transit (CAT) system and Verde Lynx for those going on to the Sedona area. In Camp Verde, it links to Beaver Creek's volunteer bus program. YAT also provides a Greyhound agent at the Conoco station, enabling passengers to purchase tickets and board intercity services operating between Flagstaff and Phoenix as well as to connect to the national intercity bus network.



Figure A-12: Yavapai-Apache Transit Route Map



## Human Service Transportation Providers

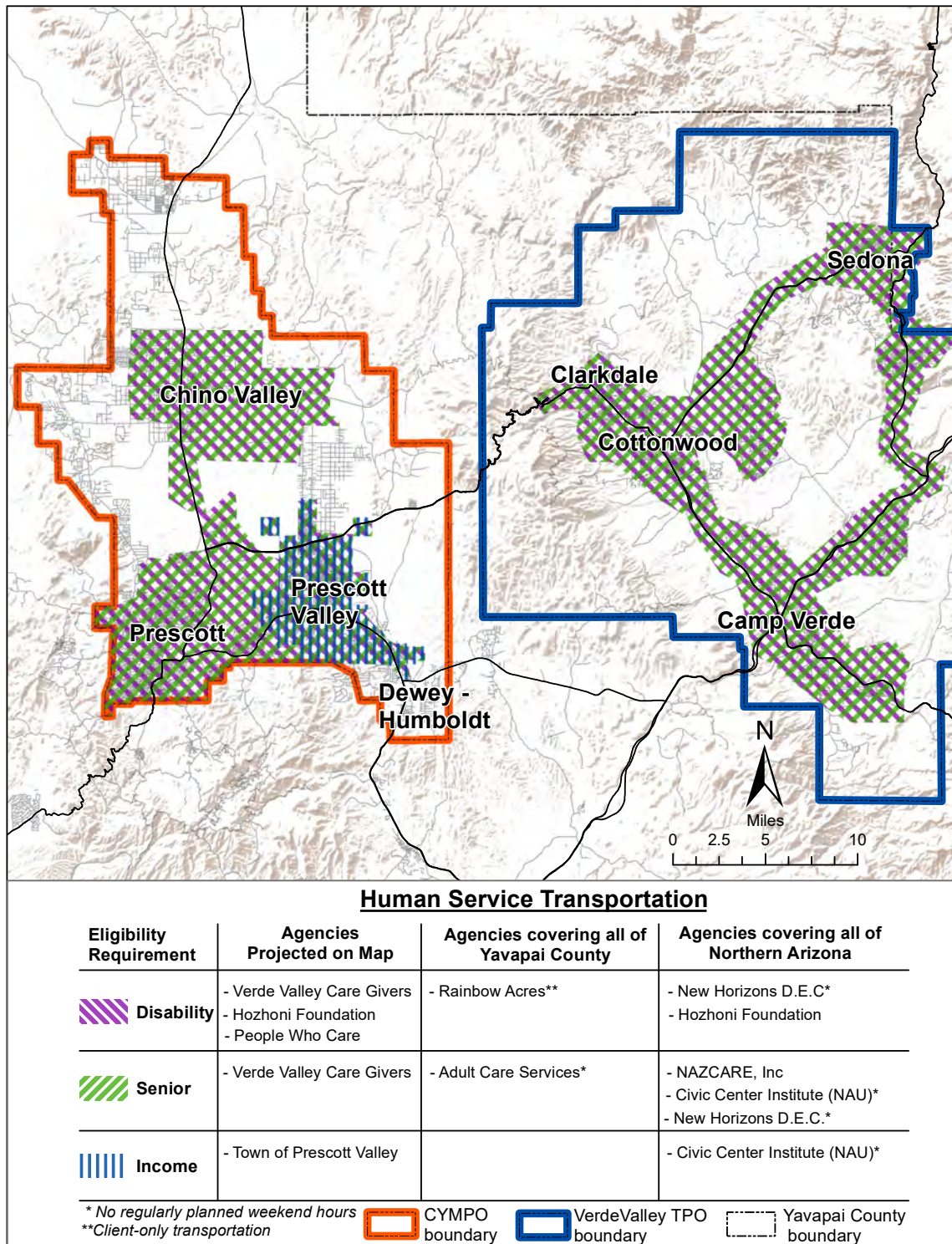
Many human service agencies in the area provide transportation to program clients. Typically program requirements are based on age, disability status, and income. Figure A-13 shows human services transportation in the CYMPO and Verde Valley regions.

The human service providers are summarized in Table A-9 and following are brief descriptions of where these agencies offer their services, what plans they have identified for the upcoming 5 years, and any perceived barriers to coordination. Information is only available for those that participated in the survey, have provided information to the NACOG Mobility Manager, and/or have participated in the study.

**Table A-9: Human Service Transportation Providers in CYMPO & Verde Valley**

Organization	Eligibility	Service Area	Service Hours
Adult Care Services	Older Adult	Prescott and Yavapai County	M - F: 8AM - 4PM
Beaver Creek Transit	Older Adults	Lake Montezuma, Rim Rock	Varies
Civic Service Institute at NAU (under ARBOR)	Older adult and Low income	Prescott, Prescott Valley, Cottonwood	M - F: 8AM - 5PM
Disabled American Veterans	Veteran	Prescott and Cottonwood; special trips to Phoenix VA	By appointment
Hozhoni Foundation	Disability	Prescott	Available 24/7
Intermountain Centers for Human Development	Disability & Foster Care	Yavapai County	M - F: 8:30AM - 5PM
NAZCARE	Older Adult	All of Northern Arizona	M - Sat: 9AM - 3PM
New Horizons D.E.C.	Older Adult & Disability	All of Northern Arizona	M - F: 6AM - 6PM
People Who Care	Older Adult & Disability	Chino Valley, Prescott, Prescott Valley	Varies
Rainbow Acres	Client-only/Older adult	Client-only; Camp Verde	Client request
Rusty's Morningstar Ranch	Disability	NR	NR
Tender Hearts Transportation	Older Adult & Disability	NR	NR
Verde Valley Caregivers Coalition	Older Adult & Disability	Verde Valley: Clarkdale, Cottonwood, Verde Village, Camp Verde, Village of Oak Creek, Sedona	M - F: 6AM - 8PM, Sat - Sun: 7AM - 6PM
Verde Valley Senior Center	Older Adults	NR	NR
Veterans' Transportation Services	Veterans	60-mile radius of Cottonwood; to VA Medical Center in Prescott	NR

Figure A-13: Human Service Transportation in CYMPO & Verde Valley Regions





### ***Adult Care Service***

This program operates the Susan J. Rheem Adult Day Centers in Prescott, Prescott Valley, and Cottonwood. The programs focus is to provide social opportunities and nutritious meals to seniors in the region. Transportation is offered Monday through Friday 8 AM to 4 PM. Adult Care Services coordinate transportation to their centers for clients who are unable to drive themselves. No future changes were identified in regards to client transportation services. Insurance restrictions are a main barrier to coordination with other agencies.

### ***Beaver Creek Transit (BCT)***

Beaver Creek Transit (BCT) is an entirely volunteer operated and maintained community transportation service sponsored by the Beaver Creek Adult Center. BCT offers transportation for seniors and the disabled of all ages residing in the Montezuma Rimrock Fire District, including the small, rural unincorporated communities of Lake Montezuma, Rimrock, and McGuireville. The service area (requested destinations) includes Camp Verde (12 mi), Clarkdale, Cornville, Cottonwood (22mi), Lake Montezuma, Page Springs, Sedona (27 mi), Village of Oak Creek, Flagstaff (55 mi), Prescott (60 mi) and Phoenix/Mesa (120 mi).

### ***Civic Service Institute at NAU***

Volunteers through the Civic Service Institute at Northern Arizona University in Prescott provide transportation using their own vehicles. They receive a small stipend for their time and the costs they incur in operating service. The service is generally available Monday through Friday 8 AM – 5 PM and provides door-through-door assistance and support needed by the rider. This program focuses on the needs of seniors and persons with disabilities, offers volunteer opportunities to NAU college students or other seniors through the Retired Senior Volunteer Program (RSVP). Drivers receive a minimal stipend for their expenses.

Future plans for the Civic Service Institute program include recruiting additional volunteers within Yavapai County, so they may serve more clients. They collaborate whenever possible with referrals and attempts to serve clients of other agencies through their normal channels of partnerships. A barrier to coordination is the inability to do ride shares or vehicle sharing is that volunteers use their own vehicles.

### ***Disabled American Veterans***

The DAV provides veterans transportation utilizing volunteer drivers. Service days from the Verde Valley area to the Prescott VA hospital are Monday, Wednesday and Friday. Trips are made to the Phoenix VA hospital on Tuesdays and Thursdays. The DAV focuses on the transportation of ambulatory clients only (vans and minivans do not have lifts). Trips must be scheduled three business days in advance.

The Verde DAV occasionally coordinated service with Verde Valley Veterans Vans. However, with the closure of Verde Valley Veterans Vans the volume or trips has doubled for the DAV. Staff reported no concerns with meeting this ridership demand.

***Hozhoni Foundation***

This agency has a facility in Prescott and offers full services to adults with disabilities. They have residential and day programs, as well as support resources. Transportation to clients is available 24 hours a day and is provided by direct care staff to their Prescott facility. Transportation for social and shopping trips is also provided. In the next 5 years, Hozhoni is attempting to grow its Prescott Day Program services. They anticipate needing additional ADA-compliant vehicles and wheelchair vans to meet program demands within the next one to two years. Limitations on vehicle sharing and insurance restrictions are the main barriers to coordination.

***Intermountain Centers for Human Development***

Intermountain Centers for Human Development operates a residential and day program in Chino Valley for adults with developmental disabilities. Transportation is available for clients who are unable or do not have the means for transportation to the day program facility. Transportation is also provided for residential clients to meet their activities of daily living.

***NAZCARE***

NAZCARE operates wellness centers all over Northern Arizona for individuals struggling with substance use issues. It operates the New Hope Wellness Center in Prescott and the Serenity Wellness Center in Cottonwood. No major expansions or improvements regarding this agency's transportation service were named. Insurance and government program restrictions are the primary barriers hindering coordination.

***New Horizons D.E.C.***

The New Horizons Disability Empowerment Center is located in Prescott Valley and serves adults with disabilities across Yavapai County. They provide ambulatory and wheelchair transportation to clients who need to reach medical, employment, and social appointments. While service is available to clients at anytime, 24-hour notice is requested. There are no major plans in the next 5 years in regards to the transportation program. Available funding is the main barrier to this agency's coordination efforts.

***People Who Care***

Located in Prescott, this program provides essential transportation (healthcare appointments, support group meetings, etc.), help with grocery shopping and personal paperwork, handyman help, and many other services to frail seniors. While their primary location is in the City of Prescott, they also have an office in Prescott Valley and try to serve Chino Valley and other outlying locations when volunteers are available. Volunteers using their own vehicles operate transportation Monday through Friday 8AM to 6PM. This agency identified support for volunteer mileage reimbursement and community support of transportation services as something that would help improve transportation services for clients. The director noted that overcoming the message of "No new taxes" and reframing discussions in terms of "This is what transportation does to benefit the community" would help to improve coordination efforts between agencies and municipalities.

***Rainbow Acres***

Located in Camp Verde, this not-for-profit assisted living community for individuals over 18 with developmental disabilities provides transportation on a 24-hour basis for its clients. Transportation is provided by employees of the center and cover every aspect of transportation needs from medical appointments and social trips to grocery shopping and extracurricular activities. No major expansion of their transit options is proposed for the foreseeable future. Insurance restrictions are their main barrier to coordination.

***Rusty's Morningstar Ranch***

Did not participate in the survey nor the study. No information available.

***Tender Hearts Transportation***

Did not participate in the survey nor the study. No information available.

***Verde Valley Caregivers Coalition***

Based out of Sedona, this program provides volunteers, programs and services to support adults in need of assistance in maintaining their independence and quality of life at home. They provide service across Yavapai County in Cottonwood, Clarkdale, Jerome, Sedona, Village of Oak Creek, Camp Verde, Rimrock, and Lake Montezuma. Transportation is provided by volunteers who assist clients with loading and unloading bags, accompaniment to medical appointments, and various other appointments and errands. If funding is reduced, the agency will have to close all its programs, not just transportation. Coordination is currently taking place with Cottonwood Area Transit, but funding is still the main barrier to coordinating with other agencies in the region.

***Verde Valley Senior Center***

Did not participate in the survey nor the study. No information available.

***Veterans Transportation Services***

The VA's Cottonwood Out-based Clinic (CBOC) provides medical service for all veterans in the Verde Valley. A complimentary, fee-based transportation program began in October 2010 under the office of Rural Health Services, and in October 2011, transportation migrated into the Veterans Transportation Service (VTS).

VTS offers transportation within a 60-mile radius of the Cottonwood CBOC for ambulatory and non- ambulatory veterans. VTS will travel further beyond the 60-mile radius pending on advance scheduling. VTS works closely with the DAV, the non-profit transportation program operating under the umbrella of the VA, through sharing information and coordinating trips.

***Town of Prescott Valley***

Provides \$50,000 worth of taxi vouchers to low income residents and who need transportation. The program is managed by NACOG and has been essential in meeting some of the most critical needs in the community.

## PROVIDER SUMMARY

### ***General Public Services***

General public fixed route services are most prominent in the Verde Valley where Cottonwood Area Transit and the Lynx provide regular service on approximately 45-minute frequencies on weekdays. In addition, the Citibus service in Prescott, though limited, provides hourly service on its loop.

The remainder of the fixed route services are of limited days and trips. Yavapai Regional Transit provides six hours of service three days a week in Chino Valley; and three trips on the routes serving Prescott (Green line, operating Tuesday and Thursday) and three trips on the routes serving Prescott Valley (Fridays). Yavapai-Apache Transit provides a connection with one daily trip Monday through Friday. These are vital connections, but provide more of lifeline services than opportunities to commute or even get by without a car (although this could be feasible for Chino Valley residents) and still participate in all the activities of daily living.

Fixed route providers generally have a significant role in providing paratransit services, but in Yavapai County, only CAT provides paratransit services for services in four main local routes operated by CAT. The Lynx is commuter service and YRT will deviate so passengers with disabilities (and others requesting deviations) can be served.

Information on service levels and financial characteristics gathered from survey responses, National Transit Database information, and NACOG information is contained in the main Mobility Management Implementation Plan.

### ***Specialized Transportation Services***

Specialized transportation services are provided by a variety of organizations, and the many private providers who operate taxis and medical transportation support the network by providing trips funded by human service agency programs.

Some providers and programs are available only to program clientele, but some serve the general population of riders who are elderly or have disabilities. Beaver Creek Transit, the Civic Services Institute at NAU, People Who Care, Town of Prescott Valley taxi voucher program, and Verde Valley Caregivers Coalition will serve all passengers whose conditions mean that such specialized services are required. New Horizons Disability Empowerment Center (NHDEC) serves both the general population of individuals with disabling conditions and the elderly and individuals whose trips are funded by human service programs. NHDEC has a limited budget. In any one area there is often just one or a limited number of options for individuals whose trips are not covered by a specific human service program. The Town of Prescott Valley is an exception, as their taxi voucher program, NHDEC, and People Who Care each provide some services, although the volume of trips available in the Town of Prescott Valley remains quite limited.

Table A-10 summarizes the level of service, operating costs and vehicles in each fleet. It provides some key performance measures for each system. Some key points are:

**Yavapai County Regional Mobility Management Implementation Plan**

**Table A-10: Specialized Transportation Providers**

<b>System</b>	<b>Ind. Pass Served</b>	<b>Ridership (2015-16)</b>	<b>Annual Miles</b>	<b>Annual Hours</b>	<b>Estimated Operating Costs</b>	<b>Number Vehicles</b>	<b>Cost/ 1-way Trip</b>	<b>Cost / Hour</b>	<b>1-way Trips / Hour</b>	<b>Cost / Mile</b>	<b>1-way Trips / Vehicle</b>
Adult Care Services – S Rheem Center	227	27,660	175,398	5,594	\$262,271	19	\$9.48	\$46.88	4.9	\$1.50	1,456
Beaver Creek Transit	140	3,886	33,000	1,995	\$17,000	2	\$4.12	\$8.52	2.1	\$0.52	2,061
NAU Civic Service Inst	35	2,315	20,772	NR	\$17,250	N/A	\$7.44	N/R	N/R	\$0.83	N/A
Disabled American Veterans	NR	NR	NR	NR	NR	2	NR	NR	NR	NR	NR
Hozhoni Foundation	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Intermountain Centers for Human Developm't	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Mayer Senior Center	34	692	6,435	455	\$13,719	1	\$19.83	\$30.14	1.5	\$2.13	692
NAZCARE	NR	7,206	90,048	6,679	\$283,282	7-Yavapai 13-Total	\$39.31	\$42.41	1.1	\$3.15	554
New Horizons D.E.C.	NRC	11,193	282,693	22,367	\$390,355	13	\$34.87	\$17.45	0.5	\$1.38	861
People Who Care	NR	18,821	NR	NR	NR	N/A	NR	NR	NR	NR	N/A
Rainbow Acres	NRC	20,551	139,871	11,586	\$252,404	12	\$12.28	\$21.79	1.8	\$1.80	1,713
Rusty's Morningstar Ranch	7	450	18,000	730	\$3,532	3	\$7.87	\$4.85	0.6	\$0.20	150
Tender Hearts Transportation	NR	NR	NR	NR	\$25,000	NR	NR	NR	NR	NR	NR
Verde Valley Caregivers	1,420	22,000	298,000	27,000	\$310,000	N/A	\$14.09	\$11.48	0.8	\$1.04	N/A
Verde Valley Sr. Ctr.	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Vets Transportat'n Svc	5,944	5,728	87,875	5,265	\$406,797	8	\$71.02	\$77.26	1.1	\$4.63	716
Town of Prescott Valley			N/A	N/A	\$50,000	taxis		N/A		N/A	N/A
<b>TOTALS-AVERAGES</b>	<b>7,807</b>	<b>120,502</b>	<b>1,152,092</b>	<b>81,671</b>	<b>1,698,611</b>	<b>73</b>	<b>\$14.10</b>	<b>\$20.80</b>	<b>1.5</b>	<b>\$1.47</b>	<b>1,651</b>

N/A = Not applicable; NR = Not reported; NRC = Not reported correctly

- Over 120,000 rides are provided in a county with a population of 214,000 residents. This is approximately 0.6 rides per capita. This does not include the medical trips paid for by AHCCCS and provided via taxi providers. More than half of the reported trips are for program clients: if we estimate that half of NHDEC's ridership is for program clients, then about 50,000 annual rides (0.23 per capita) are available for the general elderly and disabled populations and 70,000 rides are for clients of programs.
- There are both many gaps in data and numbers where costs do not appear to be fully reported. The costs per mile reported by NAZCARE and Veterans' Transportation Services (\$3.15 and \$4.63) are in line with industry averages. Many of the other costs do not appear to fully report the cost of labor and perhaps other expenses. For example, are insurance costs uniformly included? Will the value of volunteer labor be included? Both agreement on what costs are included and work to bring consistency to the reporting will be important.
- These specialized providers represent a significant investment in service hours (81,700), service miles (1,152,000), and vehicle fleets (73).

A full vehicle roster is attached as Exhibit 2.

## EXHIBIT 1 OF APPENDIX A: SURVEYS

To assist in understanding the existing services and needs associated with transit and specialized transportation within Yavapai County, two similar surveys were carried out. The “Transportation Provider Survey” was designed for transportation providers, including human service agencies that provide transportation for their clients. The second survey, the “Human Service Agency Survey” was designed for human service agencies that do not provide transportation directly for their clients, but serve clients who need to access transportation services.

Thirty-four surveys were distributed; with 19 distributed to transportation providers and 12 distributed to human service agencies. The agencies to which surveys were sent and responses are identified in the following table. Two reminder e-mails and additional phone calls were made to agencies that did not complete the surveys. Copies of the survey questionnaires follow.

The overall response rate was 59%. Some agencies responded by completing a hard copy, some by Survey Monkey, and some through a personal interview. Table A lists the agencies who received surveys and those which completed surveys.

**Table A: Survey Respondents**

#	Transportation Providers	Return	#	Transportation Providers, cont.	Return
1	Adult Care Service	●	18	West Yavapai Guidance Clinic	▲
2	Black Canyon City Meals on Wheels	▲	19	Yavapai Regional Transit	●
3	Citibus -Prescott Transit Authority	●			▲
4	Civic Service Institute at NAU	●	#	Transportation Providers	Return
5	Cottonwood Area Transit	●	20	Boys and Girls Club	▲
6	Disabled American Veterans		21	CASA Senior Center	●
7	Hozhoni Foundation		22	Department of Economic Security	●
8	Intermountain Ctrs for Human Dev.	●	23	Goodwill of Central Arizona	▲
9	Mayer Meals on Wheels		24	NACOG	●
10	NAZCARE	●	25	Northern Arizona VA	●
11	New Horizons D.E.C.	●	26	Prescott Meals on Wheels	●
12	People Who Care	●	27	St. Vincent De Paul	●
13	Rainbow Acres	●	28	Territorial Transit	▲
14	Sedona Sunrise Center		29	United Way - Yavapai County	▲
15	Southwest Behavioral Health		30	Verde Valley Community Hospice	▲
16	Verde Valley Caregivers Coalition	●	31	Yavapai County Adult Probation	●
17	Veterans Transportation Service	●	32	Yavapai County Health Dept.	▲
Response Rate - Trans. Providers		63%	Response Rate - Human Service Agencies		58%



# TRANSPORTATION PROVIDER SURVEY

The purpose of this is to develop baseline information about transportation services available in Yavapai County for improving mobility. This survey is being conducted as part of the CYMPO Regional Mobility Management Plan. It is a key element in our planning for broader coordination efforts. Your cooperation and assistance is appreciated.

Please complete and return your survey with a vehicle roster October 2<sup>nd</sup>, 2015 to:

TransitPlus, Inc.  
PO Box 637  
Elizabeth, CO 80107

You may scan and e-mail it to Michael Koch at [Michael.koch@transitplus.biz](mailto:Michael.koch@transitplus.biz)

### A. General Information

1. \_\_\_\_\_  
Agency, Community, or Company Name
2. \_\_\_\_\_  
Street Address
3. \_\_\_\_\_  
City, State, Zip Code
4. \_\_\_\_\_  
Telephone
5. \_\_\_\_\_  
Name of Agency Director/Contact Person  
Telephone #, if different:

6. Which of the following best describes your agency?

\_\_\_\_ Private, non-profit      \_\_\_\_ Private, for-profit      \_\_\_\_ Public      \_\_\_\_ Other

7. Which of the following best describes your situation with regard to transportation services? (Please check only one)

- ☐ We provide transportation to the general public.
- ☐ We are a human service agency that provides transportation to our clients, either directly by our agency or through contracted services.
- ☐ We are a human service agency that does not provide transportation but provides support or assistance for transportation to those who are in need of it.







**8. Which services does your agency provide?** Check all that apply.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Adult Day Care       | <input type="checkbox"/> Job Placement       | <input type="checkbox"/> Senior Center           |
| <input type="checkbox"/> Child Day Care       | <input type="checkbox"/> Medicaid            | <input type="checkbox"/> Sheltered Employment    |
| <input type="checkbox"/> Chore Services       | <input type="checkbox"/> Medical/Dental      | <input type="checkbox"/> Support Employment      |
| <input type="checkbox"/> Congregate Nutrition | <input type="checkbox"/> Mental Health       | <input type="checkbox"/> Transportation          |
| <input type="checkbox"/> Counseling           | <input type="checkbox"/> Recreational/Social | <input type="checkbox"/> Volunteer Opportunities |
| <input type="checkbox"/> Education/Training   | <input type="checkbox"/> Rehabilitation      | <input type="checkbox"/> Welfare/Food Stamps     |
| <input type="checkbox"/> Head Start           | <input type="checkbox"/> Religious           | <input type="checkbox"/> Other: _____            |
| <input type="checkbox"/> Home-Delivered Meals | <input type="checkbox"/> Residential Care    |  |

**9. Does your agency have eligibility requirements?** ☐ Yes ☐ No

If YES, please check all that apply:

- ☐ Age – please specify: \_\_\_\_\_
- ☐ Disability–please specify: \_\_\_\_\_
- ☐ Income - please specify: \_\_\_\_\_
- ☐ Other – please specify: \_\_\_\_\_

**10. What geographic area do you serve?**

The entire county of: \_\_\_\_\_

The entire city or towns of: \_\_\_\_\_

Other: (please specify): \_\_\_\_\_

**11. Please check each day of the days of the week that you provide transportation services. On the right, indicated the hours during which service is available to your clients:**

Day of the Week

Hours of service availability each day:

- |                                    |       |
|------------------------------------|-------|
| <input type="checkbox"/> Monday    | _____ |
| <input type="checkbox"/> Tuesday   | _____ |
| <input type="checkbox"/> Wednesday | _____ |
| <input type="checkbox"/> Thursday  | _____ |
| <input type="checkbox"/> Friday    | _____ |
| <input type="checkbox"/> Saturday  | _____ |
| <input type="checkbox"/> Sunday    | _____ |

**12. Do you provide transportation service in any of the following ways (check all that apply)?**

- ☐ We operate our own vehicles.
- ☐ We contract with someone else who provides transportation services for us.
- ☐ We purchase and provide public transit tickets and passes so our clients can ride public transit buses.
- ☐ Some of our clients reach our services using public transit regular bus service.
- ☐ Some of our clients reach our services using public transit paratransit.
- ☐ Some of our clients reach our services using other transportation services.





☐ We work with volunteer drivers to provide transportation.

☐ Other (please explain) \_\_\_\_\_

**13. Which of the following describes the type of transportation service you offer (check all that apply):**

☐ Client-only transportation

☐ Fixed Route

☐ Demand Response – please specify geographic limits of service \_\_\_\_\_

*With whom do clients schedule demand-responsive/subscription services?*

☐ Dispatcher/Scheduler    ☐ Driver    ☐ Caseworker    ☐ Manager

☐ Secretary/Receptionist    ☐ Other – please specify \_\_\_\_\_

**14. Do you limit the kinds of trips for which a client can use your transportation service?** *Please include any restrictions such as the number of trips that are allowed in one month, trip purposes allowed, etc.*

☐ No

☐ Yes (Please explain) \_\_\_\_\_

**15. Please describe any special needs that passengers on your transportation service may have. Identify if caseworkers need to travel with clients.**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## B. Drivers and Vehicles

**16. Do your drivers receive any sort of formalized driver training program?** ☐ Yes ☐ No

If YES, please describe (include course name, who provides the training, length of training, certification, etc.): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

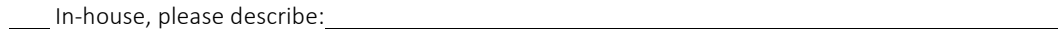
**17. Do you have written standard operating procedures for drivers?** ☐ Yes ☐ No

**18. Where are your vehicles maintained?**

☐ At a private garage, repair shop, or dealership.

☐ By a government agency, please specify: \_\_\_\_\_





\_\_\_\_\_ Now                  \_\_\_\_\_ Within the next year                  \_\_\_\_\_ Within the next two years

\_\_\_\_ Full-time drivers – how many? \_\_\_\_  
 \_\_\_\_ Part-time drivers – how many? \_\_\_\_  
 \_\_\_\_ Volunteer drivers - how many? \_\_\_\_  
 \_\_\_\_ Full-time staff with other primary job function - how many? \_\_\_\_  
 What is their primary job function? \_\_\_\_\_

21-a. What is your reimbursement rate? \$ \_\_\_\_ per mile.

21-b. How many miles of client transportation did you reimburse during the past fiscal year?

\_\_\_\_\_

21-c. What was the total amount spent on staff or volunteer reimbursement for transportation during the past fiscal year? \$ \_\_\_\_\_

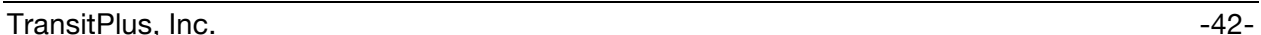
21-d. On the average, how many staff hours per week are spent transporting your clients in personal vehicles? \_\_\_\_\_ Hours

21-e. How many one-way passenger trips were provided in this manner during the past fiscal year? (please estimate, if necessary) \_\_\_\_\_

For which year is the data on this survey reported? \_\_\_\_ 2013-14 \_\_\_\_ 2014-15 \_\_\_\_  
Other \_\_\_\_\_ - \_\_\_\_\_ please  
specify: \_\_\_\_\_

*Note: a one-way passenger trip means that each time a person board and then alights from a vehicle is counted as one trip. Return trips are counted as a second trip.*

Is this an estimate?      Yes      No





25. How many vehicle hours of service did your agency provide during the past fiscal year?

\_\_\_\_\_ Is this an estimate? ☐ Yes ☐ No

26. Does your agency charge fares or request contribution/donations for transportation?

☐ Yes ☐ No

If YES, which?

☐ Fare – please specify amount \$\_\_\_\_\_ or attach a schedule.

☐ Contributions – what is the suggested contribution \$\_\_\_\_\_.

27. Do you currently contract to transport clients of any other agencies or organizations?

☐ Yes ☐ No

If YES, please provide the number of one-way passenger trips provided in the past fiscal year, the billing rate and basis, and the total charge for the past fiscal year for each agency or organization.

Organization Name Contact Person, Telephone Number	One-way Passenger Trips	Unit Charge (\$ per mile, \$ per pass.)	Total Charge for the Past Fiscal Year
<i>Example: Sheltered Workshop</i>	<i>250</i>	<i>\$1.15 per trip</i>	<i>\$287.50</i>
<i>John Doe (928) xxx-xxxx</i>			

28. Does your agency purchase client transportation from another organization? ☐ Yes ☐ No

If YES, please complete the table below.

Name of organization from which service is purchased	Type of Organization	Description of Service Purchased	Unit Cost (per mile, hour, or trip?)	Total Cost during Past Fiscal Year	Total One-way Trips during Past FY
<i>Example: Joe's Cab</i>	<i>Taxi</i>	<i>Demand-responsive</i>	<i>\$1.00/mi</i>	<i>\$5,350</i>	<i>800</i>



### **C. Agency Expenses and Revenues**

29. What were your agency's administrative outlays and expenditures during the past fiscal year for passenger transportation? Please apportion salaries and other expenses attributable to transportation. For example, if your bookkeeper spends one day per week on transportation tasks, list 20 percent of his/her salary and fringe costs.

#### **Administrative and Indirect Expenses**

#### **Dollar Cost**

- |   |          |
|---|----------|
| 1. Director's salary  | \$ _____ |
| 2. Director's fringe benefits                                 | \$ _____ |
| 3. Secretarial salary   | \$ _____ |
| 4. Secretarial fringe benefits                                | \$ _____ |
| 5. Bookkeeper salary  | \$ _____ |
| 6. Bookkeeper fringe benefits                                 | \$ _____ |
| 7. Office supplies, materials, rent, telephone, and utilities | \$ _____ |
| 8. Administrative travel                                      | \$ _____ |
| 9. Non-vehicle casualty and liability costs                   | \$ _____ |
| 10. Other – please specify: _____                             | \$ _____ |

#### **Total Administrative Expenses**

\$ \_\_\_\_\_

30. What were your operating expenditures for transporting clients in the past fiscal year? If full-time staff function as drivers part-time, please apportion their salaries accordingly and list under drivers' salaries.

#### **Operating Expenses**

- |  |          |
|--|----------|
| 1. Drivers' salaries   | \$ _____ |
| 2. Drivers' fringe benefits  | \$ _____ |
| 3. Dispatchers' salary   | \$ _____ |
| 4. Dispatchers' fringe benefits                                      | \$ _____ |
| 5. Fuel & Oil  | \$ _____ |
| 6. Maintenance & repairs   | \$ _____ |
| 7. Tires, parts, materials and supplies                              | \$ _____ |
| 8. Titles, fees, and licenses  | \$ _____ |
| 9. Taxes   | \$ _____ |
| 10. Vehicle and equipment leases and rentals                         | \$ _____ |
| 11. Vehicle Insurance  | \$ _____ |
| 12. Staff and volunteer mileage reimbursements (same as question 20) | \$ _____ |
| 13. Client reimbursement   | \$ _____ |
| 14. Purchased transportation (same as question 27)                   | \$ _____ |
| 15. Other – please specify _____                                     | \$ _____ |

#### **Total Operating Expenses**

\$ \_\_\_\_\_







31. What are the funding sources for the expenses identified in 28 and 29? Please identify the major sources of funds for your agency's transportation services and the amount contributed by each in the past fiscal year. If the transportation is funded out of various agency programs, please list those programs and estimate the approximate amount attributable to client transportation in each.

<u>Used</u>	<u>Assistance Program</u>	<u>Amount of Funding</u>
<u>Transportation</u>		<u>for Client</u>
<b>Federal/State:</b>	Developmental Disabilities	\$ _____
	Community Services Block Grant	\$ _____
	Adult Day Care	\$ _____
	Head Start	\$ _____
	Mental/Behavioral Health	\$ _____
	Section 5310	\$ _____
	Section 5311	\$ _____
	TANF	\$ _____
	Title III B – Older Americans Act	\$ _____
	Veteran's services	\$ _____
	Medicaid (AHCCCS)	\$ _____
	Medicaid (ALTCS)	\$ _____
	Vocational Rehabilitation	\$ _____
	WorkForce Investment Opportunity Act	\$ _____
	Title XX (Social Services Block Grant)	\$ _____
	Other – please specify: _____	\$ _____
	Other – please specify: _____	\$ _____
	Other – please specify: _____	\$ _____
	<b>Total Federal/State Funds</b>	<b>\$ _____</b>
<b>Local:</b>	City/Town – please specify: _____	\$ _____
	County	\$ _____
	Another County – please specify: _____	\$ _____
	Client Fees	\$ _____
	Contracted Service (same as question 26)	\$ _____
	Donations/Contributions (same as question 25)	\$ _____
	Fares (same as question 25)	\$ _____
	United Way	\$ _____
	Workshop Revenue	\$ _____
	Other – please specify: _____	\$ _____
	Other – please specify: _____	\$ _____
	<b>Total Local Funds</b>	<b>\$ _____</b>





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37. Please describe transportation needs, specific to your agency or community, that you feel are not being adequately met. Please be as specific as you can, identifying destinations or any special needs or requirements your clients or passengers may have.\_

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38. Please indicate below areas of your *potential interest* in becoming involved in improving transportation services through better coordination of the services and resources that are available today and can be available in the future (Please check all that apply):

- ☐ Joining a network of agencies that coordinates transportation services to better meet travel needs.
- ☐ Pooling of financial resources you budget for transportation services to better coordinate services.
- ☐ Joint use, pooling, or sharing of vehicles among agencies.
- ☐ Purchasing of vehicles cooperatively.
- ☐ Centralized fueling of vehicles.
- ☐ Centralized maintenance services for vehicles.
- ☐ Centralized scheduling of your passenger trips with other agency trip scheduling.
- ☐ Centralized operation of vehicles for your passenger trips and other agency trips.
- ☐ Contracting to purchase transportation service rather than continuing to operate it.
- ☐ Contracting to provide transportation service to other agencies needing service.

34. Are there any obstacles or barriers that would hinder your agency's ability to work or coordinate with other agencies in regards to transportation?? ☐ Yes ☐ No

If YES, please indicate the agencies you would like to see involved: \_\_\_\_\_

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40. Please add any comments you may have in the space below.

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*Thank you very much for your time and thoughtfulness. We greatly appreciate your assistance. The input you provided is very important. Please return this survey to [TransitPlus, PO Box 637, Elizabeth, CO 80107](mailto:Michael.Koch@transitplus.biz) or by email to [Michael.Koch@transitplus.biz](mailto:Michael.Koch@transitplus.biz)*

*If you need assistance in completing this survey, please contact Michael Koch, TransitPlus, at 775-682-1649 or at the e-mail address above.*





## Summary of Comments

Question #	Other Response or Narrative Comment
1	Government Agency
6	University
8	Day Treatment & Training Program for adults with intellectual disabilities
8	Foster Care
8	Age, for rides under NACOG monies. Disability for some programs.
8	Transitional Care Services; Home Support Services; Medial Alert Systems, One-Call Center
8	Food deliveries and referrals to other agencies financial aid
8	Eligibility: Ability to access food / prepare food
9	Age eligibility: Must be 18 years or older
9	Disability Eligibility: Adults with developmental disabilities
9	Disability: Developmental Disability
9	Other: Foster Care Candidate
9	For Senior Corps Programs, volunteers must be 55 or older and the Senior Companion Program requires volunteers to earn less than 200% of the Federal Poverty level to earn a stipend. Senior Companion volunteers are matched with homebound elderly clients who are referred to us through our partner agencies.
9	Age eligibility: Must be 17.5 years or older
9	Disability Eligibility: A developmental disability assessment
9	Must be a veteran
9	Age eligibility: Must be an adult
9	Disabled, or health conditions that prevent driving, or advanced age
9	Must meet certain income requirements
9	Eligibility: Must be an eligible veteran
10	We also serve a very small portion of Coconino
10	Cities/Towns: Cottonwood, Clarkdale, Verde Villages, Bridgeport, Sedona
10	Demand Service in Village of Oak Creek, Cornville, Camp Verde
10	We operate to/from Prescott & Prescott Valley AND to/from Dewey-Humbolt
10	We can serve all of Yavapai County however services are provided where the current corps of volunteers resides which include Prescott, Prescott Valley, Chino Valley, Sedona and Cottonwood. As new volunteers are recruited in additional communities the service area can change slightly.
10	We also serve communities in Coconino, Maricopa, Mohave and Navajo Counties.
10	Counties - Apache, Coconino, Cochise, Pima, Pinal, Gila, Mohave, La Paz, Yuma, Yavapai, Navajo
10	Cities/Towns - All cities in geographic areas within 35 miles of wellness centers
10	Northern Arizona
10	Flagstaff to Phoenix, Prescott to Payson
10	Cities/Towns: Quad cities, Cottonwood, and Kingman
10	Cities/Towns - Cottonwood, Clarkdale, Jerome, Sedona, Village of Oak Creek, Camp Verde, Rimrock, Lake Montezuma
10	Other - All rural areas in the greater Verde Valley
11	Special exceptions are made for pre-planned and approved weekend outings
11	11 - VTS or DAV
11	V/A brings them if possible and many walk to and from the center. Again if you do not live in Prescott than you must drive or get a ride.
11	Walk, bike



**Yavapai County Regional Mobility Management Implementation Plan**

<b>Question #</b>	<b>Other Response or Narrative Comment</b>
13	Demand Response: Sedona to Camp Verde and most points in-between. Most of the Verde Valley on demand service
13	Flagstaff to Phoenix, Prescott to Payson all starting from the ranch in Camp Verde
13	all points within the Verde Valley, trips to Flagstaff, Prescott and Phoenix Metro Area
13	Tri-City Area
14	Clients traveling out of the service areas for their own pleasure (i.e. family visits, vacation) must make arrangements with family members for transportation or make arrangements with their case worker to have a rental car and staff to transport them at their own expense.
14	Clients are developmentally disabled and need one-on-one staffing, help in ambulating with and without a walker, and are incapable of travel planning
14	Medical necessity
14	The VA drivers can't or are not authorized to enter patients homes, we are door to door or curb to curb only
14	Pleasure trips are limited (going to movies, concert, etc.) when volunteer drivers are already booked
15	Clients served are adults with developmental disabilities. Most have multiple handicapping conditions ranging from mild to severe. Many utilize wheelchairs and walkers for mobility. Some have behavioral issues. A few clients also require portable oxygen. Some clients are their own guardian and independent enough to travel on their own; however, the majority of clients served are fragile and vulnerable. They require assistance.
15	34 Unduplicated clients
15	Each client who receives transportation may have specific needs however if it something that can't easily be addressed by the Senior Companion, the Senior Companion contacts the Program Coordinator for guidance. We take into account special needs of clients as part of the matching process.
15	Mental health crisis and triggers. Severe or serious mental illness.
15	We provide NEMT. We transport both Ambulatory & Wheelchair riders. We also transport special needs (DDD) passengers. Sometimes, but rarely a caregiver or aid will ride along.
15	Limited Wheel Chair Service
15	Caregivers (caseworkers) need to travel with ranchers (clients). Caregivers go through a specific training course before entering the work environment. Ranchers can not travel alone.
15	Door through door service, standby assistance for ingress & egress, accompaniment to medical appointments, assistance while shopping, carrying and loading and unloading bags, volunteer provide ride-along assistance when we book rides with other transit services for special needs riders
15	We take everyone. Some have care givers that accompanies them
16	PASS Training, Defensive Driving Training
16	PASS, Defensive Driving PASS is given by PASS certified trainers at our location and open to any drivers in our region who desire to attend. Length of training is usually one day, with a test given at the end and certificates issued from the CTAA office in Washington, D.C. We also do First Aid/CPR training for our drivers and this is given by the Red Cross Certified trainers at the Cottonwood Recreation Center, usually given in our offices. Certificates are issued at the Red Cross.
16	The course is titled "Driver Training" and comprises safety and defensive driving, including a road test, road safety, general maintenance and wheelchair lift operation information. The course is taught by Hozhoni's Staff Developer or Asset Manager. Direct Care Staff who drive must present a current 3 year MVD record upon acceptance of a position with Hozhoni and it must be an "acceptable" driving record.
16	Our staff provide a defensive driver program and test as well as a review of our internal Volunteer Driver Handbook.
16	HCS Commercial Driving and Defensive Driving - 4 hours, TGB client transport services for customer service - 4 hours
16	Article 9, 4 hours, with DDD certified trainers. Basic First Aid, CPR/AED, 1 day, with certified trainers. Defensive Driving, 1 day, ADOT certified Instructors. Passenger Service and Safety (PASS) Certified Driver Program, 1 day, ADOT certified instructors. Level one background clearance check.



## Yavapai County Regional Mobility Management Implementation Plan

Question #	Other Response or Narrative Comment
16	CPR, First Aid, PASS, Cultural Diversity, Road Test, Defensive Driving and Safety Course. All Courses in-house w/certification
16	We do multiple in service trainings throughout the year, each year at our monthly all staff mtgs. These trainings are provided by our Rainbow Staff, and/or insurance provider. All our current vehicles can be driven with a class D license.
16	PASS, provided by certified staff trainer. Driver orientation and handbook review provided by staff trainer
16	PASS Class 8 hours (Certification) Defensive Driving (Certification) - Hours First Aid & CPR 4-6 hours
18	AZ DOT
18	Own garage
18	Private garage: Cottonwood Truck & Auto, Wessie's Customs
18	In-house: On-site auto maintenance facility
20	Direct support staff assist adults with disabilities (clients) with daily living, work and life activities in residential, work, and day program facilities.
20	Provide direct psycho-social rehabilitation
20	Dispatcher/Scheduler. Supervisor, back up driver and also back up Dispatcher/Scheduler.
20	Caregivers (~30, the drop down box above only goes to 9) do the majority of the driving for our transportation needs. We do have some volunteers who provide support and we do have some staff (non-caregivers) that provide daily/weekly transportation support.
20	Contracted transit providers only
20	Transit Manager (Part Time), Dispatcher (Part Time), Admin Support (Part Time)
27	\$2.00 regular fare, for persons 60+ \$1.00 fare
28	Utilized Camp Verde School to provide school bus for annual Christmas shopping Trip. Flat fee ~\$300
29	Total Amount of Fringe Benefits for Admin Personnel
30	Other: Other Category includes salary for Supervisors (\$90,000), Uniforms (\$4,000), and Operating Supplies (\$15,000)
31	Foundations
31	Total of \$69,898 in "Other funding sources": \$45,503 (ADOT Software Grant), \$3,363 (DES/CPS), \$21,032 (not disclosed in survey)
31	Total of \$5,663 in "Other Local revenues"
31	City/Town: Sedona
31	Local-other: Private Foundations - \$45,000
31	Local-other: Northern Arizona Healthcare - \$50,000
31	Tribal Grant \$10,000
38	Volunteer driver training
13a	Center directors during intake process
13a	VVCC Call Takers
13a	Wellness Center Manager, Hospital Social Workers, Detox Residential Managers

## **EXHIBIT 2 OF APPENDIX A: VEHICLE ROSTER**

The combined vehicle rosters are provided for reference. The NACOG mobility manager maintains and updates copies of providers' vehicle rosters.



Last 4 digits of VIN	Vehicle Location	Primary Fund Source	Year	Make	Model	Mileage	Date Mileage Recorded (Mo-Yr)	# of Ambulatory Seats	Lift or Ramp?	# of W/C Seats	Condition Code	Anticipated Replacement Year (100,000)	Is Vehicle On ADOT Lien?
ADULT DAY CARE SERVICES													
8308	Prescott	5310	2005	Ford	Cutaway Van	89,219	Aug-15	10	Lift	2	2	2015	No
5221	Prescott	5310	2015	Ford	Cutaway Van	2,903	Aug-15	9	Lift	2	5		Yes
1406	Prescott	5310	2011	Ford	Cutaway Van	85,754	Aug-15	9	Lift	2	4	2021	Yes
2532	Prescott	5310	2009	Ford	Cutaway Van	109,870	Aug-15	9	Lift	2	3	2019	Yes
3331	Prescott	5310	2003	Ford	Cutaway Van	92,865	Aug-15	10	Lift	2	2	2016	No
3333	Cottonwood	5310	2003	Ford	Cutaway	117,947	Aug-15	10	Lift	2	2	2015	No
1952	Cottonwood	5310	2012	Ford	MaxiVan	37,211	Aug-15	9	Lift	1	4	2022	Yes
2913	Cottonwood	5310	2012	Ford	Cutaway	46,262	Aug-15	9	Lift	2	4	2022	Yes
8307	Cottonwood	Agency Purchase	2005	Ford	Cutaway	48,826	Aug-15	10	Lift	2	3	2016	No
5219	Cottonwood	5310	2015	Ford	Cutaway	885	Aug-15	9	Lift	2	5		Yes
5220	Cottonwood	5310	2015	Ford	Cutaway	2,330	Aug-15	9	Lift	2	5		Yes
5334	Cottonwood	5310	2006	Chevy	Mini-Van	68,136	Aug-15	5	None	0	3	2016	No
5185	Prescott Valley	5310	2008	Ford	Cutaway	71,540	Aug-15	9	Lift	2	3	2015	No
2534	Prescott Valley	5310	2009	Ford	Cutaway	79,357	Aug-15	9	Lift	2	3	2019	Yes
2404	Prescott Valley	5310	2010	Ford	Cutaway	115,314	Aug-15	9	Lift	2	4	2020	No
7520	Prescott Valley	5310	2013	Ford	Supreme	22,720	Aug-15	9	Lift	2	4	2023	Yes
2848	Prescott Valley	5310	2015	Ford	StarCraft	14,628	Aug-15	9	Lift	2	5	2024	Yes
5222	Prescott Valley	5310	2015	Ford	StarCraft	2,694	Aug-15	9	Lift	2	5		Yes
7522	Prescott	5310	2013	Ford	Cutaway	8,250	Aug-15	9	Lift	2	5	2023	Yes
BEAVER CREEK TRANSIT													
792	Lake Montezuma	Donation	2010	Ford	Supreme	108,979	Jun-16	8	Lift	2	4	2018	N
4293	Lake Montezuma	Donation	2000	Dodge	Straus	83,270	Jun-16	4	No		4	2017	N
DISABLED AMERICAN VETERANS													



# Yavapai County Regional Mobility Management Implementation Plan

Last 4 digits of VTN	Vehicle Location	Primary Fund Source	Year	Make	Model	Mileage	Date Mileage Recorded (Mo-Yr)	# of Ambulatory Seats	Lift or Ramp?	# of W/C Seats	Condition Code	Anticipated Replacement Year (100,000)	Is Vehicle On ADOT Lien?
DAV	Cottonwood	Agency Purchase					Jun-16		None	0			No
DAV	Cottonwood	Agency Purchase					Jun-16		None	0			No
MAYER SENIOR CENTER													
9489	Mayer, AZ		2004	Ford	ITNV	120,075	Aug-16	9	Lift	1	3		No
NAZCARE													
1246	Prescott, AZ	Agency Purchase	2003	Nissan	Sentra	183,566	Aug-16	5	None	0	3		No
8664	Prescott, AZ	Agency Purchase	2006	GMC	Savana	139,348	Aug-16	7	None	0	3		No
5993	Prescott, AZ	Agency Purchase	1992	Toyota	Paseo	241,608	Aug-16	5	None	0	2		No
3457	Prescott, AZ	5310	2013	Dodge	Caravan	30,237	Aug-16	7	None	0	4		Yes
4744	Prescott, AZ	Agency Purchase	2009	Hyundai	Accent	63,634	Aug-16	5	None	0	3		No
7898	Eagar, AZ	Agency Purchase	2012	Dodge	Grand Caravan	59,684	Aug-16	7	None	0	4		No
1600	Eagar, AZ	Agency Purchase	2007	Chevy	Express 1600	135,332	Aug-16	7	None	0	2		No
4432	Cottonwood, AZ	Agency Purchase	2007	Toyota	Corolla	176,581	Aug-16	5	None	0	3		No
1178	Cottonwood, AZ	Agency Purchase	2006	Ford	Econoline	95,217	Aug-16	7	None	0	3		No
9467	Show Low, AZ	Agency Purchase	2001	Nissan	Sentra	230,035	Aug-16	5	None	0	2		No
6921	Show Low, AZ	Agency Purchase	2000	Toyota	Rav 4	159,399	Aug-16	5	None	0	3		No
6881	Show Low, AZ	5310	2015	Chevy	Van	1,974	Aug-16	12	None	0	5		Yes
6334	Flagstaff, AZ	Agency Purchase	2001	Dodge	Caravan	96,126	Aug-16	7	None	0	2		No
NEW HORIZONS													
8172	Prescott Valley	5310	2014	Ford	Starcraft	15,648	Aug-16	9	Lift	2	4	2019	Yes
449	Prescott Valley	5310	2006	Ford		114,186	Aug-16	9	Lift	2	3	2016	No
9503	Prescott Valley	5310	2015	Dodge	Caravan	12,908	Aug-16	6	None	0	3	2016	Yes
6597	Prescott Valley	Agency Purchase	2003	Toyota	Matrix	197,544	Aug-16	4	None	0	3	2017	No
8648	Prescott Valley	5310	2013	Ford	Tran Conn	72,301	Aug-16	4	None	0	4	2017	Yes



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Last 4 digits of VIN	Vehicle Location	Primary Fund Source	Year	Make	Model	Mileage	Date Mileage Recorded (Mo-Yr)	# of Ambulatory Seats	Lift or Ramp?	# of W/C Seats	Condition Code	Anticipated Replacement Year (100,000)	Is Vehicle On ADOT Lien?
2533	Prescott Valley	5310	2009	Ford		138,227	Aug-16	9	Lift	2	3	2017	No
2939	Prescott Valley	5310	2015	Dodge	Caravan	12,644	Aug-16	6	None	0	5	2021	Yes
1329	Prescott Valley	5310	2012	Dodge	El Dorado	104,302	Aug-16	6	Ramp	1	3	2017	No
1414	Prescott Valley	5310	2011	Ford		67,305	Aug-16	9	Lift	2	3	2018	Yes
6592	Prescott Valley	5310	2012	Dodge	Eldorado	95,146	Aug-16	6	Ramp	1	3	2017	No
5365	Prescott Valley	5310	2012	Ford	Supreme	71,151	Aug-16	9	Lift	2	3	2018	Yes
8649	Prescott Valley	5310	2013	Ford	Tran Conn	52,674	Aug-16	4	None	0	4	2017	Yes
8650	Prescott Valley	5310	2013	Ford	Tran Conn	54,222	Aug-16	4	None	0	4	2017	Yes
RAINBOW ACRES													
9561	Camp Verde	5310	2007	Chev	3500	118,300	Aug-16	8	None	0	3	2015	N
8620	Camp Verde	5310	2007	Chev	3500	91,900	Aug-16	8	None	0	2	2016	N
2622	Camp Verde	5310	2007	Ford	E350	69,600	Aug-16	5	Lift	1	2	2020	N
6082	Camp Verde	5310	2008	Ford	E350	82,900	Aug-16	12	None	0	2	2017	N
6499	Camp Verde	5310	2008	Chev	Uplander	113,700	Aug-16	7	None	0	3	2015	N
6083	Camp Verde	5310	2008	Ford	E350	77,200	Aug-16	12	None	0	2	2018	N
897	Camp Verde	5310	2012	Toyota	Sienna	72,000	Aug-16	7	None	0	1	2016	Y
1016	Camp Verde	5310	2012	Toyota	Sienna	70,200	Aug-16	7	None	0	1	2016	Y
6591	Camp Verde	5310	2012	Chry	Caravan	30,900	Aug-16	7	Ramp	2	1	2024	Y
3733	Camp Verde	5310	2012	Chry	Caravan	46,200	Aug-16	7	None	0	1	2022	Y
RUSTY'S MORNINGSTAR RANCH													
20686	Cornville	Agency Purchase	1998	Dodge	Cardinal	112,871	Sep-15	15	None	0	3		No
6053	Cornville	Agency Purchase	2005	Dodge	Caravan	144,837	Sep-15	7	None	0	3		No
7818	Cornville	Donation		Dodge	Caravan	152,108	Apr-16	7	None	0	3		No
VETERAN'S TRANSPORTATION SERVICES													
5081	Prescott		2001	Chevy	4500	50,000	Sep-16	9	Lift	2	4		



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4591	Prescott		2011	Chevy	4500	76,800	Sep-16	9	Lift	2	4		
0102	Prescott		2012	Chevy	33503	40,316	Sep-16	9	Lift	2	4		
0502	Prescott		2012	Chevy	33503	60,836	Sep-16	8	Lift	2	4		
0400	Kingman		2012	Chevy	33503	76,000	Sep-16	8	Lift	2	4		
YAVAPAI APACHE NATION													
6931	Yavapai-Apache Nation	5310	2010	Ford	Supreme	54,161	Jun-16	13	Lift	2		2018	Y
1407	Yavapai-Apache Nation	5310	2011	Ford	Supreme	57,000	Jun-16	13	Lift	2		2018	Y
3722	Yavapai-Apache Nation	5310	2012	Dodge	Caravan	42,833	Jun-16	7	No	0		2020	Y



# APPENDIX B: Potential Value of Transit in Yavapai County, AZ

Prepared by TransitPlus and Wight & Company, September, 2016

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## Executive Summary

In this Appendix, we summarize how improved mobility and access to transportation could enhance educational, employment, and health outcomes for different groups. It is organized in the following sections:

1. We introduce the basic concepts and a framework for thinking about the value of transit.
2. The second section provides a background of economic frameworks and findings of other studies.
3. The third section discusses the pathways by which mobility could improve the employment, educational, health and other outcomes of this particular community, drawing on local, regional and national datasets to determine local estimates.
4. Fourth, we suggest metrics that can be systematically tracked to understand how the availability of transit may affect individuals over time. These metrics measure a broad range of benefits to quality of life that result from transit access and would be specific to the CYMPO region as opposed to relying on national averages.

While the Appendix provides general information that can be widely applied, the example used is the value of roughly \$950,000 in transit services for the Town of Prescott Valley, a portion of the region for which there is a concrete transit plan.

The indicators can also be applied to other services that are in existence, such as transit services in Cottonwood. Examples of specific values for the region, such as for services provided by Verde Valley Caregivers Coalition or People Who Care, are also provided. While the numbers are challenging to estimate, and thus subject to error, all literature identified in this document found evidence that public spending on public transportation has wide reaching impacts that improve quality of life in communities.

Much of the variation and uncertainty in estimates is due to differences among the communities where impacts are captured. Communities vary in size, demographic make-up, traffic patterns, transportation network (density of streets vs highways, grid network etc.). Even on the lowest end of estimates in literature, the return on investment in public transportation is typically valued at least two to one: every dollar of investment in transit services yields at least two dollars in economic return that can be measured. The estimates in this Appendix suggest the return in Yavapai County could be three to one or greater. Over time, as systems grow and change, they can serve residents even more efficiently, and the return on investment of systems is likely greater as systems mature.

### Framework

This appendix examines the economic returns that would specifically impact Yavapai County to help community members understand the potential impacts of making an investment in transit.

Economic benefits can be studied in terms of how they affect communities as well as how well they achieve goals set by local and regional governments. The benefits in this report are separated by who they benefit. There are individual and community direct and indirect impacts for transportation. Benefits affecting individuals and families include things like cost of living, total percent of income spent on transportation, and improved access to various activities. Benefits affecting the entire community include things such as total government spending on infrastructure and community health.

A goal of this framework is to identify accurate measures for value that do not overstate the overall value to the community, yet consider the unique needs of various groups and the value (to both individuals and the community) that may come from a work trip versus a shopping trip.

There are diverse groups in Yavapai County that could benefit from transit. Seniors, veterans, other individuals with disabilities, working adults, the unemployed and children could all benefit for different reasons and different trips. For each key population group, this report looks at primary types of trips individuals might take.

Seniors may find value in transportation that provides:

- Access to healthy food options
- Medical trips
- Independence/freedom to be out and about
  - Related opportunities to maintain social cohesion, such as by maintain existing ties to family and friends

There is also the value of time for those who provide transportation services, whether those are paid services, family time that requires time off work, or simply family or caregiver time that could be used for other activities.

For people who are unemployed, there are many impacts of unemployment and the need for public services. Yavapai County could examine:

- The value of each work trip: when people work, their wages recirculate in the economy in the form of rent, food, and services.
- The value of avoided public assistance payments. Over the long-term, the average payment value and percent of households needing public assistance could fall.
- The value of “chauffeuring” time, to the extent that employed persons are relying on friends or family members to be dropped off at work, the time and mileage incurred by the driver could be factored into a cost-benefit framework.

In addition, businesses may receive value from reduced turnover and training costs.

Veterans include individuals with a wide range of needs. Their needs are reflected in populations that are seeking employment or retraining, in populations that are homeless, and in populations seeking medical treatment or substance abuse treatment. Many of the values enumerated above for seniors and for people who are unemployed can be considered for Veterans.

Individuals with disabilities represent a large population group that overlaps with the population of seniors (over 30% of seniors have one or more disability) and Veterans. There are a broad range of disabilities, including developmental and other mental disabilities, physical disabilities, and sensory disabilities. Individuals with disabilities are far less likely to have employment and to have access to an automobile – either because they are unable to drive or cannot afford the expense of an automobile.

Children under 15 represent an important, and often ignored, segment of the population when it comes to travel. Recent research has suggested that habits formed in childhood can persist into adulthood, affecting long-term behavior and health outcomes. For instance, children who walk, bike or take transit to school are more comfortable walking and biking as adults. Children who walk or bike tend to have lower BMI and better school performance than their less active peers.

### Economic Benefits

This appendix provides a case study identifying the economic impacts of establishing transit services in Prescott Valley from the current service plan, as well as the larger urbanized area, using assumptions from the 2007 Transit Implementation Plan. The general assumptions take into consideration the unique characteristics of the area, the proposed levels of service identified in service plans, and the research reported in Section 2 that identifies expectations based on national surveys of transit use.

Using the values and potential effects of investment gleaned from studies across the US, and particularly looking at the cost-benefit ratios for small urban and rural areas, tables in subsequent sections breakdown value for each category: economic, low-cost mobility, social savings, and healthcare savings. These categories are defined in this manner to prevent double counting.

- Economic benefits are those which general accrue to the community in terms of economic activity. Low-cost mobility benefits can be measured at the household level, i.e., how much can a household save on automobile maintenance and operating costs when transit is an option.
- Social savings represent savings on public assistance payments that can be avoided when individuals have improved access to jobs, healthcare and other needs.
- Finally, healthcare savings is its own category due to the aging population in Yavapai County, which is expected to see more benefits in this category than average since the population of adults over age 65 is higher than the US average.

The documented benefits for Prescott Valley are well within the range shown by other research. For an annual operating expenditure of \$950,000 in transit services, the economic benefit is estimated at \$3.02 million annually. This equates to \$3.18 in economic benefits for every \$1.00 invested. The multiplier effect of the investment is not routinely counted in the estimates presented here so this remains a conservative number. A rule of thumb for rural areas is about \$3 in benefits for each \$1 invested, suggesting local numbers converge with other research findings.

## Performance Measures

A variety of items that reflect the value of transit and ways to measure that value have been identified in the report and are summarized in this section. In addition, there are common data sources for transportation services such as ridership and service levels, productivity, and cost measures. These reflect data that is regularly collected by transportation providers. Such data is an important part of the equation in understanding the value of the investment in each specific transportation service, and in the comparative value of each service.

In identifying metrics that can be used to measure progress towards a goal, there are some key items to keep in mind.

- Identify information that is already tracked somewhere else and can be re-purposed. This might be national information or it might be state or local information.
- Use measures that serve dual purposes. The dual purpose might be for transportation purposes and for the purposes of the human service or other agency that would be responsible for gathering it.
- Build a solid understanding of the goals and develop a consensus that they are worthwhile.
- Allow time to work through the individual agency processes to gain approval to gather the data or make changes.
- Keep it simple and start small. Even one very specific question can be useful for building metrics.
- Report back to stakeholders on the metrics so they can see the benefits and the trends.

A key challenge to implementation is working across multiple organizations to gather data for decision-making. This requires consistency in data collection, using the same definitions so that data can be compared.

Metrics need to be developed and tracked to illustrate the key areas in which value can be found from transit services. Note that these metrics cross program boundaries. They could include:

- The value of avoiding visits to the ER due to mobility options
- The value of avoided nursing home care due to mobility options
- The value of obtaining and maintaining a job due to mobility services

For example, this report uses an estimate of 1% of People Who Care and Verde Valley trips resulting in a one-month delay in nursing home care, but measuring the actual amount will help to build an understanding of the value of these services. Similarly, measuring the actual number of people who are able to gain and maintain jobs due to transit will build an understanding of the value of these services.

## Key Take-Aways

Findings from this review suggest a few areas of focus for both future research and local community participation, observation, and tracking.

- **Veterans** Transportation Programs are a great help, but the great distances between their homes, VA hospitals and clinics means Veterans often travel across several counties to access care. Having multiple options to access care and services could alleviate some of the demands on service providers and provide a better quality of service to Veterans.
- Yavapai County has a high **elderly population**, and as residents age their needs change. Any planned services should take into account the needs of this group over five, ten and likely fifteen-year planning horizons. Trends should be monitored to assess their needs. Services for residents with disabilities, particularly those living independently or with family members, will also be a key area to monitor.
- Transit has a **return on investment** in terms of economic return on public dollars expended, and research demonstrates it is a healthy and cost-effective way to travel. Since transit operations and costs tend to be optimized at a point of critical mass, the CYMPO region is likely still a few years away from realizing some of these larger benefits. In the meantime, agencies can partner together to provide transport service and realize these networked benefits. This will create a framework for providing coordinated services and measuring their value, whether or not general public transit service is expanded.
- Finally, **performance metrics** need to be collected continuously to illustrate the value of partnerships and investment in transit. While there are many reasons to track these measures to show return on investment, the ROI for the CYMPO region may be quite different than values revealed in other regions. The only way to know what public and private donor dollars are buying in Yavapai County is to measure outcomes. Getting this information is a matter of asking questions of clients and patients and mapping their responses to the costs of services accessed or missed.

# 1 Introduction

Much of the population of Yavapai County in Arizona does not have access to publicly funded transit service, even though CYMPO is allocated approximately \$1.2 million annually in Federal funds to support transit services. According to a number of studies, between \$3 and \$7 in economic returns are generated for every dollar invested in transit, and the value varies depending on the type of trips being considered (Godavarthy et al., 2014; Cronin et al. 2008; Porter et al. 2015). These facts together suggest the region is losing out on economic benefits by not taking advantage of available funds. This appendix examines the economic returns that would specifically impact Yavapai County to help community members understand the potential impacts of making an investment in transit. It also delineates how quality of life and other hard to measure aspects can be influenced by the availability of transit service. Finally, we provide some possible measures to track the impact of investment in transit services over time.

Initial investigations showed that specific data on the economic impacts of transit services is not readily available. The impacts of transit services are spread among many areas, and generally each area (employment, education, access to medical services, etc.) focuses on key indicators under the control of programs in each area. The impacts of ancillary services such as transit in the delivery of, access to, or availability of a resource or service are rarely considered. Furthermore, many guidebooks and analysis methods focus on the traffic congestion and air quality impacts of public transportation, and these measures are monetized down to the vehicle or passenger mile of travel. These efforts to monetize congestion, safety, and environment, while valuable for traditional engineering benefit-cost analysis, tell us little about the longer-term impacts and possibilities that transit access can have on a community. For instance, one type of health and safety measure one might find would be to evaluate the relative risk of traffic crashes by car or transit and predict expected reductions in crash costs if some percent of the population shifts to using transit; it is less common for an agency to quantify how access to transit could provide independence and mobility which support longer-term (and harder to measure) health outcomes.

Additionally, many existing research studies focus on the value of existing services, not the potential value of new or more coordinated service. Existing studies look at trip making behavior and ask survey respondents what they would do if they did not have a transit alternative. Given that this study is focused on what the benefits might be of further investment in mobility management alternatives, we must look at existing mobility and healthcare options and costs, and make assumptions about how residents might behave if services were expanded. This type of estimation is inherently problematic in that stated preferences regarding hypothetical behaviors are less accurate than revealed preferences, that is, what people actually do and is therefore *revealed* in surveys. In transit planning it is often found that people state they would ride a bus frequently if service was established, but the reality of actual ridership falls far short of their stated preferences (or what they say they would do if a service or product existed).

To assist the community in understanding the role transit serves in the economic and quality of life of a community, this appendix:

- Reviews current literature to identify a useful framework for measuring the impacts of transit services.
- Identifies possible groups affected by transit service or lack of service and the types of benefits each group might experience.
- Considers the impacts in Yavapai, identifying specific impacts and the potential magnitude of the impacts
- Explores how the community services and programs can track the value of an investment in transit services and track the impact over time.



## 2 Background and Literature Review

Economic benefits can be studied in terms of how they affect communities as well as how well they achieve goals set by local and regional governments; a number of studies across the US have quantified the benefits of transit in this way. In this section, we describe effects from both of these directions, presenting a framework for considering the value of services and gathering a comprehensive set of potential performance measures that might be of interest to the Central Yavapai Region. The value to various groups/stakeholders in Yavapai County can be calculated by examining performance measures specific to each population. One could also compare the desired outcomes of a service and map benefits that way.

There are several studies of rural and small urban areas (Godavarthy et al., 2014; Mattson, 2010; Peterson, 2014; Salisbury 2013) and a number of meta-analyses (Porter et al., 2015; Litman, 2015) that informed the framework in Figure 1. For this study, we drew from existing literature on cost benefit analyses and chose to present the value in terms of various demographic groups affected and trip purposes. This is because (1) different groups have different needs and experience the transportation landscape differently and (2) the value to these groups in terms of quality of life is vastly different.

To date, few authors have parsed the costs and potential benefits to groups in such a meta-analysis. A goal is to identify accurate measures for value that do not overstate the overall value to the community, yet consider the unique needs of various groups and the value (to both individuals and the community) that may come from a work trip versus a shopping trip. The diagram in Figure 1 illustrates connections among activities/income generated by transit. For instance, if transit makes it possible for someone who was previously unemployed to find and maintain a job, that individual not only has income to spend, but their spending has economic benefits for local businesses (who can then hire more employees, stock products, etc.)

The benefits in this report are separated by who they benefit. Micro-level benefits affecting individuals and families include things like cost of living, total percent of income spent on transportation, and improved access to various activities. Macro-level benefits include things that affect the entire community, such as total government spending on infrastructure and community health. There are some benefits which bridge these two levels; for example, communities that have infrastructure which promotes active travel (biking, walking) can have an impact on family medical bills as well as the entire community's need for emergency services like ambulances, which are typically paid for via some form of taxation. This means there are individual and community direct and indirect impacts for transportation. One objective of this report is to delineate these costs and benefits specifically for Yavapai County.

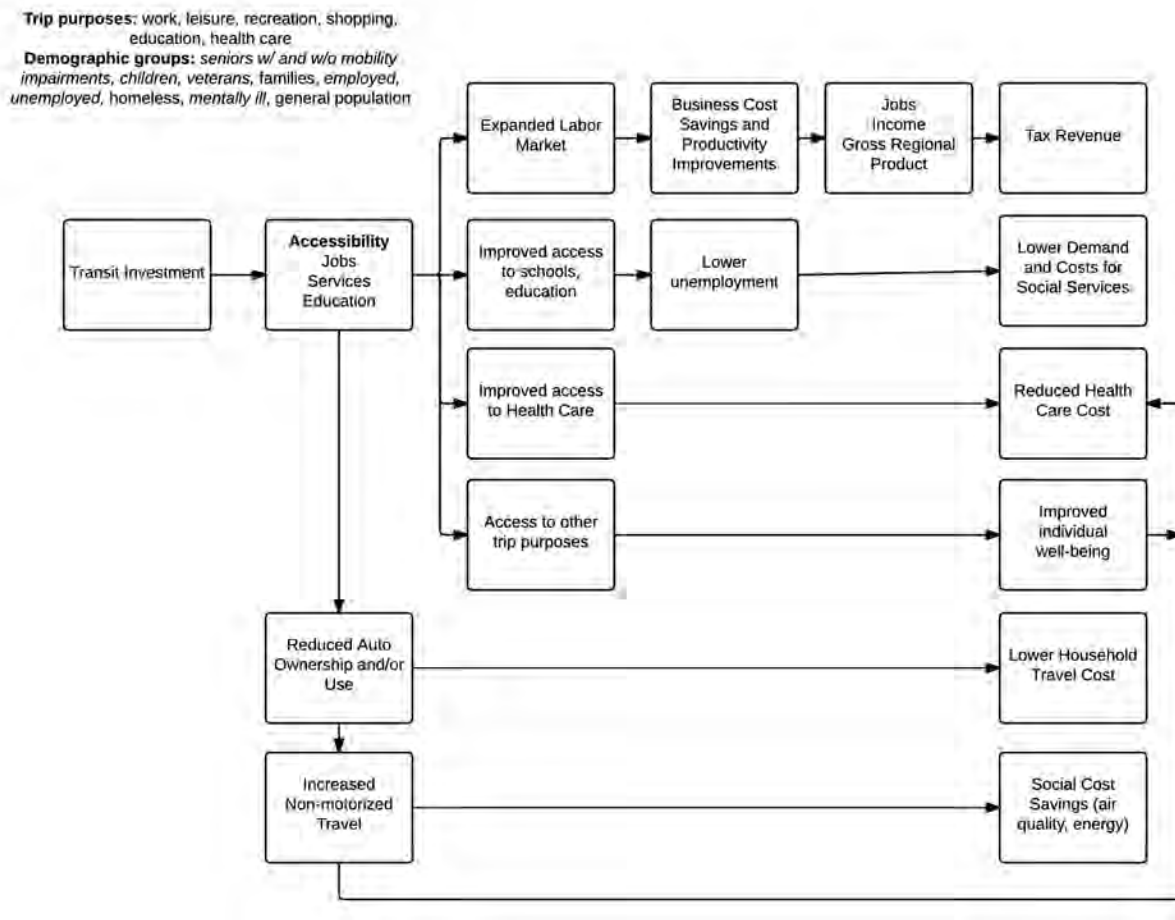


Figure 1 Value Analysis Framework with Trip Purposes and Groups Noted (Adapted from Porter et al., 2015)

While peer cities can be compared, it is challenging to make predictions about how residents might behave were enhanced transit services available, and the behavior of residents drives the return on investment. In our review and estimates, we remain cognizant of this fact and try to be conservative in estimating the total number of trips that would be taken and their overall value to the community by assuming low numbers of residents would change their current behavior when relevant.

## 2.1 Benefits by Population Group and Trip Purpose

There are diverse groups in Yavapai County that could benefit from transit. Seniors, veterans, other individuals with disabilities, working adults, the unemployed and children could all benefit for different reasons and different trips. Many existing estimates assume a single, point value for a trip – but this detracts from the variety and diversity of populations’ needs. For instance, a trip to the doctor to treat a child with asthma is very different than a trip to treat a veteran with PTSD or a senior with a heart condition. The long-term costs of care for these conditions vary, and the quality of life expectations are different for all. It is difficult to take into account all these variations when estimating value, so for this report we look to existing research which has quantified benefits by trip

purposes. We describe how these various trip types could benefit different groups to account for the various interest groups in Central Yavapai County.

The sections below describe some possible values for key population groups and their trip purposes. It provides a range of estimates for the possible value, based on local or national values as available.

## 2.2 Seniors With and Without Mobility Challenges

Seniors represent one of the largest and fastest growing demographic groups in Prescott Valley and Yavapai County as a whole. The needs and abilities of this group also vary widely. As one ages and overall health deteriorates, medical trips become more important for quality of life and long-term care options. Many community and volunteer-based services already exist in Yavapai County, but their resources are stretched thin. Capturing the value of the diverse trips seniors make, whether or not they are living with serious health conditions, is a subject of much research (see e.g. Dannenberg et al., 2011). A common finding is that individuals with access to a personal vehicle are more likely to visit routine health check-ups, which is important for older adults, particularly those with chronic conditions. Given the links between diet, health, exercise, and doctor visits, there are also networked benefits explored via research. Even harder to measure, there are psychological and social benefits that have been studied: the ability to get “out and about” and be independent of constraints of family, friends or volunteer programs is important. Some of the cited value to seniors includes the following:

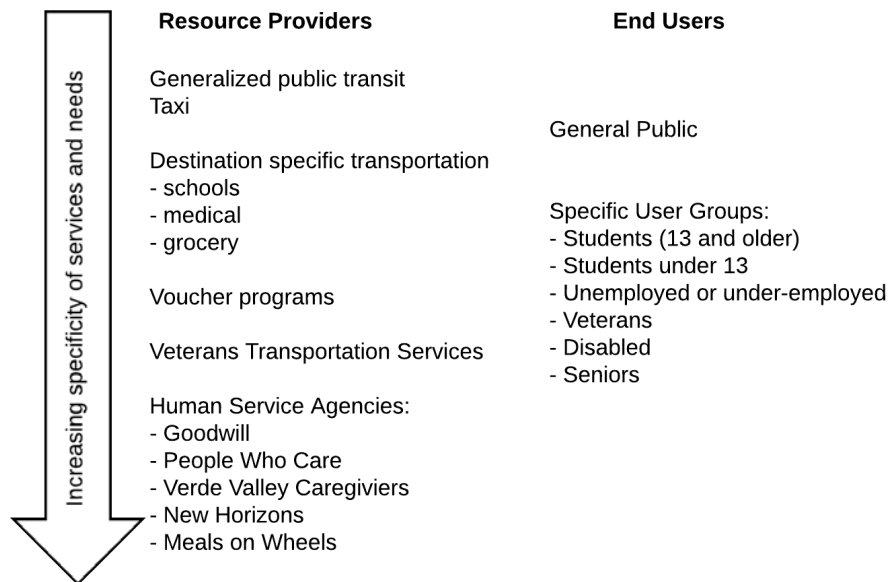
- Value of access to healthy food options
- Value of medical trips (can be broken down by condition and required frequency of interaction with health professional)
- Value of independence/freedom to be out and about
  - Similarly, value of social cohesion, to maintain existing ties to family and friends unhindered by transportation
- Value of time for those who provide transportation services, whether those are paid services, family time that requires time off work, or simply family or caregiver time that could be used for other activities.
- Studies utilizing the Health Outcomes Survey (CMS 2016) could provide baseline measures to compare Yavapai County with.

In Yavapai County, groups like People Who Care and Verde Valley Caregivers provide door-through-door, specialized transportation services. Verde Valley Caregivers also provides other support services such as home repairs to allow seniors to live in their homes independently for as long as possible and both services assist with grocery shopping, support and a second set of ears at medical appointments, and bill-paying. Existing services such as these, and the specialized needs of certain groups, mean that national averages for the general benefit of transit services may not be appropriate for this community. The high number of volunteer hours that the residents of Yavapai County contribute suggests the trade-offs need to be examined more carefully. In Figure 2, these needs are separated in order to draw these distinctions. Figure 2 suggests a hierarchy of

needs; general service providers could accommodate lower order needs, and specialized services could provide more specialized trips.

Transportation services for seniors, both with and without mobility challenges, have benefits beyond the conveyance to a destination. The trip itself has a cost in terms of mileage, fuel costs, and volunteer time. The destination – e.g. a medical appointment, social visit or grocery trip, is where the value for the customer is derived. There are additional intangibles such as social cohesion and well-being which are more difficult to quantify. These intangibles are typically achieved by highly personalized, individual and familiar services (characteristics that most general public transport services lack). With these distinctions in mind, Figure 2 illustrates a “Hierarchy of Mobility Needs” for both users and specialized care providers, whereby clients who need more specialized services and services in addition to transportation can be directed to more specialized providers. Figure 2 shows that while specialized services can be provided to meet different needs within a community, the increasing specialization means some groups may be left un-served or underserved. Pooling resources and recognizing where users and needs overlap is one way to make effective use of resources for the greatest good. As the county ages, it may become more necessary to direct as many customers as possible to a generalized service in order to use limited transportation and volunteer resources wisely.

Figure 2 Hierarchy of Mobility Needs for Communities



Since they are not typically commuting to full-time jobs, retired persons have different activity patterns than other segments of the population. They may work part-time jobs and have their own transportation or rely on others to get where they need to be. As they age, seniors may experience loss of hearing or vision which makes it more difficult for them to drive, meaning they must rely on friends, family members and community services to get where they need to go. If community transportation services do not exist, those with vision or hearing impairments sometimes feel they have no alternative than to drive themselves.

### *Measuring the Value of Access for Seniors*

Some ways to measure the potential value of the trip categories relevant to seniors and retired persons include:

- Medical trips that should be made vs. medical trips that are made (e.g. I should visit doctor biweekly, but go monthly due to transportation constraints)
- Frequency of grocery shopping trips (which affects fresh food purchases)
- Individual assessed psychological and social outcomes
- Hospital re-admission rates
- Nursing home costs avoided (researchers typically make an assumption, e.g. 1% of trips result in avoided nursing home stay).

In addition to avoiding the cost of nursing home stays, it is common for more able-bodied seniors who can no longer drive to move to a location where basic support services such as transportation

are available, or moving in with adult children who can provide such supports. When a senior moves away, the community loses their retirement income and the property taxes they pay.

Additional detail on some key trip types for seniors is provided below.

### *Medical Trips*

The value of medical trips varies depending on an individual's conditions. Medical conditions such as asthma, diabetes and heart disease are often tracked in transportation studies because they are affected by air quality and physical activity. Left untreated, these conditions can escalate, so it is important that patients follow prescribed medical treatment to maintain optimum health. If a patient lacks transportation to get to their appointments, however, they may miss appointments or visit the doctor less frequently. One oft-cited example is patients missing or cutting-short dialysis appointments in order to meet the time window constraints of their transportation mode (Source: SURTC, New Horizons mentioned in October 2015 meeting).

To estimate the value of medical trips, one can gather data about the prevalence of various medical conditions among the population and the recommended number of doctors' visits each year. Godavarthy et al. (2014) performed this analysis for rural and small urban areas in western states and determined the benefit for a medical trip ranges from \$333 to \$2,743 in cost savings for patients, and up to more than \$34,000 for quality-adjusted life-year (QALY). These values comes from the long-term costs of care for escalating conditions and the cost savings patients might expect when they visit the doctor for screenings and are able to catch conditions early on. Another way to estimate the value is to compare what a patient would be required to pay to take a taxi in the absence of transit; depending on fare and distance, for a similar western U.S. city, a patient would save \$39-\$107 for round-trip taxi fare to a doctor's appointment (SWEEP, 2013).

Similarly, Cronin et al. (2008) estimated a value of \$11.08 per dollar invested in a medical trip. They estimate this value by assuming if 1% of medical trips to dialysis appointments results in a customer avoiding a 1-day hospital stay (\$7,900 in Florida in 2008), then \$1.4 billion in state benefits would be realized. In reality, it is inaccurate to assume all these benefits would accrue at the state level, and these public dollars could (and likely would) be redirected to other uses, but Cronin's (2008) analysis provides a benchmark by which to evaluate benefits.

Applying this logic to the CYMPO region, Verde Valley Caregivers averages 1,833 trips per month (VVCG, 2015). In 2011, the average cost of an ER visit in Arizona was \$2,627 (Rabel, 2012). If 1% of Verde Valley Caregiver trips result in a client avoiding an ER visit, then the monthly benefit of those trips is \$48,153 and the annual benefit of those trips is \$578,000. For a sense of scale, in 2011, the state of Arizona paid \$49.1 million for ER visits through Medicaid/AHCCCS, and taxpayer support for Medicaid was \$202.3 million (Rabel, 2012).

Flaherty et al. (2003) noted an ambulance trip costs \$400-525 and non-emergency medical transport (NEMT) trips cost \$10-\$20, and a significant number of ambulance rides for Medicare patients are not for true emergencies. Shifting some of these trips to other modes, or providing

more in-home and preventive care mechanisms, could represent a significant cost savings to the Medicare program. In September 2015, 415 emergency medical service (EMS) calls were made to the Central Yavapai Fire Department; these calls were logged because some medical assistance was given. If more data were available on the nature of the calls and medical assistance, one could estimate the value that improved access to regular preventive health appointments might have on the demand for emergency medical services.

### *Grocery Trips*

A critical component of healthy living, particularly for those experiencing or recovering from illness or medical treatment, is access to healthy food. Central Yavapai County has a deep network of community care services like People Who Care and Meals on Wheels who can provide this critical access. Between September 2014 and August 2015, People Who Care provided over 5,500 grocery trips. Table 2.1 illustrates the value these trips might represent to all those involved assuming the results would be seen from 55 of the trips, that is, 1% of the total trips. This table is meant to illustrate that every trip, no matter its purpose, has direct and indirect benefits to the individual and the community in which the trip is taking place.

As Table 2.1 shows, there might be considered at least three stakeholders: the person who needs the trip, their alternate driver (e.g. a friend or family member) or the volunteer who provides the trip, and the program administrator who also may have time which can be used in other ways depending on the needs of their clientele. Each individual has associated costs and benefits with making or avoiding the trip. Note this table could be applied not only for grocery trips, but for any type of trip where a volunteer driver or program administrator are involved.

The *trip-maker* has a preferred arrival and departure time for their grocery trip. The more travel options that exist (a transit schedule, a volunteer's schedule, or a friend or family member's schedule) then the more flexibility they have to make the trip to suit their own needs. This is important because it means they can schedule other activities, such as medical appointments or social outings, when most suitable or when they have the most energy. This flexibility provides a network of beneficial impacts that is difficult to quantify – having flexibility means more beneficial activities can be scheduled if one desires.

Table 2.1 Value of Grocery Trips to Various Stakeholders

Trip Stakeholder	Benefit of trip alternatives	Rate	Annual Value of 1% of Total Trips at 1 hour (55 trips)
Trip-maker	Improved care and option value	n/a	n/a
Alternate driver	Schedule flexibility	\$22.83/hour <sup>1</sup>	\$1,250
Volunteer	Social cohesion and activity	\$22.83/hour	\$1,250
Meals on Wheels or other Program Administrator	Time/resources to serve other clients in need	Varies	Value transferred to other clients

<sup>1</sup>Independent Sector 2015 value of volunteer time in Arizona

The second stakeholder is the *alternate or volunteer driver*. In the same way that flexibility benefits the trip-maker, the available alternatives mean the alternate driver could serve as the “back-up” option in case other modes fail. Similarly, the volunteer becomes available to perform other trips, or even other activities if the need for volunteers is low. Since volunteers may also be using their own vehicle, there may be additional savings in terms of fuel and vehicle maintenance for reducing miles traveled if mileage reimbursement is not available through some programs.

The *program administrators*, such as those scheduling trips for Meals on Wheels or People Who Care, may see an increase in capacity to use volunteers and vehicles for other trips. The volunteers can be directed to serve trips where there is no convenient transit alternative, focusing their resources on areas of highest need.

Finally, for programs that receive taxpayer dollars, taxpayers have the comfort of knowing their dollars are being spent more effectively because the program dollars are spent on the direct need, not only on transportation.

### *Trips for Education or Training*

The Northern Arizona Council of Governments (NACOG) offers training programs including Chronic Disease Self-Management, Diabetes Self-Management, Chronic Pain Self-Management, and A Matter of Balance (fall prevention training) (NACOG 2015 Annual Report). These are programs developed by medical and public health professionals and shown to have a cost to savings ratio of 1:4 (Chronic Disease Self-Management Program, 2013). In fiscal year 2015, the NACOG Area Administration on Aging (AAA) certified trainers who facilitated 18 workshops reaching 264 participants. In order for participants to travel to these workshops, they could get a ride from a friend, family member or one of the human service agencies in the area. The ability for seniors with chronic conditions to get appropriate self-care information contributes to their overall health and reduces their need for more costly care. This benefits individuals, the community, and society and may be reflected in direct medical expenses through a hospital or EMS provider.



Community events and evening courses offered by the colleges in Central Yavapai County also offer opportunities for enrichment (classes on history, computer skills, knitting, etc.) that provide opportunities for individuals to enhance their quality of life and improve their skills. No dollar benefit has been identified for access to such classes.

### *Other Health and Well-being Impacts*

Other benefits that have been identified, but are difficult to find precise estimates for, are related to general well-being. The opportunity to socialize, recreate and access healthy food all contribute to quality of life, but values among individuals would vary. It has been noted that Yavapai County has one of the highest suicide rates in the nation, with many occurring in isolated rural areas where there is little or no access to transportation services for all types of trips. While the suicide rate is the result of many factors, isolation is an important one.

## 2.3 Unemployed Persons

Many transportation disadvantaged programs around the country were developed for the express purpose of transporting people to work. The Job Access Reverse Commute (JARC) funding program (now a part of the regular Federal Transit Administration funding programs), DARTS (Delta in Mississippi) and JOBLINKS programs were all responses to the Welfare Reform Act (1996) to enable individuals to get to work in order to cut down on social services spending.

Job fairs in Prescott and Prescott Valley in the spring and fall of 2015 had over 400 attendees and as many or more jobs represented. Five percent of attendees at the spring 2015 fair noted they had been denied a job before due to lack of transportation. Even if someone is not denied a job initially, the difficulty in keeping a job when one relies on others for transportation is a challenge. A Department of Employment Services representative estimated that 60% of job seekers who seek out help with finding a job are searching for jobs within a 5 mile radius of their home, with 5 miles being the distance they deem appropriate to walk to and from work each day. Clearly, enhanced mobility would allow these individuals to expand their search radius, or at least reduce time spent commuting (if employees can avoid walking long distances) and increasing time available for other activities, wage-earning or otherwise. As major job sites in Yavapai County are at least 15 miles apart, this effectively means residents without vehicles are restricted to working and living in the same community. According to Census data, 10.6% of all Prescott Valley residents work in the City of Prescott, and 50% of all Prescott Valley residents travel more than 10 miles to work. Among residents living in Prescott Valley, 81% work outside Prescott Valley. The distance between residences and jobs is a critical factor in being able to keep and maintain employment.

There are many impacts of unemployment and the need for public services, making it difficult to pinpoint precise costs, but existing research has measured a number of variables. Possible values Yavapai County could examine include:

- Value of each work trip
  - This could be computed as the number of people who use transit to get to work times the 8 hour workday times the prevailing wage (typically minimum wage)

- Another way to measure is the cost savings of transit fares compared to taxi for work trips. To use this measure, the number of people using a taxi or transit to commute to work and the distance they travel would need to be known.
- Value of avoided public assistance payments, typically the expected drop in public assistance payments multiplied by the current average payment. Over the long-term, average payment value and households needing public assistance could fall
- Value of “chauffeur” time, if applicable. If employed persons are relying on friends or family members to be dropped off at work, the time and mileage incurred by the driver could be factored into a cost-benefit framework.

#### MEASURING THE VALUE OF EMPLOYMENT ACCESS

The appropriate measures to capture these values could include:

- Job retention/turnover rates
- Average public assistance payment per household
- Number of households receiving public assistance
- Number of individuals who rely on a friend or family member for work commute
- Unemployed persons in zero-car households.
- Mode share of employed persons and average time to work

#### 2.4 Veterans

Veterans include individuals with a wide range of needs. Their needs are reflected in populations that are seeking employment or retraining, in populations that are homeless, and in populations seeking medical treatment or substance abuse treatment. The number, age, and disabilities of Veterans in a community can provide an indication of the degree of needs in such programs. Similarly, the successful integration of Veterans into mainstream society provides a measure of the health and resiliency of the economy. Veterans are a significant portion of the population of Yavapai County at 13%. This is higher than the national average, and as rural veterans they typically have more difficulty accessing medical care or employment than veterans who return to urbanized areas (Peterson, 2014).

#### MEDICAL TRIPS

Existing research has quantified the typical distance and cost to transport veterans in western states. Veterans Transportation Services (VTS) and Disabled American Veterans (DAV) have nationwide volunteer programs that provide millions of trips; the value of these volunteer hours should not be overlooked. Indeed, because volunteers are eligible for mileage reimbursement (41.5 cents per mile) and when their labor hours are factored in, volunteer provided veteran transportation represents a value of hundreds of millions of dollars (Peterson, 2014). The need for

travel for medical or substance abuse treatment specific to Veterans is covered here; information on medical trips provided under Section 2.2 (Seniors) also is applicable to many Veterans.

With the VA hospital in Prescott, both VTS and DAV services are active in the area. Solid information on the number of hours and miles of volunteer time is not readily available, although there are over 65 volunteers involved<sup>1</sup>. Both services cover an area larger than Yavapai County, so it is necessary to allocate mileage and hours to Yavapai County for only those Veterans traveling from points within the County.

The value and benefit of having access to transportation includes the reduction in missed appointments if veterans can access care. Riley (2016) noted that there are predictors for patients with a high number of missed appointments, and transportation options could be targeted to them. Currently, many veterans may miss medical appointments or fail to schedule important appointments due to transportation barriers. Other barriers include the need for specialized care referrals and the inability to bring children along for trips. There are long-term cost implications associated with these missed medical appointments; that is, if one's condition escalates, treatment may be costlier if treatment is delayed.

#### EMPLOYMENT TRIPS

In Yavapai County, many veterans reach the end of their allowable stay in VA housing before they have been able to secure full-time employment, and the difficulty in securing full-time employment is partially a result of difficulty in securing transportation to employment. The Northern Arizona Veteran's Administration reported that between October 2014 and October 2015, 113 of 283 veterans who sought employment placement assistance did not have transportation to work. While section 2.3 discussed employment travel generally, looking at the value and benefits related to Veteran employment transportation might also include:

- The value of employment to veterans specifically, where a work trip is typically measured as the value of a day's wages – 8 hours at minimum wage per day.
- The potential value of time-savings for veterans, if they were able to get more direct, reliable access to their destinations.

### 2.5 Individuals with Disabilities

Individuals with disabilities represent a large population group that overlaps with the population of seniors (over 30% of seniors have one or more disability) and Veterans. There are a broad range of disabilities, including developmental and other mental disabilities, physical disabilities, and sensory disabilities. Individuals with disabilities are far less likely to have employment and to have access to

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<sup>1</sup> The 65 volunteers completed over 14,000 medical transports for veterans living throughout Yavapai County; 6,000 trips served the VA Medical Center in Prescott. The remaining 8,000 trips were among Phoenix, Cottonwood, Lake Havasu and Prescott.

an automobile – either because they are unable to drive or cannot afford the expense of an automobile.

The type and severity of an individual's disability affects the type of transportation services needed and trip purposes for which transportation is required. Individuals who are of working age are likely to need transportation to employment. Individuals who are unable to work, have travel patterns and trip needs that are more similar to the senior population.

Some private non-profit organizations provide services to individuals with disabilities, and others live independently or are cared for by their families. Arizona has a dispersed system for serving individuals with disabilities, so higher functioning individuals are more likely to live at their family's home or in an independent living situation than in many other states as it is relatively easy for families to obtain financial support for their children with disabilities. For the higher functioning individuals, the ability to have transportation is a key to being able to maintain employment and contribute to society.

## 2.6 Children and their Caregivers

Examining children's travel is important for measuring children's health, safety and educational outcomes.

Children under 15 represent an important, and often ignored, segment of the population when it comes to travel. Recent research has suggested that habits formed in childhood can persist into adulthood, affecting long-term behavior and health outcomes. For instance, children who walk, bike or take transit to school are more comfortable walking and biking as adults. We also know that people who take transit walk an additional 15 minutes per day compared to people who do not use transit (Saelens, 2014). Thus for children, benefits of interest include immediate health impacts and school performance (because children who use active modes to school have a lower BMI and better grades). In auto-oriented communities that lack general public transit, children would either bike, walk, be driven or take a school bus to school. However, since the 1960s, the number of children walking and biking to school has declined sharply, as has the number of children who get the recommended 60 minutes per day of exercise. At the same time, childhood obesity has become a problem attracting national attention and efforts to encourage not only more activity but also healthier school lunches (CDC 2015).

More indirectly, but still relevant to Yavapai County residents and decision makers, is the long-term impact that active travel could have on the population's health and well-being. Thus, important benefits to children that could be quantified include:

- Value of educational trips, measured by changes in truancy or tardiness rates
- Value of after-school enrichment activities (if flexible services permit staying after school)
- Value of medical trips for childhood medical conditions. These are particularly important because, if untreated, these could escalate long-term care costs into adolescence and adulthood.

## PHYSICAL ACTIVITY, SAFETY, AND TIME USE

Public health, education and transportation experts all recognize that children's school and social travel is a means to promote healthy lifestyles while reducing traffic on the roads due to adults chauffeuring children to school and activities. Children's active travel, such as walking and biking to school, improves "strength and endurance, helps control weight, reduces anxiety and stress, and increases self-esteem" (APHA 2015). Compared to 50 years ago, the number of children in the United States walking or biking to school is extremely low, and there is a growing concern over the short- and long-term impacts of childhood obesity and the role transportation can play in combatting this trend (CDC 2015). Children who are able to travel independently accumulate more physical activity than children who travel and play with adult supervision (Schoeppe et al., 2013). While it is difficult to quantify, it is important to be aware of since children's independence can affect other aspects of public and school district spending.

Chauffeuring costs are another cost that impacts the drivers as well as the transportation network. Reduced chauffeuring promotes independence and allows parents or caregivers to use their time in other ways (Whitehead-Frei and Kockelman, 2015). For some, chauffeuring children can be a good opportunity to talk as a family, but it can also conflict with other income generating activities (Litman, 2015). Nationwide, the average benefit to a driver who is able to avoid chauffeuring if the passenger's trip could be shifted to transit is \$1.05 per mile, or \$5.25 for a 5-mile trip, assuming a driver value-of-time (VOT) of \$12/hour and vehicle operating costs (Litman, 2015, p. 31). Using the Arizona value of volunteer time \$22.83<sup>2</sup> per hour, a 20-minute chauffeuring trip represents \$7.61 in driver savings, and could also represent additional *earnings* if the driver were able to continue working during that time.

School buses and pick-ups from a caregiver also require a particular schedule. If students need to arrive in a limited time frame, it may limit their ability to stay later at school to participate in available enrichment activities such as music, tutoring, sports, or other clubs. Frequent and reliable public transportation can provide students, particularly adolescents, with some flexibility to participate in these activities. There is also evidence that children who participate in afterschool activities have positive academic, behavioral and psychological outcomes (Fredricks and Eccles, 2006).

## COST OF K-12 TRANSPORTATION

Lacking appropriate facilities to bike and walk to school, school districts and communities might choose to invest in school buses to allow children to access school safely. For example, according to the Humboldt Unified School District 2012 Auditor general report, the Humboldt USD spent \$709 on transportation per rider (\$380 per pupil) in fiscal year 2010; comparing these numbers suggest slightly more than half of Humboldt USD students are using the bus to get to school. If

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<sup>2</sup> Independent Sector 2015 estimate of value of volunteer time in Arizona, based on Bureau of Labor Statistics data.

transit services were to be developed in the Town of Prescott Valley, the school district and parents who now chauffeur children might be beneficiaries.

Schools have the option to shift their transportation services to private operators in order to save money, but in some cases the costs are similar whether operated by school districts or private operators (as was the case in a study of school transportation spending in Pennsylvania, [Price et al., 2012]). Other cities partner with general transit providers to get students to school. Comparing eight case studies nationwide, the cost of these partner services to the student varies from \$0 per ride to \$30 per month for an unlimited transit pass (Vincent et al., 2014). For some cases, the costs to the school district were available. Polk County, Florida pays \$46,000 per month to provide passes to 25,000 students; so the cost to the school district is less than \$2 per student per month. The portion of Portland Public Schools' payment to Tri-Met that goes to reimbursement for student transportation is \$560,000, and roughly 12,500 students made an average of 60 trips per month, for an average cost of 75 cents per trip; however, many of these trips were for non-school purposes. In the cases Vincent et al. (2014) studied, services for students with special needs are still operated by the schools, but other students can shift to a more general service.

When a community chooses to invest in public transit services for those students for whom it is appropriate, costs shift from the school district to the public transit agency. It is important to note that with fixed route transit, there is often little additional cost associated with carrying students. If there are empty seats available, the students can fill them. If additional fixed route services are needed for capacity, then all riders benefit as there is usually an extra trip or two added, providing more frequent services. The public transit provider incurs the cost of this additional service but the administrative overhead does not change, and in fact administrative tasks for the school district could decrease if some transportation management is shifted to a transit agency.

The federal and state funding formulas for school transportation would not necessarily allow a school district to simply shift funding from transportation to other services. However, the option to provide bus services only for students who need it and shift remaining students (including those who are chauffeured) to a general service, biking, or walking could reduce the total traffic and wear-and-tear on Arizona roads. Arizona ranks 47<sup>th</sup> in per pupil spending on K-12 education and has cut funding in recent years, suggesting the ability to gradually shift toward a generalized public transportation system for student transportation could redirect some of the transportation operating budget to other expenses in Yavapai County.

## MEASURING ACTIVE TRAVEL

The benefits of active travel are challenging to assess since they depend on an individual's overall health and physical condition. Nancy McGuckin (2015) offers some common indicators for measuring the level of active travel, which can be calculated from most regional and national household travel surveys:

- Daily minutes and miles of activity per capita;

- The portion of the population—by meaningful groups, if possible—that achieves various levels of activity—such as 10, 20, or 30 minutes or more of active travel per day;
- The percent of children within 2 miles of school who walk or bike; and
- The percent of adults who report no active travel at all—that is, who are sedentary

## 2.7 Conclusion

Section 2 has described a varied set of population groups, the trips they take, and the benefits they may receive from having access to public or specialized transportation. Much of the research that has been carried out has focused on a population group or a trip type. It is important to note that although, for example, employment transportation is common to many population groups, the travel characteristics and benefits gained by each group are somewhat different. Similarly, for medical trips, the travel characteristics and benefits of trips for a child will be quite different than a senior, even though both may have chronic conditions. Breaking out the individual components is useful for both identifying where the benefits can be realized and applying benefits to a specific location. This examination has also shown where data that includes the value of transportation is available and where it is missing to recommend performance measures for tracking in Section 4.



### 3 Case Study: Economic Impacts

This section identifies the economic impacts of developing transit services within the central portion of Yavapai County, an area that includes an urbanized area covering the Town of Prescott Valley and City of Prescott and a somewhat larger planning area that includes the towns of Chino Valley and Dewey-Humboldt as well as some surrounding unincorporated area. The northern portion of Yavapai County has solid transit services, with local services in the Town of Cottonwood and regional services between Cottonwood and Sedona. A range of mountains separates the northern portion of Yavapai County from the central portion.

There has been both support and opposition to transit in Central Yavapai County. A group of citizens has long advocated for the establishment of regular fixed route bus services in the urbanized area and services between the communities in the region, but there is significant political resistance to funding such services. While urbanized area Federal Transit Administration funds are available for a portion of the operating costs, local residents would need to raise a tax to provide local match.

The recent transit implementation plan for the Town of Prescott Valley identifies the level of service, costs, and ridership that could be provided for a system that uses the available FTA funding (TransitPlus, 2016). An operating cost assumption of \$950,000 allows us to use national estimates for what each dollar invested in operating cost could produce.

This case study identifies the economic impacts of establishing transit services in Prescott Valley, as well as the larger urbanized area, using assumptions from the 2007 Transit Implementation Plan for the latter. The general assumptions take into consideration the unique characteristics of the area, the proposed levels of service identified in service plans, and the research reported in Section 2 that identifies expectations based on national surveys of transit use.

General assumptions include the following:

- Approximately a \$950,000 annual operating cost budget would require a \$425,000<sup>3</sup> local investment in transit. Federal match and fare revenues would provide the balance.
- CYMPO also contracted for a Transit Needs Study in 2007 that identified what a regional system would be, providing services in both Prescott and Prescott Valley as well as connecting the two cities. Those assumptions are documented Table 3.1 and factored into the assumptions about value.

It is important to note that the impacts on various groups will change as demographics of the community change. Table 3.2 reports the 2010 demographics of the CYMPO region. Relatively slow growth is projected for the region but the trend in Arizona, as across the nation, shows

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<sup>3</sup> Based on the average of 2 options presented to the public in Prescott Valley. A system with a similar level of costs and services was designed for the Prescott and Prescott Valley region in 2007, but the Prescott Valley estimates reflect the most current costs.

communities skewing toward more seniors. Additionally the percent of the population with disabilities has been increasing nationwide and in Arizona.

*Table 3.1 Underlying Assumptions for Benefit Calculations*

Measure	Value	Source
Number of potential regular customers in Prescott Valley	900-1,800	Nelson/Nygaard 2007
Number of potential regular <b>regional</b> customers	3,250-4,000	
Percent of customers who see weekday commute as #1 priority	57%	
Percent of customers who see weekday midday as #1 priority	28%	
Population of the urbanized area	80,000	US Census, 2010
Portion of residents who might be expected to use service at least once a month (3% of population)	2,400 (urban area) 1,200 (Prescott Valley only)	Litman, 2015
Annual cost of proposed service (Based on budget for 2- full year of operations)	\$950,000 (only in Prescott Valley)	TransitPlus, 2016
Local share of proposed service (Based on budget for 2- full year of operations)	\$425,000	

Note: CYMPO partnered with Northern AZ University Sustainability Center on a study titled “Exploring Shared Community Values and Public Transportation” which identifies stated preferences for use that are higher than Litman, but also a preference for service that operates more frequently than planned for Prescott Valley (e.g., service every 15 minutes rather than every hour). The two services proposed in October 2015 were expected to have a local share of \$393,000 and \$463,000, with an equal federal match for either scenario.

*Table 3.2 Demographic Characteristics of Town of Prescott Valley*

Characteristic	Number	Percent
Total Population	40,145	100%
Total Households	15,256	100%
Population aged 65+	7,134	17.8%
Population age 18-64 with disabilities	3,987	9.9%
Households below Poverty	1,816	11.9%
Veterans	4,761	11.9%
Zero Vehicle Households	233	1.5%
Jobs in Prescott Valley	9,265	100%
Jobs filled by local residents within 10 miles of Prescott Valley	4,600	49.6%
Prescott Valley jobs held by residents	3,001	32.4%
Workforce age 16-64 Source: ACS 2014; Margin of error = +/- 733	18,176	100%
Unemployed persons Source: DES Career Trends, 4.9% of labor force	890	4.9%

Using the values and potential effects of investment gleaned from studies across the US, and particularly looking at the cost-benefit ratios for small urban and rural areas, tables in subsequent sections breakdown value for each category: economic, low-cost mobility, social savings, and healthcare savings. These categories are defined in this manner to prevent double counting.

- **Economic benefits** are those which general accrue to the community in terms of economic activity.
- **Low-cost mobility benefits** can be measured at the household level, i.e., how much can a household save on automobile maintenance and operating costs when transit is an option.
- **Social savings** represent savings on public assistance payments that can be avoided when individuals have improved access to jobs, healthcare and other needs.
- Finally, **healthcare savings** is its own category due to the aging population in Yavapai County, which is expected to see more benefits in this category than average since the population of adults over age 65 is higher than the US average.

Note that since some healthcare numbers are not available, the benefits listed in this section are likely incomplete. We also do not estimate the potential value to the school district of shifting some students to a generalized service and away from district funded buses, since such an estimate would require more data on household and student travel in Yavapai County. Both of these items could be measured for future analyses of value.

### 3.1 Economic Impacts

Access to jobs, increased gross regional product, a larger tax base, and the ability to look for jobs outside a 5-mile radius are all economic benefits of transit service. The numbers in Table 3.3 reflect the expected benefits based on assumptions from the literature and the local investment and ridership for Yavapai County. The potential economic benefits are quite large, totaling \$1,793,000. It is also assumed that the taxi voucher program would be replaced by the proposed call-and-ride and ADA Complementary Paratransit services, so the increase in local investment for services would be reduced by \$50,000.

Because the benefits of mobility and access are connected, the costs incurred by individuals and the public for lack of access are connected. For instance, providing convenient transportation to work that enables an individual to remain employed may cost less in the long-run than public assistance payments.

Table 3.3 Economic Benefits of Transit Investment

BENEFIT	Annual Benefit (from literature or local)	Community Level Benefit	Sum of Annual Community Benefits	Sources
Job access	Unemployment .2 or .3 percentage points lower. A .2% decline = 36 jobs. Based on 4,600 jobs filled by local residents within 10 miles, assume 1% (46) of workers use transit for work trip. Trips for employment have associated cost savings and value of \$4-\$5	36+46 jobs = 82 jobs * \$4.5 per one-way trip * 480 trips per year	\$ 177,000	Faulk & Hicks, 2010; Porter et al. 2015; Godavarthy et al. 2014
Education access	Value of educational trip is \$4-\$5.85	50 students * \$4.50 per trip * 400 trips per year	\$90,000	Cronin et al., 2013, Porter et al. 2015, Godavarthy et al. 2014
Business productivity	Turnover rate is lower in counties with transit vs without resulting in lower training costs	100 jobs * \$1,000 training expenses per job	\$100,000	Faulk & Hicks 2010
Tax revenue	\$490,000 per million spent on transit operations and capital <sup>(a)</sup>	\$490,000	\$490,000	Weisbrod & Reno 2009
Volunteer Time	PWC serves 375 trips annually and operates 1,125 hours annually in Prescott Valley <sup>(b)</sup> .	1,125 hours * \$22.83/hour, Assume 5% of existing trip-hours could shift to paratransit	\$1,280	PWC trips; Independent Sector 2015
Income from new direct jobs created by transit and jobs supported by transit spending	Direct employment: 12.5 jobs <sup>(c)</sup> Supported jobs: 14.2 per million spent on operations	26.7 jobs at \$35,000 per job	\$934,500	Godavarthy et al. 2014

Notes:

(a) This number is based on national investment figures (not small urban areas). The actual number for operations only is higher (\$530,000 per million spent) but we chose to use the average for capital and operations. The tax revenue economic impacts are associated with the job impacts and includes both indirect and induced benefits.

(b) People Who Care operates in Prescott and Prescott Valley. Only trips in Prescott Valley are used to estimate the potential impact of the potential transit services.

(c) This figure is from a study of rural and small urban area impacts. The national study (Weisbrod and Reno, 2009) estimates 41 direct and supported jobs. The service plan for Prescott Valley is close to the 12.5 direct jobs in the 2014 Godvarthy, et al study. The average wage was also reduced from \$40,000 to \$35,000.

### 3.2 Low-Cost Mobility

A major cost savings for travelers is the reduced cost of automobile ownership and maintenance if they can replace some trips with transit. Savings will occur if some of the 1,200 projected individuals expected to use the service at least once a month are able to replace a portion of their car trips with transit. To estimate savings it is important to equate individual riders to trips. Generally a portion of riders use transit service 3-5 days a week, with some making multiple trips in a day. Another portion of riders use transit service 1-2 days a week, and a portion use transit service less than one day a week. However, on average, if 1,200 individuals make 90,500 trips annually (the midpoint between the high and low ridership estimates), on average each of the riders will make 6.25 trips per month or 75 trips annually. It is likely that a limited number of individuals will make most the trips, including workers. It is estimated that:

- 80% of the riders do not have access to an auto (960 individuals and 72,400 annual trips)
  - Of these, 20% (190 individuals and 14,500 annual trips) have someone else drive them. These auto trips will no longer be made, saving the fuel and maintenance expenses as well as the value of the driver's time.
- 20% of the riders (240 individuals and 18,100 trips) have access to a car and use it to make trips. Some of the cars may be shared with another family member or in poor condition. Some of these trips might be ones where the rider now uses a car; others might be ones where a friend or family member with a car is a chauffeur.
  - If 10% of these individuals (24 individuals) are able to either get rid of their car or reduce from two cars in their household to one car, the savings would be substantial.
  - All of these trips result in reduced vehicular travel.

Households could choose to save that money or spend it on other activities, and it is this spending on other items that results in the levels of economic returns reported in Table 3.3. Table 3.4 lists the community savings that could be attributed to having transit as a low-cost mobility alternative.

Table 3.4 Low-Cost Mobility Savings

BENEFIT	Annual Benefit (from literature or local)	Community Level Benefit	Sum of Annual Community Benefits	Sources
Gasoline and maintenance savings for trips not made by auto	Average annual cost in AZ was \$2,756 in 2012; Assume 12,000 average miles per vehicle for \$0.23 <sup>4</sup> per mile. Assume 32,600 annual trips.	14,500 annual chauffeured trips plus 18,100 reduced auto trips* 10 mile average trip * \$0.23 per mile	\$75,000	Kuby & Golub 2015; Salisbury 2013; TransitPlus 2016
Savings in time for driver no longer chauffeuring trips	Assume 30 minutes per trip for 14,500 trips at \$21 per hour	= 30 minutes * 14,500 annual trips	\$152,300	IRS, 2015
Reduction in vehicles among riders	Average depreciation + other costs of car ownership in AZ were \$5,700 in 2012;	24 fewer vehicles * \$5,700 per vehicle.	\$137,000	Kuby & Golub 2015; Salisbury 2013
Reduced congestion	Transit slows growth of congestion, level of service would not result in measurable changes in congestion	Not available	-0-	Litman 2015
Reduced cost of medical trips	Values in literature range from \$8-\$11 in cost savings per trip	Assume 10% (9,000) medical trips annually are taken * \$8 trip savings per trip	\$72,000	Metlife 2012, Cronin et al. 2008, Salisbury 2013

Note: many of these benefits would be realized at the household level. They are summed over the Prescott Valley community to get community level benefits.

### 3.3 Social Services Impacts

Faulk and Hicks (2010) found that counties with transit services have lower public assistance payments than counties without transit. The estimated this savings to be 18 to 61 cents per dollar invested in transit. For Central Yavapai County, the benefit would be roughly \$369,000 (Table 3.5).

The value of independent living for seniors and individuals with disabilities is harder to capture. The average cost of assisted living in Arizona is \$3,196 per month. If 111 individuals (one percent of the population of seniors (7,134) and individuals with disabilities (3,987) in Prescott Valley) could use paratransit services to meet daily needs and continue to live independently on average for one month longer than if transportation was not available, those clients would save a total of \$355,000 for each month of avoided payments.

We do not at present have good information on the number of months longer individuals are able to remain in their homes when transportation services are available. It is widely acknowledged that transportation is one of the key factors to being able to remain in one's home, especially when there are no family members nearby. In the Prescott Valley area, the Aging Services program does do in-home assessments, but at present it is not possible to track the amount of time individuals might be able to continue living independently if transportation were available. This would be a relatively easy change to make to the current forms.



Table 3.5 Benefits of Transit for Social Services Spending and Outcomes

<b>BENEFIT</b>	<b>Annual Benefit (from Literature or Local)</b>	<b>Benefit Converted for Prescott Valley</b>	<b>Summary of Annual Community Benefit</b>	<b>Source</b>
Avoided public assistance payments	Save 18-61 cents per dollar of transit operating expenses	\$945,000 operating expenses * 39 cent savings (median)	\$369,000	Faulk & Hicks, 2010
Value of independent living / aging in place for seniors	Avoided cost of 1-month in assisted living is \$3,196	Assume annually 111 clients would gain on average 1 month of independent living. 111 clients * \$3,196/month	\$355,000	MetLife, 2012

### 3.4 Healthcare Impacts

Reduced readmission, increased preventive care access, reduced cancellation (and hence insurance expense) and more efficient scheduling for care providers are all potential benefits to the health care sector. Individuals may also experience improved health due to enhanced access to care. Table 3.6 summarizes some of the values available in literature. With more tracking at the local level, a table of benefits could ultimately include many cost savings for patients and care providers. Unfortunately, it is difficult to assign a dollar value to some of these metrics. Suggested performance measures in Section 4 could improve the understanding of the relationship between transportation and health access.

Table 3.6 Benefits of Transit for Healthcare Spending and Outcomes

BENEFIT	Annual Benefit (from literature or local)	Community Level Benefit	Sum of Annual Community Benefits	Sources
Health visits	Transit users visit doctor additional 4 times per year	Assume 20 people (1% of users) would take additional 4 trips and avoid median charge for ER visit of \$2,627	\$52,500	Arcury et al. 2005, see also Nemet and Bailey 2000 <sup>1</sup>
Health benefits of increased walking for users	Additional 15 minutes physical activity per day (Saelens 2014)	Assume 2,000 weekly riders would walk additional 15 minutes per week	--	Litman 2015; Salisbury 2013
Reduced EMS visits due to health access	Assume 10% reduction in EMS calls if easier to access medical care	40 EMS <sup>2</sup> calls per month (Sept 2015 Avg.) * \$400 (out-of-pocket cost estimate for EMS services)	\$16,000	Local/ US Avg. Central Yavapai Fire Dept. Sept. 2015 data

<sup>1</sup> Arcury et al. 2005 is a widely cited study, but it has some contradictions with another large survey with regard to acute care versus preventive care visits. A more precise value for health could be calculated if additional data were available for Human Services health trips and Yavapai Regional Medical Center.

<sup>2</sup> The vehicles and paramedics might be sent elsewhere, so the resources would be directed to other uses. Insurers may save their share of the cost.

While costs for care will vary across the use, Peterson and Scott (2010) found that the cost of assisted living almost always is higher than living at home (with or without a mortgage) and having an at home care provider. It is possible that a low-cost assisted living center would be more affordable, but their findings suggest that the average or high-cost assisted living care carries significantly higher out-of-pocket costs than living at home.

### 3.5 County, State and Federal Funding

How do the economic benefits of having transit services fall to the local, state, and federal levels? How does this impact the willingness of these organizations to fund transit services? Some economic benefits are part of the general economy while government programs may affect other benefits. For example, one person might work in a job in the private sector and have medical insurance through private sector options while another might either not have medical insurance provided through work or be dependent on a government program for insurance. The benefits of being able to access regular medical service might fall to the private sector economy in the first instance or to a government program in the second instance.

There are many government programs that are oriented to:

- Activities where **benefits are broadly shared** and not effectively captured by the free-market system. The community college system and public transit services are examples of such programs.
- Providing a **safety net** to support people in meeting basic needs and, when possible, enabling them to return to being productive members of society. Human service programs including those for people who are elderly or have disabilities would fall into this category (Area Agencies on Aging provide a wide range of services, from Meals on Wheels to transportation to ombudsman services; Medicaid services including medical services and long term care services for the aged and for individuals with disabilities are an important set of services in this category.)
- Providing **workforce training and retraining** and other tools to enable individuals to participate in the working world. Many of these programs are covered by the Workforce Investment and Opportunity Act and include partnerships with businesses and colleges to build and maintain a strong workforce. Workforce training is an important component of Veterans programs. Vocational rehabilitation address similar needs among the population that has disabilities.

Some programs are operated directly by the Federal government. A key example is programs operated by the Veterans' Administration. Head Start programs are also typically funded and operated by the Federal level, although there are some partnerships with states. Other programs flow to the State. In Arizona, the State directly administers most human service and labor/employment programs and provide matching funds for the Federal government's primary funding.

An important result of this is that while the residents in a locality benefit from the direct provision of service, many of the benefits noted accrue to the Federal and State governments. Splitting the costs and benefits between different parties makes it more difficult to create a rational policy for all parties. An example is that to the extent that a senior is able to continue living at home because there is specialized transportation to take the senior to get groceries, to medical appointments, and for social activities. Such programs can save the Federal and State governments money in long-term care costs in addition to improving the quality of life for the senior. The cost of providing the transportation falls roughly 50% to the Federal government and 50% to local entities. In states where there is state funding for public transit, the state may assume most of the cost. In Arizona and other states that do not provide funding for transportation, the costs fall to local governments. This also assumes that there are adequate funds available in the Federal Transit Administration program to use for the service, and often this is not the case. When there are not adequate funds available, localities are asked to pay more or all of the costs.

It is also useful to look at both the value accruing to the local government versus the state and federal governments. Where benefits are shared they have been divided equally. More work would be needed to determine an actual percentage split. Table 3.7 shows that about \$1.9 million accrue to the local community while an estimated \$1.1 million accrues to state and federal governments for a total benefit of \$3.18 for each dollar invested – based on a \$950,000 investment.

The proposed operating budget for Prescott Valley splits the costs between the local and federal, with about \$425,000 coming from each. Based on Table 3.7, this means the local benefit of local investments would be about \$4.54 for each local dollar invested while the benefits accruing to the state and federal governments would be about \$2.57 for each federal dollar invested.

*Table 3.7 Annual Benefits According to Where Benefits Accrue*

Category	Total	Local	State/Federal
Job access	\$177,000	\$88,500	\$88,500
Educational access	\$90,000	\$90,000	
Business productivity	\$100,000	\$100,000	
Tax revenue	\$490,000	\$245,000	\$245,000
Volunteer time	\$1,280	\$1,280	
Income from jobs	\$934,500	\$934,500	
Auto savings	\$75,000	\$75,000	
Chauffeur savings	\$152,300	\$152,300	
Reduce vehicles	\$137,000	\$137,000	
Cost of medical trips	\$72,000	\$72,000	
Public assistance payments	\$369,000		\$369,000
Avoided long-term care	\$355,000		\$355,000
Health visits	\$52,500	\$26,250	\$26,250
Reduced EMS	\$16,000	\$8,000	\$8,000
<b>TOTAL</b>	<b>\$3,021,580</b>	<b>\$1,929,830</b>	<b>\$1,091,750</b>

### 3.6 Conclusion

The documented benefits for Prescott Valley are well within the range shown by other research. For an annual operating expenditure of \$950,000 in transit services, the economic benefit is estimated at \$3.02 million annually. This equates to \$3.18 in economic benefits for every \$1.00 invested. The multiplier effect of the investment is not routinely counted in the estimates presented here so this remains a conservative number; many categories of possible savings were also not included. A rule of thumb for rural areas is about \$3 in benefits for each \$1 invested, suggesting local numbers converge with other research findings.

## 4 Tracking Metrics to Manage Mobility: Framework for Yavapai County

As Sections 2 and 3 outlined, there are benefits to individuals and communities that extend across funding, operational and jurisdictional boundaries. While it is a challenge to collaborate across these boundaries, the objective of this section is to identify the ways in which progress towards common goals can be measured. Identifying common goals and measurable outcomes towards these goals can provide an actionable, adaptable framework to meet these challenges over time. With more data on the access and utilization of healthcare, jobs and education in the Central Yavapai region, more accurate estimates could be obtained for the values reported in Section 3 and summarized in table 3.7. The share of benefits to the local versus state and federal levels could also be further refined depending on the types of funding available for each benefit category.

A diverse group of agencies have an interest in various transportation objectives, as illustrated in Figure 4.1. Transportation is valuable to each of these entities in meeting their primary mission. A useful framework is to consider the degree of access individuals have to various services or activities, focusing on individuals who do not have access to an automobile. Some stakeholders are primarily interested in one type of access while others are interested in multiple types. For example, Arizona's Long-term Care Services (ALTCS) or the Veterans Administration programs for the homeless are programs interested in the range of services needed to support people living independently in their own homes. It is important to also note that a family of transportation services is needed to serve public transportation needs: including safe walking or bicycle paths, general public transit, vanpools, door-to-door services and door-through-door services.

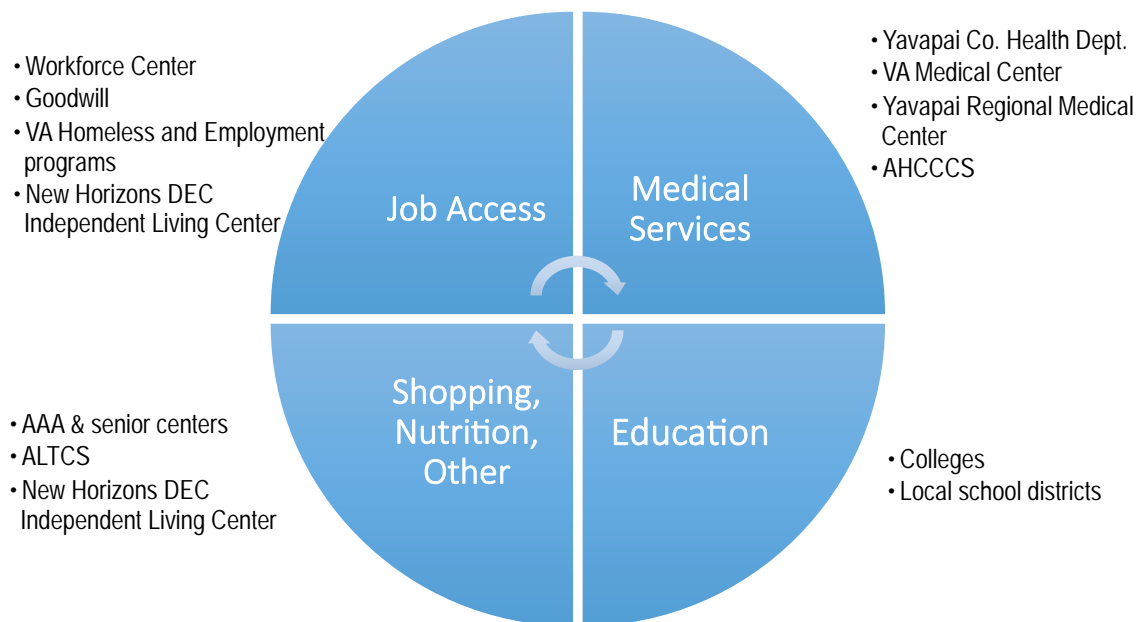


Figure 4.1 Example Stakeholders for Access to Activities

## 4.1 Collecting and Tracking Data

A variety of items that reflect the value of transit and ways to measure that value have been identified in sections 2 and 3 of this report. They are summarized in Table 4.1 so that stakeholders may select appropriate measures.

In addition to the items identified in Table 4.1, there are common data sources for transportation services such as ridership and service levels, productivity, and cost measures. These reflect data that is regularly collected by transportation providers. Such data is an important part of the equation in understanding the value of the investment in each specific transportation service, and in the comparative value of each service.

In identifying metrics that can be used to measure progress towards a goal, there are some key items to keep in mind.

- Identify information that is already tracked somewhere else and can be re-purposed. This might be national information or it might be state or local information.
- Use measures that serve dual purposes. The dual purpose might be for transportation purposes and for the purposes of the human service or other agency that would be responsible for gathering it.
- Build a solid understanding of the goals and develop a consensus that they are worthwhile. You will need supporters within the agencies who are able to make a convincing argument. They need to know:
  - What information is needed?
  - Why is it needed and how will it be used?
  - How will their clients or program benefit?
  - How will it be collected? (Hopefully with little or no additional staff work.)
- Allow time to work through the individual agency processes to gain approval to gather the data or make changes.
- Keep it simple and start small. Even one very specific question can be useful for building metrics.
- Report back to stakeholders on the metrics so they can see the benefits and the trends.

Agencies in the field have many demands on their time, and they often are under-staffed. In addition, they often have very good reasons for doing things the way they do them. Even if a particular item is simply measured a certain way for historical reasons, they may have management or a board that is used to seeing certain information. The reports and information generated from existing measures could be compared to potential measures to determine which could be adjusted.

At the same time, some things are not routinely tracked or could be tracked in a different way. In fact, it may serve management purposes to make such a change. Agencies do change how they track information on a regular basis.



Table 4.1 Summary of Potential Measures

Value	Possible Measures	Comments on Data Sources
Access to medical services	<ul style="list-style-type: none"> <li>• Appointments missed due to lack of transportation</li> <li>• Medical trips that should be made vs. medical trips that are made (e.g. I should visit doctor biweekly, but go monthly due to transportation constraints.</li> <li>• Readmission rates to hospitals</li> <li>• EMS calls and type of medical care delivered</li> <li>• Medicaid/AHCCCS expenses in various localities – to compare costs between communities with and without transit.</li> <li>• Current modes used to access care and alternatives available</li> <li>• Health statistics from county epidemiologist</li> </ul>	<ul style="list-style-type: none"> <li>• No known data, especially that has transportation as reason.</li> <li>• No known data, but might be possible for transportation providers to gather some. Taxi costs can be a factor in deciding number of trips to take.</li> <li>• Does collected data on readmission provide any indication of the reasons for lack of follow-up care?</li> <li>• What information on AHCCCS transportation costs are available? Any by locality?</li> </ul>
Access to employment	<ul style="list-style-type: none"> <li>• Work missed or jobs lost due to lack of transportation</li> <li>• Inability to take jobs more than 5-miles from home.</li> <li>• Job search time</li> <li>• Job tenure</li> <li>• Means of transportation to work (e.g. friend, family member, bus)</li> <li>• Trip purposes or destinations (from transportation providers)</li> <li>• Missed appointments for employment services due to transport</li> </ul>	<ul style="list-style-type: none"> <li>• Identify potential sources of information on role of transportation in: <ul style="list-style-type: none"> <li>◦ Job tenure</li> <li>◦ Job search locations</li> </ul> </li> <li>• Census data on mode of transportation to work, travel time.</li> <li>• Census data on HH auto availability</li> <li>• Travel survey diaries may be a source of information</li> <li>• Workforce Center and other job placement service statistics.</li> <li>• Bureau of Labor Statistics may deepen understanding</li> </ul>
Access to groceries, meals, shopping	<ul style="list-style-type: none"> <li>• Trip purposes or destinations</li> <li>• Attendance at meal sites</li> <li>• Meals on Wheels delivered</li> </ul>	<ul style="list-style-type: none"> <li>• From transportation providers – data would need to be collected uniformly and manipulated.</li> </ul>
Access to education: colleges and universities	<ul style="list-style-type: none"> <li>• Mode share for access to classes for students, faculty, and staff</li> <li>• Parking passes sold / parking counts</li> <li>• Trip purposes or destinations (from transportation providers)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the available information for showing trends or comparisons to areas with public transit and/or safe biking facilities available.</li> </ul>
Access to education: local school districts	<ul style="list-style-type: none"> <li>• Cost of transportation spending per pupil</li> <li>• Student mode choice to school</li> <li>• Student attendance and late arrival</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the available information to show trends and costs that potentially could be avoided.</li> </ul>
Ability to live independently: This includes access to medical services, access to groceries, and access to other activities such as church, socialization, exercise.	<ul style="list-style-type: none"> <li>• See “access to medical care” and “access to groceries, shopping.”</li> <li>• Track additional months of independent living with adequate transportation and the transitions to long-term care where transportation is a key factor.</li> <li>• Modes used by home care aide/nurse, if applicable</li> </ul>	<ul style="list-style-type: none"> <li>• Consider adjusting in-home assessment forms used to determine services needed by elderly clients and if they can continue to live in their own homes or if long-term care is needed, to track role of transportation.</li> </ul>

A key challenge to implementation is working across multiple organizations to gather data for decision making. This requires consistency in data collection, using the same definitions so that data can be compared. Some agencies may have the ability to adjust data and for others the decisions may be made at the state or federal level.

Some metrics listed in Table 4.1 can be collected from routine statistics, although these can be dated, or by studying budgets and spending among various programs. Other measures listed in Table 4.1 can be determined by asking questions of clients and patients before or after services are provided.

## 4.2 Options to Streamline Existing Data and Obtain New Data

Adjusting existing data collection mechanisms does not need to be a complicated process. Once goals are established and the mobility management community agrees on a few metrics, existing sources of data can be adjusted and/or new data gathering means could be adopted. Below are some options for gathering data; several of these could be combined to get a more comprehensive picture of mobility options and value in Yavapai County.

1. Use the data that is routinely collected for management decision-making in various programs. This data may need to be modified to provide uniformity or to allow comparisons across programs. Some effort may also be necessary to manipulate the data to tell a story that carries across programs. For transportation services this data includes ridership, hours and miles of service, and operating and capital costs. In an area such as Yavapai County where there are a variety of types of providers – rural public transit, volunteer driver programs, and specialized transportation, an effort will be needed to assure that the information being tracked by various providers is comparable, with each using similar, if not the same, definitions. This may be as basic as agreeing upon the value of a volunteer driver hour and treating these values the same in reporting budgets.
2. Collect data in planning projects and routine surveys. Many programs regularly survey clientele to discover more about services that are needed, the effectiveness of existing services, and how services are used. The Area Agency on Aging completes a plan every 4-5 years, and a client survey is included as part of this planning process. Similarly, the Community Services Block Grant programs have extensive public involvement in their planning process that occurs every 4-5 years. A Health Impact Assessment, such as the one underway in Yavapai County is another source of data. Transit agencies typically do rider surveys every five years or so to gather detailed information on items such as trip purpose or frequency of use - items that are not part of the data collected on a daily basis.
3. Conduct special surveys to build an understanding of certain facets of a program. For example, surveying for one month the trip purposes or other detail on riders who use the Town of Prescott Valley taxi voucher program would build an understanding of how this program relates to other services. It may be something that is useful to do one month a year, to illustrate trends, but likely it is not the type of information that would need to be collected on an ongoing basis.

4. Adapt existing mechanisms for gathering information, adding or modifying a few questions, to provide a broader understanding of the role of transportation in assisting the program in meeting the needs of its clients. For example, specialized transportation providers could ask:
  - a. Have you used any other means (drive self, ride from a friend) to access this trip purpose (medical, grocery, shopping) since the last time we served you?
  - b. Did you cancel or reschedule any trips as a result of not being able to find a ride?
    - i. Did you cancel or reschedule a trip for ANOTHER reason? (important to distinguish between travel related causes).

For Goodwill and other groups who assist job-seekers with resume prep and job search assistance, asking each client such questions will also assist in identifying long-term impacts of an individuals' inability to find a ride to work. Questions for job-seekers could include:

- a. What modes of transportation are currently available and realistic for you to get to work?
- b. How long have you been looking for a job?

Questions need to be phrased in a way that protects clients' privacy and do not give the appearance of putting their search at risk.

### 4.3 Tracking Trends in Yavapai County

Gathering several neutral sources of data (as were presented in Sections 2 and 3), a Mobility Manager in Yavapai County could build a simple spreadsheet tool in order to track trends. Transit service reports, annual surveys from human services and government agencies, and customer/client surveys conducted by various interest groups could feed into this spreadsheet to be tracked over time. It may take several years to develop a complete picture of trends and how they are evolving as mobility options change, but the exercise of putting numbers in a document would also help guide long-term goals and track progress towards coordination among stakeholders.

#### OTHER COMMUNITY EXAMPLES

Over the last several years, the research and practicing communities have recognized a need to track the economic impact of transit investment at the same level of detail as highway projects (Economic Development Research Group, 2016). To meet this need, the Transportation Project Impact Case Studies (T-PICS) site was created to house case studies regarding how transit projects have impacted economic vitality. As of this August 2016 writing, only urban and suburban case studies for capital projects are available, but the T-PICS website may be a valuable tool as more case studies are shared: <http://transit.tpics.us/>. As more case studies are added, the T-PICS site may be a useful resource for additional information.

Groups such as Easter Seals, United We Ride and the National Center for Mobility Management have piloted projects (linking health and transportation) nationally to provide and communicate transportation options. The Missouri Rural Health Association is considered to be among the leaders in efforts to build a statewide Culture of Health, linking health outcomes to other government spending (see e.g. MORHA 2016).

A program called CAPABLE – Community Aging in Place, Advancing Better Living for Elders – is undergoing demonstrations in Baltimore, Maryland (Neergaard, 2016). Two separate studies funded by the Center for Medicare and Medicaid Innovation and the National Institutes of Health are assessing how effective home modifications and strategies for daily living are at keeping seniors in their own homes for longer. It is expected that low cost interventions such as banisters, lowering shelves, and providing assistive devices at the recommendation of occupational therapists can reduce the burdens of remaining at home. These results will be something for the coordinating council to watch as they are released.

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## **APPENDIX C:**

### **SAMPLE MEMBERSHIP AGREEMENT AND BYLAWS**

## Membership Agreement

### CYMPO Coordinating Council

\_\_\_\_\_ (Name of Organization or Individual) \_\_\_\_\_ agrees to participate in the CYMPO Coordinating Council (Council) in accordance with the bylaws of the Council. The following individual will represent our organization, and has the authority to speak on behalf of our organization:

Name: \_\_\_\_\_ Position: \_\_\_\_\_

Telephone: \_\_\_\_\_ E-mail: \_\_\_\_\_

If you are joining as an individual, please identify the constituent group(s) that you represent:

\_\_\_\_\_  
I / We understand that:

- The Council is organized to coordinate passenger mobility throughout the region, and participants are expected to work cooperatively to strengthen the passenger transportation network in the region.
- Participants are required to attend both Council and Committee meetings regularly (no more than two absences in a 12-month period).
- Participants are required to serve on at least one Committee, and to participate in the work of the Committee.
- Our organization is afforded a single vote on business items.

Additional staff may attend as visitors at any Council meeting, but will not be able to vote.

(Some organizations have a minimal requirement for dues.)

\_\_\_\_\_ (Name of Organization or Individual) \_\_\_\_\_ approves participation in the CYMPO Coordinating Council as evidenced by the signature below and copies of board minutes approving our participation.

\_\_\_\_\_  
Signature and Position

\_\_\_\_\_  
Date

## **CYMPO Transportation Coordination Council**

### **Draft Bylaws for Consideration**

#### **Article I: Name and Structure**

The name of the Council shall be the Central Yavapai Metropolitan Planning Organization (CYMPO) Transportation Coordination Council (Council).

#### **Article II: Purpose**

The Council is organized to coordinate existing human services and public transportation services within the area and with a focus on:

- (1) increasing mobility options for individuals who do not have access to an automobile so that they may access the jobs and services they need to lead independent lives;
- (2) providing oversight for and the wise use of limited transportation resources; and,
- (3) advocating for planning, policies, and practices that support this goal.

The Council is responsible for technical review of proposed transit and specialized transportation plans and funding requests. It is responsible for making recommendations on such plans to the CYMPO Executive Board.

The Council shall have a focus within the planning boundary of CYMPO, but shall work cooperatively with the Northern Arizona Council of Governments (NACOG) mobility management efforts in a joint planning area defined as all of Yavapai County. To the extent that providers' services and residents' travel needs extend beyond the boundary of Yavapai County, the Council will address travel beyond Yavapai County.

The scope of the Council's efforts will encompass service delivery options such as vanpool services and transportation options such as mileage reimbursement, subsidy programs, and vehicle sharing, as well as related functions such as travel training, information and referral, call center functions, vehicle procurement, insurance and maintenance, training, and technological support.

#### **Article III: Membership of the Council**

##### *III.1 Membership Eligibility Criteria*

The Council shall be composed of citizen members and organizational members as follows:

Citizen members - Citizen members must be residents of the Prescott Valley/Prescott Urbanized Area or its municipalities and take an active interest in improving mobility for seniors, persons with disabilities, and low-income individuals. There shall be at least 2 citizen members on the Council. The maximum number of citizen members on the Council shall equate to no more than

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20% of the total organizational members. The term of each citizen member shall be two-years. Citizen members may serve multiple terms, but must submit an application at the end of each term. Applications to be a citizen member must be submitted to the Secretary no later than the Council's regular October meeting. Appointed by the Chair, the Membership Council will review the applications and recommend the appropriate number of citizen members, to be voted upon by the Council at the Council's regular November meeting.

Organizational members - (1) Any private, non-profit organization based in the CYMPO region which currently funds or arranges for transportation for its clients, consumers, or employees; (2) state/regional agency involved in the planning or provision of public/passenger transportation in Yavapai County; and (3) any unit of local government that is wholly or partially within Yavapai County is automatically a member of the Council upon formal adoption of the Council's Memorandum of Understanding by that governmental unit or organization. Each member shall designate one representative and/or up to two alternate representatives to the Council.

*III.2 Rights and Responsibilities of Membership*

Each member is afforded one full vote on any decision put to a vote. Each member's vote can be cast by his/her representative or alternate representative.

Each member must participate in some facet of the Council's work program, serving on a working committee. (See also "Meetings of the Council - Attendance" below.)

*III.3 Annual Membership Dues*

There may be annual membership dues to cover the administrative costs and other business of the Council, the amount to be determined annually. Membership dues for any citizen member may be waived per the vote of the Council.

**Article IV: Officers of the Council***IV.1 Officers and Terms of Office*

The Officers of the Council shall be as follows:

Chair

Vice-Chair

Secretary/Treasurer

The term of each officer shall be one year. Officers may serve multiple terms.

*IV.2 Election of Officers and Operating Year*

The Council's operating year shall begin at the regular **January** meeting.

Officers will be elected by majority vote on an annual basis at the Council's regular **January** meeting.

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Nominations for officers must be given to the Secretary/Treasurer no later than at the Council's **last regular meeting of the calendar year**. All nominees must be Council members in good standing.

*IV.3 Responsibilities of The Officers*

The Chair, or in the event of his/her absence, the Vice-Chair, shall preside at all meetings of the Council; but neither shall be deprived of his/her right to vote.

The Chair or Vice-Chair shall have such other powers and perform such other duties as may from time to time be voted by the Council, including the establishment of committees and appointment of committee members as may be necessary or convenient for carrying out the business of the Council.

The Secretary/Treasurer shall be responsible for disseminating information to Council members, writing Council correspondence, keeping meeting attendance records, and taking minutes of meetings.

Collectively, the three officers comprise the Executive Committee. The Secretary/Treasurer shall enter in books all officer nominations, citizen membership applications, votes, orders, and proceedings of the Council.

*IV.4 Vacancies*

If an officer vacates an office for any reason (non-attendance, resignation) a vacancy is declared at the next regularly scheduled meeting. The Chair (or Vice-Chair if the vacancy is the Chair) can wait until the next nomination/election period or may accept nominations from the floor at the meeting where the vacancy has been declared. If nominations from the floor are accepted, voting will take place at the next scheduled meeting.

*IV.54 Removal of Officers*

Members, by 2/3 vote of members present, may remove an officer. Officers must first be offered extended the opportunity to hear member concerns, and a 30-day period may be given to correct any deficiencies before the vote is taken.

**Article V: Meetings of the Council***V.1 Regular Meetings*

The full Council shall meet every other month on the 2<sup>nd</sup> Monday of the scheduled month from 1pm to 3pm or on another date and/or at another time at the call of the Chair. The Council may vote at a prior meeting not to hold the next regular monthly meeting. Committees will meet on the same day and time on alternate months for the purpose of conducting the work of the committees and other times as they find they need to meet for the purpose of completing tasks.

At the regular meetings, the Council may take such actions, pass such resolutions, or conduct such other business as are on the agenda or may otherwise be properly brought before it.

*Draft – For Consideration**V.2 Special Meetings*

The Chair, or in the event of his/her absence, the Vice-Chair may call a special meeting of the Council as required and shall call a special meeting at the request of one-third (1/3) of the members. Business at special meetings shall be limited to the subjects stated in the call for them.

*V.3 Information Meetings*

The Chair may call an informational meeting as may be required for the presentation and dissemination of reports, analyses, or other data, and for the informal discussion thereof by the Council. No formal action by the Council shall be taken at such meetings. Resolutions may be introduced and discussed at such meetings, but formal debate and action on such resolutions may take place only at future regular or special meetings.

*V.4 Meeting Notice and Agenda; Open Meetings*

Not less than seven days advance notice in writing of regular or informational meetings shall be given to all members. Not less than three-days advance notice in writing of special meetings shall be given to all members. Such notices shall contain the time, place, proposed agenda, proposed resolutions on substantive matters, and the substance of any matter proposed to be voted on.

All meetings of the Council shall be subject to the Arizona Open Meetings act.

All meetings of the Executive Committee shall be posted 3 days in advance, and shall be open to all Council members in good standing.

*V.5 Quorum*

Fifty (50%) of the membership constitutes a quorum.

*V.6 Attendance*

Each member must notify the Secretary/Treasurer or another officer if s/he will be absent from any meeting.

*V.7 Structure and Conduct of Meetings*

Parliamentary discretion for the conduct of meetings shall be vested in the Chair. Council procedures shall provide an opportunity for all members to be heard on any given issue and for the efficient conduct of business.

*V.8 Public Participation at Meetings*

In concert with the Open Meetings Act (See Article V.4), any person attending a Council meeting that is open to the public has the right to speak. The Chair shall appropriately recognize all attendees and grant the floor, except in the deliberations of a debate on a motion, where the Chair shall have discretion. Any person is welcome to attend all regular and special meetings of the Council, excluding any required executive sessions, and be permitted to address the Council under direction from the Chair.

*Draft – For Consideration***Article VI: Voting**

No vote on a substantive matter shall be taken unless the issue to be voted on has been listed in the proposed agenda, and timely notice (see Article V.4) has been given to all members. Election of Officers and Citizen Members are considered to be substantive issues. Dues payments or financial commitments of Council members are also considered substantive issues. A quorum must exist before any formal vote is taken (see Article V.5). Each member is afforded one vote on any decision put to a vote. No proxy voting is permitted, i.e., members must be present to vote. In the absence of a voting member, the designated alternate may cast the vote if present at the meeting. Majority votes, with the following exceptions: changes or amendments to these by-laws (see Article VIII) and officer removals (see Article IV.4) requires 2/3 vote of members present.

**Article VII: Committees of the Council**

On an annual basis, Council shall establish or continue standing committees as may be necessary or convenient for carrying out the business of the Council. Standing committees will be chaired by members of the Council but can include non-Committee members. Standing committees shall include:

- Executive and Membership Committee
- Customer Information Committee
- Governance Committee
- Vanpool Committee
- Transit Committee (Local and Regional)
- Volunteer Driver Programs Committee
- Grants, Funding, and Finance Committee
- Public Awareness / Advocacy Committee

The chair, or in his/her absence, the Vice-Chair, shall establish ad-hoc committees and appoint committee members as may be necessary or convenient for carrying out the business of the Council. Non-members, because of their special expertise or association with particular issues, and at the discretion of the Chair, may be appointed to ad-hoc committees.

Additional standing committees can be established if deemed necessary or convenient to conduct the business of the Council. These committees can be established upon the affirmative vote of the majority of the Council members attending a regular or special meeting.

**Article VIII: Amendments**

These by-laws may be amended by the affirmative vote of 2/3 vote of the Council present at a duly called regular meeting thereof, if the notice of such meeting has contained a copy of the proposed amendment. Amendments are considered a substantive issue.



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**Article IX: Effective Date**

These by-laws will become effective upon adoption by 2/3 vote of the Council present.

Date First Approved by Council: \_\_\_\_\_

\_\_\_\_\_  
Secretary/Treasurer of the Council

\_\_\_\_\_  
Date Signed

## APPENDIX D:

### PROJECTS

The projects listed here are drawn from the Yavapai Regional Mobility Management Implementation Plan. While some are required to maintain existing services, others are for potential expansion or are potential project that support the goals of the plan but may or may not have an interested agency with matching funds for the project.

The Coordinating Councils, COG and MPO will annually send to ADOT a list of priority projects for funding, drawn from this list. The plan, and this list, may be amended based on the planning work of the councils.

Anticipated costs have been identified where known, but in other cases have been listed as varies, to be determined (TBD), or as proposed. These costs are provided to identify a range of the current and potential funding in mobility services over the next few years.

## Projects in Mobility Management Implementation Plan

Not all projects identified here will be needed; some may be competed with existing staffing. Some projects (such as project 1, mobility management staffing, will provide staff time for a range of activities. These are projects that may be needed to support achieving goals. They depend on agencies providing local match funding and taking responsibility for completing the project.

GOAL AREA A: Institutional and Management Structure				
No.	Description	Interested Agencies	Annual Cost Range	Years
1.	Provide mobility management staff to support rural Yavapai County and CYMPO.	NACOG and CYMPO	\$80,000 - \$160,000	2016 through 2020
2.	Management, financial planning, or legal support for establishing institutional structure	None identified	\$25,000 - \$75,000	As needed
3.	Management training classes	NACOG or CYMPO	\$1,500 - \$10,000	Annual training 2016 – 2020
GOAL AREA B: Performance Metrics and Reporting				
4.	Travel and training for FTA program management	CYMPO	\$5,000	As needed
5.	Communications plan	Coordinating Council	Zero to \$30,000	2017
GOAL AREA C: Develop Financial Resources				
6.	Prepare and distribute annual report for County mobility services	Coordinating Council	\$500 to \$1,000	Annually
GOAL AREA D: Sustain and develop transit and other mobility services				
7.	Establish vanpool program as early as feasible. Likely FFY2018	CYMPO	\$125,000 - \$400,000	Annual growth expected
8.	Develop transit services in Town of Prescott Valley	Prescott Valley, dependent on voters	\$1,000,000 operating	Annual
9.	Vehicles for Prescott Valley transit services (2-35' coaches and 3 25' body-on-chassis vehicles)	Prescott Valley, dependent on voters	\$1,700,000 buses	Receipt year service begins
10.	Ancillary capital expenses for Prescott Valley transit service (bus stops, communication, fareboxes, etc.)	Prescott Valley, dependent on voters	\$400,000	As needed
10.	Financial support for volunteer driver programs. Estimated at between \$3.00 and \$5.00 per trip (existing ridership of 50,000+ annually)	VVCC, PWC, BCT, DAV, Mayer Sr. Ctr., NAU, Yarnell/Congress	\$150,000 - \$250,000	2016 through 2020
11.	Existing elderly and disabled services operated by New Horizons DEC	New Horizons DEC	\$150,000	2016 through 2020
12.	Town of Prescott Valley taxi voucher program	Prescott Valley	\$50,000	2016 through 2020
13.	Operation of existing transit services: YRT	Yavapai Regional Transit	\$400,000	2016 through 2020

No.	Description	Interested Agencies	Annual Cost Range	Years
14.	Operation of existing transit services: Town of Cottonwood Services (CAT, Lynx, and paratransit services)	Town of Cottonwood	\$1,200,000 total	2016 through 2020
15.	Operation of existing transit services: Yavapai-Apache Transit	Yavapai-Apache Nation	TBD	2016 through 2020
16.	Existing services funded by senior programs (provided by various agencies)	NACOG AAA	TBD	2016 through 2020
17.	Operation of intercity bus service, Prescott-Phoenix	Prescott Transit Authority	\$812,000 (Op & cap)	Annual operating
18.	New services for rural Yavapai County residents – potential pilots	Not identified	As proposed	As proposed
19.	Expand taxi voucher program to other communities	Not identified	As proposed	As proposed
20.	Expand transit services as determined through the planning process (Potentially YRT, CAT, YAT each have areas where expanded services would better meet the needs of riders)	Not identified	As proposed	As proposed
21.	Ancillary capital items to provide safe and well-maintained transit systems (bus stop improvements, facility improvements, lighting, etc.)	Not identified	As proposed	As proposed
22.	Expand use of scheduling software for providers in Yavapai County	New Horizons DEC	As proposed	As proposed
<b>GOAL AREA E: Customer Information</b>				
23.	Create uniform customer information. Planning and production. This project may include mapping software.	Joint COG/MPO	Up to \$50,000 initial Up to \$10,000 annual	2017 initial project; ongoing annual costs
24.	Design and establish web page	Joint COG/MPO	\$5,000	2017-2020
25.	Mapping and applications to enable riders to access service information.	Joint COG/MPO	As proposed	As proposed
<b>GOAL AREA F: Fleet Management</b>				
Projects in this area include vehicles serving the region that meet Federal/ADOT mileage, age, and condition requirements for replacement. Individual projects are not identified, but will be determined on an annual basis.				
26.	Replace vehicles used in transportation of individuals who are elderly or have disabilities.	Various	Varies by year	Annually
27.	Replace vehicles used in general public transit services.	City of Cottonwood, YRT, YAT	Varies by year	As needed

## **APPENDIX E: MEETING NOTES**

# Meeting Notes: Yavapai Regional Mobility Management Implementation Plan

September 9, 2015, 1:30 PM

ADOT District Office 1109 E. Commerce Drive, Prescott

## PARTICIPANTS

The participants in person at the meeting were:

Fritzi Mevis	Kevin Jones	Shirley Myrick	Lindsay Bell
Sandy Stutey	Kim Meller	Douglas Freund	Bruce Morrow
Dee Skipton	Dwayne Miller	Al Sengstock	Patrizia Gonella
DeShannan Young	Joan Jongsma	Larry Richards	Vincent Gallegos
Marlyn Summers	Ron Romley	J. Andy Dickey	Chris Bridges
Thomas Thurman	Cheryl Romley	Jason Kelly	Suzanne O'Neill
Mike Willett	Stephen Silvernale	Paul Katan	

On the phone: Virginia Tallent, Janet Anioz, Michia Casebier, and Carol Mandino

Suzanne identified the requirement for citizens, particularly ones who are elderly, have disabilities, or are a Veteran to serve on the coordination council. The FTA is beginning to enforce this requirement. Lindsay Bell noted that previously Territorial Transit had such representatives.

## PURPOSE AND STUDY OVERVIEW

The purpose of the meeting was to introduce the project, key concepts, and outcomes and to begin to solicit the perspectives of the participants. This meeting was a joint meeting of coordinating councils from the CYMPO region and Verde Valley.

Suzanne O'Neill reviewed the scope and identified the following areas of emphasis:

- Identifying local and long-distance transportation needs
- Doing an economic assessment to identify the value of transit. This will be completed with the support of Alexandria Wright of Prescott Valley Community College's Small Business Development Center. It will use national and local data, including that garnered from a detailed survey of agencies.
- Peer Review.

She noted that there are not many similar peers and asked stakeholders what they would like to learn from the review. Suggestions included:

- Authorizing legislation – how they are structured
- Reliance on state and federal funding versus local funding
- How they are funded
- Partnerships with private entities, including major employers
- Political issues
- Innovations they have found successful, i.e. mobility management models that have been successful in cities with some similarities to the Yavapai Region

The study will follow a standard planning process with:

- Goals, objectives and performance measures,
- Consideration of existing conditions
- Alternatives, ranked based on items such as how well they helped achieve the goals, feasibility, cost-effectiveness, etc.
- Preferred plan, with a project listing for those projects eligible for funding.

This plan will serve as the region's coordination plan. Chris Bridges emphasized the importance of getting all projects identified in the plan but also told the group that because this plan is in progress ADOT will honor requests for projects.

## GOALS

Stakeholders were asked to identify what they would like to see achieved through this plan, thinking about a three-year time frame. The following were identified:

- A one-call, one-click center
- Reduced congestion into Sedona
- Intra-county and Intra-county connections, including the following:
  - Verde Valley – Prescott
  - Yarnell/Congress
  - Mayer/Cordes Junction
  - Black Canyon City
  - Paulden/Seligman
- One pilot project, funded, wheels on the street, evaluated
- Aggressive evaluation of grant applications
- Have identified ways to best serve the needs of people, recognizing the variety of needs
- Increased mobility of the labor force
- At least one concrete step implementing a sustainable regional transit system
- At least one concrete step in breaking down funding silos or rules that prevent effective use of resources.
- Build financial stability for non-profit transportation providers

(Chris Bridges identified the last goal following the meeting. It is added here to keep all items together.)



## ECONOMIC VALUE OF TRANSIT

Charlotte Frei introduced concepts about how one can determine the value of transit based on a cost-benefit analysis. She illustrated a framework in which various categories of benefits were identified, and showed ones for which we will use national measures to set values and ones we will try to get actual regional numbers.

Alexandria Wright of Yavapai Community College is assisting and will support this effort by compiling and cross-referencing databases with information on jobs, job postings, and housing to determine the information such as the actual cost of lost wages when people cannot get to jobs.

Charlotte asked people to think about their agency's mission and the data they currently use to measure how well they are achieving that mission. Some of the following items were identified in discussion; some on comment cards provided for identifying these items. Paul Katan briefly described how Yavapai Health Department will be doing a health impact assessment in conjunction with this project and will be identifying measures to track community well-being.

### *Employment Transportation*

- Coordinating employer sponsored carpooling (number of carpools)
- Park-and-ride lots (number of parking spaces)
- Performance measures: LOS on roadways / population served
- Employment rate, particularly among populations such as Veterans
- Number of jobs not filled due to lack of transportation;

There was discussion about various data sources and ways to gather this information. Dee Skipton will share information from the surveys taken at their job fair October 19 in Prescott Valley. At the Yavapai College job fair in spring 2015, 35% of attendees were from Prescott Valley; this reinforces the need for transportation between the two markets.

### *Health Care Access*

- Higher re-admittance rates, especially for chronic diseases
- Missed or re-scheduled medical appointments (although providers said this is often due to offices rescheduling appointments, not lack of transportation)
- People miss or cut short dialysis due to transportation (frequency of dialysis treatments affected by lack of transportation)
- Healthy food access
- Elderly suicide rate
- Homeless population

Paul Katan will assist in identifying what is already measured and might be useful to track.

### *Use of Public Transit*

- Track number of existing routes mapped currently by category and how often they are run
- Track number of advertisements telling the public about the routes and times run
- Use 5311 e-filing system to require tracking information being sought. Funding would be contingent on information

- Measure trips provided by purpose:
  - Employment
  - Health care transportation needs (doctor appointments, pharmacies)
  - Shopping,
  - Social or entertainment, etc.

*General Needs for Transportation for Independent and Quality Living*

- How many people selling houses leave the county because other is inadequate transportation?
  - Churning in the housing market
  - Increasing the demand for assisted living that provides transportation
  - Increasing the costs for housing
- Reducing the number of people who live independently
- Number of students who don't get to school on a consistent basis due to transportation
- Number of students traveling via yellow school bus versus parents driving alone versus transit

## NEXT STEPS

A survey will be sent out to providers and human service / workforce centers to gather information that will be used to identify a wide range of information such as the costs of existing services, revenues used to pay for the services, transportation needs, and coordination options. This is being revised and will be sent out in the next few days. Team members will follow up with interviews to clarify information.

The next meeting will be held on October 20th from 1-3 PM, in Cottonwood,



# Yavapai County Regional Mobility Management Implementation Plan Meeting - Sept. 9, 2015

Name	Agency	E-mail
Suzanne O'Neill	TransitPlus	suzanne.oneill@transitplus.biz
Erin Mavis	People who Care	epur@calhome.net
Sandy Stutey	YRT	sstutey@yahoo.com
Dee Skipton	Goodwill/Cc	deedra.skipton@goodwillaz.org
DeShannan Young	Yavapai County	deshanman.young@yavapai.az
Marlyn Summers	Yavapai County	web.bos.district2@yavapai.az
Thomas Thurman	Yavapai County Supervisor	web.bos.district2@yavapai.az
Mike Willett	YAVAPAI COUNTY	MIKE.WILLETT@YAVAPAI.US
KEVIN JONES	RAINBOWACRES.COM	KEVIN@RAINBOWACRES.COM
Kim Meller	Verde Valley Caregivers	kimmeller@vrcaregivers.org
DWAYNE Miller	NACOG	omiller@nacog.org
Jean Jansma	NAAU	jean.jansma@naau.org
Ron Romley	Yavapai Regional Transit	Rromley@aol.com
Cathy Romley	YAVAPAI REGIONAL TRANSIT	cse.singer@aol.com
Stephen Silvernate	Prescott Transit	Steve@prescotttransit.com
Shirley Myrick	InterMountain Center	ShirleyM@Icd.net
Douglas Freund	Town of Jerome	freundship@earthlink.net
AL Sengstock	Town of Jerome	asengstock@gmail.com
Larry Richards	New Horizons DFC	lrichards@newhorizonsil.org
J. Andy Dickey	CITY OF SEDONA	adickey@sedonaz.gov
JASON KELLY	NACOG	jkelly@nacog.org
PAUL KATAN	YAVAPAI COUNTY HEALTH	paul.katan@yavapai.us
Lindsay Bell	Territorial Transit Yavapai Regional Transit Foundation	M-LBell@msn.com
Bruce Horrell	COTTONWOOD AREA TRANSIT	bhorrell@cottonwoodaz.gov



Name

Agency

email

Patrizia Gonelle

Jacobs

patrizia.gonelle@jacobs.com

VINNY GALLAGOS

CYMPO

VINCENT.GALLAGOS@TAMPAFLA.US

CHRIS BRIDGES

CYMPO

CHRISTOPHER.BRIDGES@TAMPAFLA.US

# Meeting Notes: Yavapai Regional Mobility Management Implementation Plan

October 20, 2015, 1:00 PM

Board of Supervisors Chambers, Cottonwood

## PARTICIPANTS

Sign in sheets attached.

## MEETING OBJECTIVES

The purpose of the meeting was to present initial provider survey results, . This meeting was held in two locations, with participants on video from the Board of Supervisors chambers in Prescott.

Suzanne O'Neill presented information on each topic, and led discussion as described in the following sections.

## INITIAL SURVEY RESULTS

Twelve transportation providers and seven human service agencies responded to the survey – overall a 61% response rate. Key findings were:

- There is limited service except in the Verde Valley. There exists a good foundation for services, but many separate providers.
- There are strong volunteer programs, with two primary programs each having about 300 volunteers.
- The value of the volunteer contributions is greater than the local cash contributions to transit services, and both cash and the value of volunteers is significantly higher in the Verde Valley on a per capita basis than in the urbanized area communities.

The group discussed about whether the volunteer pool is saturated: can much more of the need for mobility be met with volunteers? Also, volunteers are easiest to obtain for local trips. There is a need to get folks from rural areas to doctors and shopping in urban areas.

There was discussion about the appropriate value for volunteer time: the IRS rate is around \$21 in AZ while typical drivers earn in the range of \$10 per hour. David Seigler and Steve Silvernale reported this rate. Rainbow Acres uses mostly volunteers but when paying drivers the rate is \$9 per hour. It was

decided that a \$12 hourly cost (including employer taxes, workers' compensation) was appropriate for local valuation while grant applicants would use the ADOT accepted IRS rate.

Steve Silvernale stated that \$12 seemed about right for driver costs but that he wanted to see a fair value – whereby there are different costs for transporting one person than 15 people.

Jacqueline Melli reviewed how ADOT considers costs.

## CONCEPTUAL ALTERNATIVES FOR MOBILITY MANAGEMENT

Suzanne identified key considerations for mobility management, from covering a broad spectrum of services and activities to being responsive and representing all partners. Given the dominant role of volunteer programs in the region, their voices will be important. She reviewed the service types, including companion services, specialized transportation, fixed route services, vanpool services and rent-to-own cars.

Fritzi Mevis said she thinks the missions of companion services and other transportation services are not compatible. She looks at it as moving people versus providing companionship and developing relationships. Suzanne asked about how she measures success. At People Who Care, part of the time is driving and part is appointment time, so Fritzi thought measures of time and purpose were appropriate.

Lindsay Bell agreed that different services have different goals and noted that sometimes contracts impose constraints. She noted that drivers may need additional training – for example, for some passengers with disabilities. Lindsay also noted that there is considerable competition for drivers as school districts and airport shuttle services routinely look for drivers.

Suzanne noted that many decisions on how to transport are made at the state level for DES, AHCCCS, and ALTECS. Lindsay responded that the cheapest option is mileage reimbursement, for all parties (provider, ADOT, USDOT). She said that although the state controls the human service programs, all providers are encouraged to contract out for transportation as it is much cheaper than providing in-house staff.

Suzanne presented a range of conceptual alternatives that covered core items (resource and fleet management, customer information, service development, advocacy and education, training).

She noted that an umbrella organization is needed to build a network of services to meet local and regional travel needs. It needs to include all service types. Basic options are to continue with the status quo, to tailor an organization to meet your needs using IGAs or contracts, or to use an existing structure such as an RTA or IPTA (although modifications would be needed).

There was wide-ranging discussion on governance options. David Seigler noted that much of the discussion was focused on a transit authority and wondered if that was the goal. Sandy Stutey asked if the region should consider tailoring an existing agency or create a new one? Kent Ellsworth asked if, under an umbrella organization, if local match could be shared? Verde Valley Caregivers Coalition has over 5,000 hours of unused volunteer hours and People Who Care also have many available match hours. Jacqueline Melli said resources are dwindling so it is important to think about matching differently. She will cover in-kind matching at the April workshop.

Vinny noted that CYMPO is working with NACOG toward developing agreements. They want ideas from the group that will help move them beyond discussion. The COG and MPO want to support these groups in meeting their missions. Fuel sharing? Training? Sharing vehicles? Grant writing? In-kind donations?

Kent noted that VVCC could use mobility management funds to do travel training for seniors and independent travel planning. RJ has used a train the trainer model for this, training case workers on how to use the bus service in the Verde Valley. She reported that referral groups get fewer calls now, but there are not statistics on how many trips individuals make.

David Seigler noted that a big issue is the deadhead miles with rural services. Their AHCCCS contract does not adequately reimburse for deadhead miles.

Sandy Stutey asked how one can effectively do mobility management without state or local support. Jacqueline Melli noted that states like AZ can have lower match rates and often come up with clever ideas. The State Trust fund was identified.

Fritzi Mevis made several points. She sees three groups that need to be addressed: special needs, companion, and general public transportation services. She suggests looking at what clients needs and go from there. Adult care needs people, volunteers trained to help the elderly and disabled. People who are not eligible for ALTCS is a group that needs services.

RJ said that Community Services and AAA routinely do surveys to assess needs. They have wait lists for all services (respite care, medical transportation, etc.). This is a broad-based community need, not an individual program need.

## **MEASURING SUCCESS**

Suzanne discussed potential performance measures. These included:

- Volunteers – how many, hours donated, for what services?
- Vehicle fleet – by type and use of vehicles; condition of fleets
- Passengers carried
- Clients served (unduplicated)
- Investment – Costs per trip, total spending, by type of service
- Value of local match:
  - Cash
  - Volunteers
  - Level of Federal Transit Administration funding
- Employment access – jobs lost or not taken due to lack of transportation
- Medical access – appointments missed due to lack of access.
- Case worker time spent on transports that could be made independently.
- Independent living – impact of transportation on ability to remain in home (measured in months)

She passed out charts showing the capacity of organizations to coordinate and asked the questions about where each organization is today and what their goals are.

Steve Silvernale reported on one-stop centers on both sides of the mountain. Dee noted that Uber has a partnership with Goodwill in Phoenix that might be worth looking into. Kent suggested that appointments missed is an important measure. DHS keeps this data because insurance companies report it. Fritz noted it may also show people who forget appointments or cancel trips.

DES may have failed employment searches due to lack of transportation. Could caseworker time spent transporting clients be tracked?.

## **NEXT MEETING**

The next meeting will be held on approximately the third week in January.



# CYMPO-NACOG STAFF MEETING

## Yavapai County Regional Mobility Management Agency Meeting

June 15, 2016

**Attendees:** Jason Kelly, NACOG; Chris Fetzner, NACOG; RJ Erickson, NACOG; Chris Bridges, CYMPO; Vinnie Gallegos, CYMPO; Suzanne O'Neill, Transit Plus; Patrizia Gonella, Jacobs

### ***Integrating Mobility Management into MPO / COG Decision-making Processes***

The group discussed how to integrate the CYMPO and NACOG mobility management efforts, recognizing the overlapping boundaries, that passengers want to travel without regard to jurisdictional lines, and that both NACOG and CYMPO have specific responsibilities to their Boards.

NACOG has wrestled with the issue of how to integrate mobility management into their decision-making process. This includes looking at what works for mobility management and looking at how to delineate a programming process, similar to roadway projects, from project inception through implementation. One common thread they have found is the advantages of looking at programs on a County basis as this is the way many services are delivered and it reflects an established decision-making process that includes towns, cities, and each county. This meshes well with the RMMIP finding that a county-based program makes sense for transit in Yavapai County.

- A goal to strive for is providing countywide services instead of agency wide services.
- NACOG has had the best luck creating focused work groups that are issue-oriented to tackle specific mobility challenges that cross county (or other jurisdictional) boundaries.

### ***Role of Public Sector in Decision Process / Potential for an RTA***

An ongoing issue is having public officials make final decisions, rather than non-profit entities. This needs to be kept in mind as the coordinating councils are structured. The county-based structure supports this objective. Longer term, an RTA (which is County-based) may be an option. An RTA will best provide the institutional structure to implement mobility management and transit programs. For an RTA to be successful it must include all modes. It would take at least 2-3 years to be instituted.

### ***ADOT's View of Mobility Management***

ADOT views COG as lead for mobility management, not the MPO. This is how it is represented in the contracts, so it must be considered. ADOT also requires mobility managers to assure compliance with 5310 requirements among subrecipients.

### ***Delivering Mobility Services***

In delivering mobility services it is important to think how to best deliver services to customers. The mobility management services will be similar, for NACOG and CYMPO, and many will cross borders. It may be useful to identify those that can be best delivered by one organization or the other, and those that can be shared (e.g. dividing up the providers for compliance work, data gathering, or technical support). This will support a more seamless integration of the programs.

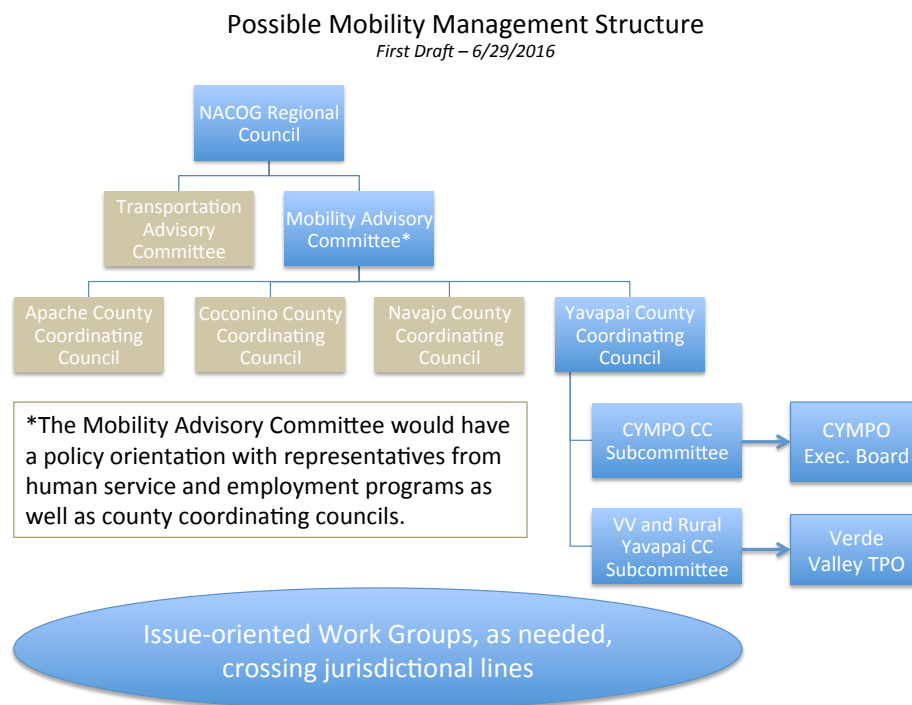
There are other characteristics that may aid in deciding how to divide activities. NACOG and CYMPO are each planning organizations but NACOG also has experience in delivering services through programs such as AAA and Head Start. CYMPO will have a staff person on the ground for the urban area. NACOG already has a framework built for mobility management activities – from the listing of operators to the training program and data collection efforts.

### ***Joint Planning Area and General Structure of Coordinating Councils***

It was proposed and agreed that CYMPO and NACOG establish Yavapai County as a Joint Planning Area. An MOU will be crafted to identify the roles and responsibilities regarding the mobility management process. This MOU will remain fairly general, and more specific work programs can be developed annually to identify tasks and responsibilities for the upcoming year.

It was proposed that one unified coordinating council represent Yavapai County, with two sub-committees: one for the CYMPO area and one for the remainder of the County (Verde Valley and other rural areas). The CYMPO coordinating council can be appointed by the CYMPO Board and provide recommendations to the board regarding mobility management initiatives and projects. NACOG will create the Verde and rural Yavapai County subcommittee. Members from each of these subcommittees will be part of the unified Yavapai County Coordinating Council.

The Yavapai County Coordinating Council will work with NACOG at the regional level. NACOG is considering the development of a regional level Mobility Advisory Committee to funnel recommendations up to the NACOG Regional Council, parallel to the Transportation Advisory Committee. As proposed, the NACOG Mobility Advisory Committee would operate primarily at a policy level, and provide a forum to integrate transit, mobility management, human service, and employment access activities. A first-draft sketch of what the structure might look like follows.



This NACOG Mobility Advisory Committee will establish the broad policy goals that are reflective of the overall NACOG vision in order to provide cross-county services to entire NACOG region, including Yavapai County. Each county-level group will in turn identify objectives and strategies for meeting these broad goals.

***Potential Countywide Mobility Management***

The development of a regional framework to promote active mobility management will likely take three to five years to accomplish. The group discussed some steps for how to move through the process and noted that it will be important to identify mobility goals and objectives countywide to help in identification of projects that nurture the vision for the region. At the same time, each region may have some specific objectives related to the overall goals.

While it is recognized that there are very different levels of service in Yavapai County, there are also similarities and issues that cut across the county. Both the Verde Valley and CYMPO region have extensive volunteer driver programs, yet the funding and sustainability of these programs is significantly different. Yavapai County gives money to different groups/transit providers but they do not coordinate to see how to best invest those funds. Also there is not standard reporting on how the money is spent or what mobility it provides. Coordination of funds distribution could go a long way in providing better services to the county residents.

For the Yavapai County coordinating council, there will need to be buy-in for the approach, and then it will be necessary to:

- Establish bylaws (including membership and voting rules),
- Identify overall goals and objectives
- Establish subcommittees, and
  - Define responsibilities of each
  - Set up the structure for reporting to CYMPO Executive Board, VVTPO, and back to full countywide coordinating council.
  - Identify strategies to meet the countywide goals and objective

Membership is a key issue as it is required that citizens representing various groups (the elderly, Veterans, individuals with disabilities, etc.) be included in the membership. It is also important to identify voting members; it is common to have only one voting member per organization/agency or advocacy group.

Finally, the group asked that we identify what CYMPO and NACOG need to do annually (in year 1, 2, 3) as the organizations work to establish the county-level coordinating council and sub-committees as well as the regional policy-level advisory committee at NACOG.

# Meeting Notes: Yavapai Regional Mobility Management Implementation Plan

April 4, 2016, 1:00 PM

Board of Supervisors Meeting Rooms – Prescott and Cottonwood

## PARTICIPANTS

The participants in Prescott were:

Fritzi Mevis	Stephen Silvernale	Ron Romley	Vincent Gallegos
Lindsay Bell	Sandy Stutey	Norm Davis	Suzanne O'Neill
Larry Richards	David Lavertue	Meredith Littlejohn	
Shirley Myrick	Marlyn Sumner	Yvonne Bartlett	
Joan Jongsma	David Seigler	Cheri Romley	

The participants in Cottonwood were:

Annick Desmeules	RJ Erickson	Kent Ellsworth
Thomas Thurman	Bruce Morrow	Patrizia Gonella

## MEETING OBJECTIVES

The purposes of the meeting were to discuss the draft interim report and to evaluate or select strategies. There were technical difficulties so it was not possible to show the presentation.

## INTERIM REPORT – FOUNDATIONAL ITEMS

### Key Findings, Challenges, and Issues.

Some key challenges are the aging of the population, the paucity of service in areas outside the Verde Valley, and uneven funding levels for mobility services. Measuring and communicating the value of transit services will be important. Another challenge is that there are many providers but no formal structure for oversight. In terms of resources, there are high levels of vehicles and volunteers, and strong local funding in Cottonwood. There is a need to strengthen local support, particularly in the urbanized area (Yavapai County provides solid support for the rural area), leadership, and the capacity for managing, delivering, and sustaining services.

Cheri Romley noted that churches provide a lot of transportation to their members and wondered if their ridership was included in the reported numbers. Suzanne responded that no, if they are not in the network of public funding they are not included.

Goals and Objectives. Draft goals and objectives were reviewed and then went to desired outcomes. She planned to could go back and have the group suggest revisions after reviewing desired outcomes and strategies but the meeting ran long so this was not done.

Suzanne noted that we want to look at the economic value of transit because there are significant benefits to providing transit services. Which of the items identified (Veterans, job access, medical care access, and non-motorized transportation) have most resonance, which have most value to this population (e.g. not just the value of a single trip, but the value of keeping a job could be 40 hours per week \* 4 weeks \* minimum wage for the person who is getting to work). Several items could be tracked; for example, tracking volunteer driver hours lets one leverage available funding.

Steve Silvernale asked about the rates of need for veterans in housing or jobs. If available housing does not grow at the same rate as the needs, the percentage will grow.

Expanding regional service in Central Yavapai County was a primary concern of the participants in Prescott. They noted that what they need is money and a framework to provide for and adequate level of service. It was noted that the vanpool program could support regional rides in corridors.

Governance and Management Foundation. At present there are a variety of organizations delivering services and with a variety of resources. A key question is how to move toward coordination?

Desired outcomes in this area are to provide a public governance structure to plan for, allocate, and manage resources. Coordinating councils that are part of the decision-making process are needed, along with continued mobility management. Three examples were provided for accountable public governance structures: a Regional Transportation Authority, Intergovernmental Agreements with a lead fiscal agency, or an Intergovernmental Public Transit Authority (if statute limit on population can be modified). Intergovernmental agreements might help avoid the creation of another agency.

Wants to shift purpose/activity intensity of regional

A suggestion for coordinating council was to structure them so things get done, not so people just show up for meetings. Effective regional coordinating councils develop skills over many years.

Dave Seigler commented that a good approach is looking at community needs and how our agencies or organizations fit in to those needs. If the need is more rides, then EVERY provider is giving more rides, and people are getting more jobs and more healthcare. As a group, if we focus on that goal, we can get there and move it forward if can come up with a plan for it.

Dave noted that he believes there are more vehicles that are needed. We need to move money from capital to other uses- volunteers, the managers/dispatchers for vehicles. Fritzi said that funds are needed to support volunteer managers.

Sandy Stutey asked about the role of elected officials? The CYMPO board is elected officials in service

areas, so what role would county/regional government have in decision making process and in the coordinating council? Suzanne noted that is missing in terms of a framework, but the framework needs to include making final decisions about resources.

Someone from Cottonwood. It was asked if there is a site for people to match up rides on their own? Suzanne said traditional carpool matching allows people to post rides available and rides needed. Chris Bridges said informal carpooling already happening in parking lots throughout region. So it is happening now but how can it be formalized to help people? The younger generation is tech savvy, they could do this and reduce trips per year on highways and share costs. Carma is an example of an app for carpooling. The webpage could advertise this and drive people to options such as carpool matching, driving options, vanpool options – basically telling people what is available and how to use it.

Comments on moving forward on steps: Steve Silvernale said he sees having a governance structure as an abdication of the roles of elected officials. Suzanne suggested it's actually giving them more responsibility and requiring more of them. Steve said he believes the region would be devoting public dollars to compete with him. A governing body would be making decisions that affect him.

Suzanne noted that tracking how public funds are spent is the job of elected officials. This enables them to direct and protect public dollars. It was noted that participation is necessary to be eligible for Federal funds.

Suzanne noted that the successful agencies around the country have some sort of RTA or regional governing board with reps from all organizations. Another attribute all successful agencies have is a means for coordination. She envisions a Regional Coordinating Council for that purpose.

Cheri Romley noted that nonprofits are already stretched thin. They are doing things here that in other places a public agency would take on. For example, in Phoenix, a public housing authority might take on the need to provide housing for low-income families.

Suzanne said she believes the role of non-profits in Yavapai County is stretched to the limit. The region won't be able to move forward without providing a public governance structure. Sandy Stutey noted that Suzanne keeps bringing up CYMPO and wondered if they will they be calling first meeting? Suzanne responded that if CYMPO is willing to take on the organizing role on interim basis, that would be appropriate in order to get it going.

Vinny noted that his predecessor worked with Mobility Management about 5 hrs a week; now CYMPO has around 6-8 hours a week of mobility manager services. This is essentially responding to a few emails and a couple phone calls. Suzanne is talking about a full time job- up to 5 days a week.

Strategies and Actions. Seven strategies were identified in the report, and each was described.

- Vanpool program
- Customer information and referral
- Volunteer driver program support
- Mileage reimbursement

- Coordinated funding and grant writing
- Vehicle sharing
- Developing transit service

There was some discussion on vanpools, clarifying Federal funding can be used for vanpools that originate, travel through, or end in the urbanized area. It is important to keep travel patterns in mind when setting up parameters for vanpool program, including any geographic limits.

## STRATEGIES

The two groups each brainstormed, discussed useful strategies, and voted on the strategies they supported, with participants ranking them from 1-7. A total of 15 participants rated the strategies, tieh the following average results.

Strategy	Score
Customer Information & Referral	2.7
Volunteer Driver Support	3.0
Transit Service	3.7
Vanpool	4.3
Coordinated Grant Writing	4.3
Mileage Reimbursement	4.7
Vehicle Sharing	5.3

The participants described their votes and the reasoning behind their choices. In the Verde Valley area, the participants selected customer information and referral ad their number one priority and establishing a vanpool program as their number two priority. They also felt strongly that the governance activity of establishing an RTA needed to get underway. In Prescott the results were much more mixed where, developing regional transit services was the first priority, followed by volunteer driver support and then customer information. Even with the overall top priority of developing transit service, four participants ranked it as first but the remaining participant scores were varied. It should be noted that some of the strong supporters of a vanpool program were not present at the Prescott meeting, so this may not reflect the true sentiment of the whole group. However, it does point to the importance placed on strengthening regional transit services and to the need to develop a strong consensus about how best to move forward.

## NEXT MEETING

The next meeting will be held in August with a summary of the overall votes and presentation of an implementation plan.





## Regional Mobility Management Implementation Plan for Yavapai County

April <sup>4</sup>2, 2016

Name	Organization	Phone/E-Mail
<sup>1</sup> David Laverfue	NAVAHCS, Dept of VA	david.laverfue@va.gov
<sup>2</sup> Marilyn Summers	Yavapai BDS Dist. 2	928-771-3393 marlyn.summers@yavapai.us
<sup>3</sup> Suzanne O'Neill	TransitPlus	
<sup>4</sup> DAVID Seigler	New Horizons DEC	(928) 899-8878
<sup>5</sup> Ron Romley	YRT	Rromley@aol.com
<sup>6</sup> Norm Davis	Town of Prescott Valley	ndavis@pvaz.net
<sup>7</sup> Meredith Littlejohn	Adult Care Services	meredith@adultcareservices.org
<sup>8</sup> Joanne Boutlett	UWYC	





## Regional Mobility Management Implementation Plan for Yavapai County

April 2, 2016

Name	Organization	Phone/E-Mail
<sup>9</sup> Fritz Mevis	People Who Care	PPWC@cathema.net
<sup>10</sup> Lindsay Bell	VRT Foundation + Territorial Transit	m-LBell@msn.com
<sup>11</sup> Larry Richards	New Horizons DESI (Trans.)	(928) 499-1866 lrichards@newhorizonsk16.org
<sup>12</sup> Shirley Myrick	ICHD	928-636-7881 x 4106
<sup>13</sup> Jean Jongma	NVAU	928-713-4114
<sup>14</sup> Steve Silvernate	Prescott Transit	(928) 778-7978
<sup>15</sup>		
<sup>16</sup>		





**CYMPO**  
Central Yavapai Metropolitan  
Planning Organization

## Regional Mobility Management Implementation Plan for Yavapai County

April 2<sup>4th</sup>, 2016

Name	Organization	Phone/E-Mail
ANNICK DESMEULES	NACOG COMMUNITY SERVICES	(928) 300-0894 adesmeules@nacog.org
TOM THURMAN	YAVAPAI CO B.O.S.	urb. bos, District 2 & Co. YAVAPAI, AZ. U.S
RJ ERICKSON	NACOG	480-220-3310 RJERICKSON@NACOG.ORG.
BRUCE MORRIS	CAT - City of Cottonwood	928 340-2155 bmorris@cottdowoodaz.gov
Kent Eberhardt	Verde Valley Caregivers	928-204-1238 kenteb@verdevalleycaregivers.org
Patricia Gonelle	Jacobs	602 650 4942 patricia.gonelle@jacobs.com

# Meeting Notes: Yavapai Regional Mobility Management Implementation Plan

August 1, 2016, 1:30 PM

Town of Cottonwood Recreation Center Meeting Room

## PARTICIPANTS

The participants in person at the meeting are listed on the attached sign-in sheet and include:

Fritzi Mevis	Janet	Lindsay Bell	Patrizia Gonella
Sandy Stutey	Kent Ellsworth	Bruce Morrow	Vincent Gallegos
Thomas Thurman	Stephen Silvernale	Robert	Suzanne O'Neill
Kevin Jones	Jason Kelly	RJ Erickson	

## MEETING OBJECTIVES

The purposes of the meeting were to discuss the implementation plan strategies and actions as well as to identify preferences for governance, including organizing the CYMPO coordinating council on an interim basis. This meeting was a joint meeting of coordinating councils from the CYMPO region and Verde Valley.

## IMPLEMENTATION PLAN – REVISED GOALS

After introductions, Suzanne O'Neill reviewed the key implementation plan activities, describing them from the perspective of the goals and objectives.

Institutional and Management Structure. Goal A contains a strategy for long-term development of a governance option that covers all passenger transportation services as well as some interim activities. A series of steps are identified for building a consensus regarding governance for passenger transportation. One interim strategy is for CYMPO and NACOG to develop, for the County, a Joint Planning Area for transportation. Another is to establish a formal structure for CYMPO's coordinating council, including a defined way of working together with providers from the Verde Valley. Another objective is to strengthen management capacity and succession planning among providers.

Participants voice some confusion about the extent to which this is an urbanized area plan and the extent to which it includes the rest of Yavapai County. Suzanne responded that it was serving two purposes: providing a coordination plan for the urbanized area but doing so within the context of the needs of Yavapai County as a whole. Many providers serve rural and urbanized areas of the County,

there is a need to address mobility between rural and urban areas, and the governance issues need to be considered for the entire County. The CYMPO Coordinating Council is discussed more below.

Supervisor Thurman asked if the governance options didn't exceed CYMPO's authority. Suzanne said that MOUs or IGAs would be used to define how the jurisdictions agree to work together and share responsibilities. A consensus about any decisions on governance would need to be reached among all parties – or all interested parties – and then defined in an MOU or IGA.

Develop Financial Resources. A key activity in this area is to develop the ability to access the FTA funds. Until the urbanized area is re-designated as a direct recipient of FTA funds, it won't be possible to begin the vanpool program. They are also needed for YRT to better serve urban area bus stops.

Janet (Beaver Creek Transit) said she thinks it is important to change the mentality that money needs to be spent where the most population lives; the connections between rural and urban areas are very important. She also suggested identifying other funds used for transportation from Federal agencies such as the departments of Agriculture, Interior, or potentially HUD. Kent Ellsworth noted that a key to sustainability is financial stability.

The other key activity in this area is developing a funding and advocacy plan. It will be necessary to raise local match funding to effectively use the Federal urbanized area funds. Stakeholders stated the importance of this, not only for maintaining existing services but for developing new or expanded transit services in the urbanized area. Development of transit services remains an important goal for many in the urbanized area. While CYMPO will largely be responsible for accessing FTA urbanized area funds, subcommittees are suggested for moving along the other activities.

Performance Measures. Being able to track performance and use it both to improve service delivery and inform elected officials and funders about the effectiveness of transit is also an important part of developing financial resources. It is important to tell the story. Some suggested performance measures are included that cross program boundaries.

Developing Transit Services. This goal includes the van-pool program as well as strengthening regional transit services. Robert of Yavapai-Apache Transit offered to work cooperatively with others in developing regional transit. He would like to connect with Navajo Transit System in the future and others, like connecting Camp Verde and Prescott using Tribal service and funding.

There was broad discussion of transit service development and the need to seek more local match. Lindsay suggested broadening goal D-2, noting that a regional approach works best and an effective strategy is to support existing services, expand them, and fill in the gaps.

Steve Silvernale wants to operate Citibus with 5307 funds. He also described the new Section 5311(f) service he will be operating beginning in October of 2016. Using over-the-road coaches he will operate three trips daily between Prescott and Phoenix, stopping at Prescott Valley, Dewey-Humboldt, Spring Valley, and Black Canyon City. The Phoenix stop will be at the Greyhound station near the airport. The adult fare between Prescott and Prescott Valley is \$5, and the adult fare to Phoenix is \$10.

Lindsay suggested looking at how to support centralize volunteer recruitments for drivers, and also how to support grant writing with agencies. It was suggested that "Hopefest" volunteer departments from Goodwill could help identify volunteers

Customer Information. A committee is also suggested to develop uniform information, and a sample web-page has been prepared by Patrizia to start the committee off.

Fleet Management. These activities will be largely undertaken by the mobility manager.

Top Priorities.

- Access 5307 funding
- Settle the organizational structure for CYMPO
- Develop a financial plan
- Fill in the gaps and expand services

## COORDINATING COUNCIL STRUCTURE

The Verde Valley has a strong council, while in the CYMPO region a more formalized structure is needed. The group was asked to complete a short questionnaire to help with putting together draft bylaws. In discussion, the participants indicated a continued desire to work together on County issues.

## NEXT MEETING

The next meeting will be held on September 12th from 1-3 PM, in Prescott and emphasize review of the final plan and discussion of bylaws for the urbanized area group.

## **APPENDIX F: SAMPLE WEB PAGE FORMAT**

The attached pages provide a starting point for developing a web-page that serves all of Yavapai County. It is intended to be used as a springboard for discussion for the Coordinating Council's committee charged with developing customer information.





Working together to assist Yavapai County residents meet their mobility needs.



# YAVAPAI MOBILITY MANAGEMENT

## How can we assist you?

From commuter transportation to specialized transportation, there are many resources within Yavapai County. Explore the website to find out what is available for your travel needs.

## Transportation Resources

Follow this link to see the array of services and resources available in Yavapai County and its communities.

## For more assistance, contact us!

### Central Yavapai County

*Prescott, Prescott Valley, Chino  
Dewey-Humboldt*

Vincent Gallegos  
CYMPO Mobility Coordinator  
[Vincent.Gallegos@yavapai.us](mailto:Vincent.Gallegos@yavapai.us)  
(928) 442-5730

### Verde Valley & Rural Yavapai Co.

*North and South Yavapai Co, Verde Valley,  
Camp Verde, Black Canyon City*

RJ Erickson  
NACOG Mobility Manager  
[rjerickson@nacog.org](mailto:rjerickson@nacog.org)  
(928) 213-5253

# TRANSPORTATION RESOURCES



## ABOUT TRAVEL OPTIONS

[Mobility Coordinator](#)

[Services Handbook](#)

[Volunteer](#)

[Additional Resources](#)

[Pedestrian and Bike Paths](#)

SAMPLE WEB PAGE FORMAT

## SERVICES



Fixed Bus Routes



Paratransit



Volunteer Driver Programs



Taxis, Shuttles, Uber



Air, Rail, Inter-County Bus



Rideshare & Park-n-Ride

# Mobility Coordinator

## "Mobility maintains and improves quality of life..."

In the Yavapai County Mobility Management program we are committed to assisting residents by coordinating, informing, educating, and developing solutions to personal mobility needs.

Although as coordinator I do not physically provide transportation, I can help individuals seek solutions to particular transportation situations facing them or their families.

All of us are facing a point where we will be mobility challenged in some form and through education we can all be better prepared to face life without being able to drive. Illness, hard times, or vehicle replacement and operating costs can quickly force unpleasant situations upon any of us.

Remaining in our own home as long as possible is an important goal of all residents and by pooling our resources we can strive to make this a reality for as many people as possible in Yavapai County. Please feel free to fill out this **form** or contact us to discuss how we might be able to help bring information or services to you or your loved ones.

Vincent Gallegos  
CYMPO Mobility Coordinator  
[Vincent.Gallegos@yavapai.us](mailto:Vincent.Gallegos@yavapai.us)  
**(928) 442-5730**

RJ Erickson  
NACOG Mobility Manager  
[rjerickson@nacog.org](mailto:rjerickson@nacog.org)  
**(480) 220-3310**

# Mobility Coordinator (form)

## Transportation Contact Form

Please fill out as much of the following form as you can to help me understand what needs you and your loved ones are facing. We are committed to protecting your privacy. I will not disclose your personal information without your consent; however, I may contact you to discuss how the organization can better serve your needs.

Name and Contact Information	
First:	Last:
Email:	Phone No.:

Specific Personal Needs				
Disability <input type="checkbox"/>	Veteran <input type="checkbox"/>	Medicaid <input type="checkbox"/>	Financial <input type="checkbox"/>	Senior <input type="checkbox"/>
Other:				

Describe your transportation needs below

# Service Handbook

The *Yavapai County Transportation Services Handbook* is available.

The handbook is designed to help you and your loved ones locate safe, affordable transportation options and to put you in touch with local social service agencies that have programs designed to fit your mobility needs ([link to handbook](#))

# Volunteer

In our communities there is always a need for volunteering. If you or someone you know is interested in volunteering, please contact the Yavapai County Mobility Coordinator who can discuss your desire to support and help our community.

Vincent Gallegos  
CYMPO Mobility Coordinator  
[Vincent.Gallegos@yavapai.us](mailto:Vincent.Gallegos@yavapai.us)  
(928) 442-5730

RJ Erickson  
NACOG Mobility Manager  
[rjerickson@nacog.org](mailto:rjerickson@nacog.org)  
(928) 213-5253

# Additional Resources

## For Drivers



This [website](#) includes:

- Instructions on what to do in an emergency situation or in inclement weather
- Resources explaining how mature drivers and their families can prepare for and adapt to changes in driving habits that are necessary as the result of the aging process
- Tools that teen drivers and their parents can use to promote safer driving practices
- Senior Driver Training at (insert Location)

## For Transit Users



This [website](#) includes:

- Tips for taking public transportation for mature consumers.
- Videos from the American Association of Retired Persons (AARP) explaining how to plan a bus trip, how to ride the bus, and how to access additional services.
- Documents that explain the rights and responsibilities of riders under the Americans with Disabilities Act (ADA).

## For Cyclist & Pedestrians



This [website](#) includes:

- Information on how to walk and bike safely in small towns, suburbs, or big cities.
- Videos for adults and children from the National Highway Traffic Safety Administration (NHTSA) on bicycle safety.
- Materials for parents and caregivers to prevent child bicycle crashes.
- Links to training materials and educational resources available through the League of American Bicyclists and the Pedestrian and Bicycle Information Center.

## SAMPLE WEB PAGE FORMAT

Our educational websites contain links to videos, brochures and other materials designed to help individuals and families in Yavapai County learn more about transportation issues. Materials are available to view and/or download. Adobe Acrobat Reader will allow you to view and print the PDF files. You can download a FREE copy of [Adobe Acrobat Reader](#) from the Adobe website. After downloading and installing Adobe Acrobat Reader, you can click on a hyperlink to view and/or print your selected document.



# For Driver

## Handling Emergency Situations & Inclement Weather

- **Video 1:** Driving Emergencies, click [here](https://www.youtube.com/watch?v=eLUpSeI0epo) (<https://www.youtube.com/watch?v=eLUpSeI0epo>)
- **Video 2:** Stuck Accelerator, click [here](https://www.youtube.com/watch?v=80CwVVuN4_c) ([https://www.youtube.com/watch?v=80CwVVuN4\\_c](https://www.youtube.com/watch?v=80CwVVuN4_c))
- **Video 3:** Tire Blowout, click [here](https://www.youtube.com/watch?v=9LHmeuzhH4o) (<https://www.youtube.com/watch?v=9LHmeuzhH4o>)
- **Video 4:** Run Off Road, click [here](https://www.youtube.com/watch?v=KevWgHWtvXk) (<https://www.youtube.com/watch?v=KevWgHWtvXk>)

## Resources for Mature Drivers

"The fact is, we are all changing, all of the time. As we age, changes in our strength, mobility and flexibility; vision and scanning skills; and the speed at which we can process visual information make us less comfortable and less in control behind the wheel." Thankfully, the folks at AAA have produced this [video](#) and supplemental document called "Smart Features for Mature Drivers," a brochure designed to increase driver flexibility, a self-assessment for drivers over age 55, and a guide designed to help families and friends know when it is time to intervene. Drivers over age 50 can also take advantage of this online driver safety program from the [AARP](#). (<https://www.youtube.com/watch?v=ww1OKPOZNjw>)

## Resources for Teen Drivers

"Car crashes are the leading cause of death among 15- to 20-year-olds. In 1997, AAA launched a nationwide campaign called Licensed to Learn, a program designed to improve teen driver safety by raising awareness of the severity of the problem, bolstering driver education and improving the licensing process." The following documents from [AAA](#) help explain and promote safe practices for teenage drivers.

**Teen Crashes: Everyone is At Risk (Pdf)**

**Parent-Teen Driving Agreement (Pdf)**

# For Transit Users

## Resources for Mature Riders

### **The Getting Around Guide: An AARP Guide to Walking, Bicycling, and Public Transportation**

"This guide can help you take advantage of fun, healthy, and economic ways for getting around your community. It provides tips for walking, biking, and taking public transportation or other transportation options, including how to find and use them, and what you can do to advocate for change, whether you live in a small town, suburb, or big city." **AARP Getting Around Guide (Pdf)**

### **How to Ride the Bus: An AARP Video Series**

"Taking the bus can open new possibilities, offering a safe and convenient way to go shopping, visit friends, or travel to a medical appointment. For first-time riders, however, the idea may seem daunting. Simple preparation will go a long way toward easing that fear." For planning your trip, taking your trip and additional services click [here](http://www.aarp.org/home-garden/transportation/info-7-2010/ride_the_bus--its_easy/) ([http://www.aarp.org/home-garden/transportation/info-7-2010/ride\\_the\\_bus--its\\_easy/](http://www.aarp.org/home-garden/transportation/info-7-2010/ride_the_bus--its_easy/))

## Resources for Riders with Disabilities

Easter Seals Project Action's mission "is to promote universal access to transportation for people with disabilities under federal law and beyond by partnering with transportation providers, the disability community and others through the provision of training, technical assistance, applied research, outreach and communication." They have produced the following documents--"Getting On Board: Facts for Customers of Motorcoach Service," "Frequently Asked Questions About Service Animals," & a "Transit Customer Bookmark"--to help riders with disabilities better understand their transportation rights under the Americans with Disabilities Act.

**Getting On Board: Facts for Customers of Motorcoach Service (Pdf)**

**Frequently Asked Questions About Service Animals (Pdf)**

**Transit Customer Bookmark (pdf)**

# For Cyclist & Pedestrians

## The Getting Around Guide: An AARP Guide to Walking, Bicycling, and Public Transportation

### The Getting Around Guide: An AARP Guide to Walking, Bicycling, and Public Transportation

"This guide can help you take advantage of fun, healthy, and economic ways for getting around your community. It provides tips for walking, biking, and taking public transportation or other transportation options, including how to find and use them, and what you can do to advocate for change, whether you live in a small town, suburb, or big city." **AARP Getting Around Guide (Pdf)**

## Bicycle Safety

"The National Highway Traffic Safety Administration encourages "bicycling as an alternate mode of transportation to motor vehicle travel. [Members of the NHTSA also] work with partners to reduce injuries and fatalities through education, enforcement, outreach, and legislative efforts." These brochures and videos were designed to help adults and children learn safe cycling habits.

- **Video:** The NHTSA's "Bicycle Safety Tips for Adults," click [here](https://www.youtube.com/watch?v=C_IOLnNsihQ&feature=related) (https://www.youtube.com/watch?v=C\_IOLnNsihQ&feature=related)
- **Video:** The NHTSA's "Bike Safe, Bike Smart," click [here](https://www.youtube.com/watch?v=uBGW8j__Jsg) (https://www.youtube.com/watch?v=uBGW8j\_\_Jsg)

**Bike Safety for Adults (Pdf)**

**Prevent Bicycle Crashes: Parents & Caregivers (Pdf)**

## Links of Interest

- The [League of American Bicyclists](http://www.bikeleague.org) has the mission to "promote bicycling for fun, fitness and transportation and work through advocacy and education for a bicycle-friendly America." Their website contains information on available trainings they conduct as well as what you can do to get involved with cycling in your community. (www.bikeleague.org)
- The Pedestrian and Bicycle Information Center has resources on [bicycling](#), [walking](#), and developing [safe routes](#) for children to take to school. (www.pedbikeinfo.org)
- Others

# Pedestrian & Bike

- Shared-use path summary information and maps
- Bike route maps
- Bike rental and bike sharing information



# Fixed Route Bus Service




Cottonwood Area Transit (CAT) provides local bus service in Cottonwood, Clarkdale and Verde Village - Monday thru Friday 6:45 AM to 6:45 PM Every 45 minutes.

They operate the Verde Lynx providing commuter service from the Cottonwood Library to Sedona

[www.cottonwoodaz.gov/cat.php](http://www.cottonwoodaz.gov/cat.php)


[CAT Guide](#) (click)

 928.282.0938



Yavapai Regional Transit provides local bus service to Chino Valley, Prescott, and Prescott Valley residents.

[www.yavapaiaregionaltransit.com](http://www.yavapaiaregionaltransit.com)

 928.636.3602


[YRT Guide 1](#)

[YRT Guide 2](#)



YAVAPAI-APACHE TRANSIT

Yavapai-Apache Transit ...

 928.649.7129

# PARATRANSIT and SPECIALIZED TRANSPORTATION SERVICES

**What is Paratransit?** It is a specialized, door-to-door transport service for people with disabilities. The Americans with Disabilities Act (ADA) requires that fixed route transit systems provide paratransit services to complement fixed route services in order to provide equal access to persons who are not able to ride fixed-route public transportation. This may be due to an inability to: board, ride or disembark independently from any readily accessible vehicle on the regular fixed-route system.

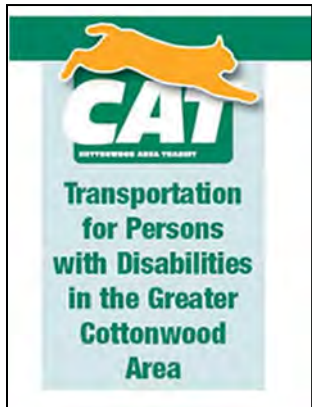
In Yavapai County, CAT provides Paratransit services. Information on eligibility, based solely on the person's functional ability to use the fixed route buses, is available through CAT's website ([LINK](#))

## **What if I am a client of a human service program?**

Many human service programs purchase transportation for their clients. If you are an AHCCCS or ALTCS client, if you receive services for individuals with developmental disabilities, or if you participate in adult day care, your program may provide you with transportation to and from program activities. **Click here for more information on program transportation services.**

# PARATRANSIT and SPECIALIZED TRANSPORTATION SERVICES

**Who is Eligible?** Eligibility focuses solely on the person's functional ability to use the fixed route service and is determined using this [application](#).



**CAT Paratransit** provides origin to destination transportation services for persons with disabilities who are unable to use CAT fixed route buses. Service is provided to locations that are within 3/4-mile of a fixed route bus stop. The services are shared-ride and require reservations be made by 5:00 p.m. the day before. Vans pick riders up at the curb by their home, and drop them at the curb by their destination. For more information or a paratransit eligibility application, call CAT at (928) 634-2287 or visit [www.cottonwoodaz.gov/cat.php](http://www.cottonwoodaz.gov/cat.php)

## **What other specialized services are available in Yavapai County?**

A variety of other providers can offer door-to-door or door-through-door services. There are several volunteer driver programs, some of which provide assistance beyond transportation, New Horizon's Disability Empowerment Center, and the Town of Prescott Valley provides limited taxi vouchers for individuals meeting program requirements. A wide range of taxi services are also available for all consumers. **Click here for more information on specific providers.**



# Volunteers Driver Program



**Verde Valley Caregivers Coalition** provides volunteers, programs and services to support adults in need of assistance in maintaining their independence and quality of life at home, including transportation. The Verde Valley Caregivers Coalition primarily serves the Verde Valley. [www.vvcaregivers.org](http://www.vvcaregivers.org)

**People Who Care** provides volunteers to support adults in need of assistance in maintaining their independence and quality of life at home, including transportation. People Who Care primarily serve Prescott, Prescott Valley, and the surrounding area.

The **Disabled American Veterans**....

**Beaver Creek Transit** serves Montezuma and Rimrock areas...

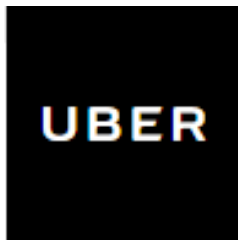
The **Mayer Senior Center** ...

Volunteers in **Yarnell and Congress** ...

[Programs Links](#)

# TAXI, SHUTTLE, UBER

Either list all providers (and keep them up to date) or describe that a wide range of private providers are available for local, regional, and medical services, with general information on pricing (expected rates for different services), geographic availability of services, and the days and times services are available.




Uber is available in Prescott, Arizona! In fact, there is an app for that available on both iPhone, Android and Windows phones! The following link will show you how to use Uber.  
<http://www.uberrideguide.com/how-to-use-uber/>

# AIR, RAIL, AND INTER-CITY BUS



Prescott Municipal Airport (PRC), also known as Ernest A. Love Field serves a range of aeronautical activities include recreational flying, corporate aviation, aviation businesses, flight training and commercial airline service.


[www.prcairport.com](http://www.prcairport.com)

 928-777-1114



Phoenix Sky Harbor International Airport (PHX) is the main airport for the Greater Phoenix area. Sky Harbor serves more than 100 domestic and international destinations.


[www.skyharbor.com](http://www.skyharbor.com)

 602-273-3300



Amtrak's Southwest Chief route travels between Chicago and Los Angeles with a daily stop in Flagstaff at 8:51 PM westbound and 4:36 AM eastbound.


<https://www.amtrak.com/southwest-chief-train>

 800. 872.7245



The Greyhound Terminal in Flagstaff has daily departures between Flagstaff and Phoenix on Interstate 17 with a bus stop the Middle Verde Valley, approximately half way to Phoenix and about 50 miles from Flagstaff.

[www.greyhound.com](http://www.greyhound.com)

 800.231.2222

# RIDE SHARE & PARK-N-RIDE

Information about vanpools and carpools

Park & Ride Locations for transit or ride share opportunities (vanpools and carpools)

## **APPENDIX G:**

### **YAVAPAI COUNTY HEALTH IMPACT ASSESSMENT**

Yavapai County Health Department conducted a Health Impact Assessment at the same time as the Yavapai Regional Mobility Management Implementation Plan was being prepared. The consultant team thanks the Yavapai County Health Department staff for their support in this project. A variety of health impacts are included in Appendix B, the Economic Value of Transit. As the results of the Health Impact Assessment will be useful as the region begins tracking and monitoring various metrics, the final report is included in this appendix.

# Yavapai County Mobility Health Impact Assessment



Yavapai County Community Health Services

**Prepared for**

CYMPO- Central Yavapai Metropolitan Planning Organization

**Funded by**

Funding for this Health Impact Assessment (HIA) was provided by a grant through the Arizona Department of Health Services, from the National Centers for Disease Control and Prevention- National Center for Environmental Health, under grant number 1UE1H001193-01.

**Prepared by**

Yavapai County Community Health Services





# Acknowledgments

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## **NACOG**

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RJ Erickson

## **Cottonwood Area Transit**

Bruce Morrow

## **New Horizons**

Davis Hirschfield

## **ADOT**

James Bramble

## **People Who Care**

Fritzi Mevis



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# Executive Summary

## Background

Yavapai County area transportation organizations including Northern Arizona Council of Governments (NACOG), Central Yavapai Metropolitan Planning Organization (CYMPO), and Arizona Department of Transportation (ADOT) are focusing on providing transportation throughout the county.

The Central Yavapai Region or Quad Cities is separated from the Verde Valley by the Mingus Mountain Range within Yavapai County. The Verde Valley completed a Transportation Plan in 2015. Yavapai County Community Health Services was asked to conduct an HIA to illustrate health impacts of the Verde Valley Transportation Plan. The HIA findings were presented to Cottonwood Area Transit in October of 2015.

The Regional Mobility Management Implementation Plan (RMMIP) for Yavapai County developed by CYMPO and consultant TransitPlus illustrates the future plans for Prescott, Prescott Valley, Dewey-Humboldt and Chino Valley (Quad Cities area). The Health Impact Assessment (HIA) conducted by Yavapai County Community Health Services focused on the potential health impacts of the RMMIP. The RMMIP is focused on strengthening mobility and improving access within and beyond Yavapai County. The plan will also investigate how to improve mobility through customer outreach and information, administrative and operating services, technology, cost-saving measures and evaluation of services and systems. It will also address linkages between existing transit systems and services.

## Pathways

The HIA Project Team developed pathways by which the Regional Mobility Management Plan could have a long-term impact on health outcomes. The pathways were identified through discussion with stakeholders early on in the HIA process. These pathways were utilized to guide the assessment and recommendations phases. The Pathways which were developed are:

1. Access to Healthcare
2. Access to Education
3. Access to Employment
4. Access to Recreation
5. Access to Healthy Food
6. Air Quality Improvements
7. Safer Roadways for Motorists, Bicycles and Pedestrians
8. Improved Mobility: especially Seniors, Disabled and Low Income



## Assessment

During the assessment step, stakeholder input was gathered through a series of meetings. In addition to meetings, community feedback was obtained through community-wide surveys, both online and paper- mailer. Through these surveys, many of the health impacts of the Regional Mobility Management Implementation Plan were identified. These health impacts identified by the community include decreased obesity and other chronic diseases, increased mental health, improved air quality, and both an increase as well as decrease in the number of pedestrian & bicyclist injuries.

## Key Findings

### Yavapai County Statistics

- Yavapai County has a significantly high rate of suicide, close to doubling the state of Arizona average
- Yavapai County residents are significantly older than the state populations
- Yavapai County residents with a disability is much higher than the state's disability rate
- The median income per household is less in Yavapai when compared to the state average

### Yavapai County Mobility Survey 2016

- 52% of residents 60 years or older have a chronic disease
- 74% of residents 60 years or older would use public transit
- 76% of people in rural areas would use public transit
- 67% of high income residents would use public transit
- 81% of low income residents would use public transit
- 84% of responders in Mayer/Dewey would use public transit
- 64% said they would use it daily or weekly
- 97% of people who have missed an appointment or work because of transportation said they would use public transit
- 68% who stated they use a personal vehicle as their main source of transportation would also use public transit if available

## Recommendations

The HIA Project Team has developed recommendations based on the identified pathways and the assessment of the information collected.

- Establish a daily fixed route public transit system connecting Quad Cities including Mayer and Paulden incorporating routes along SR-89, SR-89A, and SR-69
- Establish a daily fixed route public transit system to major medical centers in Prescott and Prescott Valley from Prescott, Prescott Valley, Dewey-Humboldt, and Chino Valley



- Provide safe public transit infrastructure stops that are clearly marked and accessible by pedestrians and cyclists
- Provide public transit vehicles that are ADA compliant and equipped with bicycle racks
- Provide weekend fixed route and special services for recreation activities including but not limited to special events, the downtown area of Prescott (The Square), shopping centers and recreational areas
- Implement rideshare and/or shuttle service for rural areas allowing for medical appointments, access to shopping centers and employment opportunities
- Implement rideshare and/or to connect major hubs and county services in Yavapai County. Specifically, the Yavapai County Camp Verde Judicial Court
- Establish a working committee of all transportation agencies to ensure inclusion within public transportation and cohesion of government, private, and non-profit entities
- Establish a complete streets policy regarding pedestrian and bicycle improvements and infrastructure

## Conclusions

The Regional Mobility Management Implementation Plan Health Impact Assessment concludes that Yavapai County will see positive health impacts with the creation of the mobility plan. Specifically, this RMMIP will positively impact Yavapai County residents in areas of obesity & chronic diseases, mental health, and air quality. In addition, the RMMIP will positively affect community economics, social opportunities, public/personal safety, mobility for all (including seniors, low-income, and disabled), and medical care. The RMMIP may both increase as well as decrease pedestrian & bicyclist injuries. These recommendations within the Health Impact Assessment can provide guidance and structure as the plans for implementation of the RMMIP move forward.



# Introduction

## Health Impact Assessments

A Health Impact Assessment (HIA) as defined by the CDC is, “a process that helps evaluate the potential health effects of a plan, project or policy before it is built or implemented. An HIA can provide recommendations to increase positive health outcomes and minimize adverse health outcomes. HIAs bring potential public health impacts and considerations to the decision-making process for plans, projects, and policies that fall outside the traditional public health arenas, such as transportation and land use.” An HIA consists of six steps.

### Step 1- Screening

The first step of the HIA determines if the HIA is feasible and relevant to the decision making process. During this stage, it is established that health impacts would result from the project especially in disadvantaged groups, provide new information that may not otherwise be presented, and potentially influence the decision making process.

### Step 2- Scoping

This step identifies all potential health effects related to the project. Stakeholders are identified during the scoping process and it is determined how those stakeholders will be engaged throughout the process.

### Step 3- Assessment

In the third step, health indicators related to the project are described and identified. Reliable and consistent data must be used during this step.

### Step 4- Recommendations

Recommendations related to the project are evidence-based and specific to how they benefit community health. Each recommendation should be able to be monitored in the future.

Steps involved in an HIA	
1.	<b>SCREENING</b>
↓	Determine whether an HIA is needed and likely to be useful.
2.	<b>SCOPING</b>
↓	In consultation with stakeholders, develop a plan for the HIA, including the identification of potential health risks and benefits.
3.	<b>ASSESSMENT</b>
↓	Describe the baseline health of affected communities and assess the potential impacts of the decision.
4.	<b>RECOMMENDATIONS</b>
↓	Develop practical solutions that can be implemented within the political, economic, or technical limitations of the project or policy being assessed.
5.	<b>REPORTING</b>
↓	Disseminate the findings to decision makers, affected communities and other stakeholders.
6.	<b>MONITORING and EVALUATION</b>
	Monitor the changes in health or health risk factors and evaluate the efficacy of the measures that are implemented and the HIA Process as a whole.
The HIA process encourages public input at each step.	

Figure 1- This figure represents the steps involved in a Health Impact Assessment



### Step 5- Reporting

In this step the stakeholders and community are informed of the HIA process and recommendations.

### Step 6- Monitoring and Evaluation

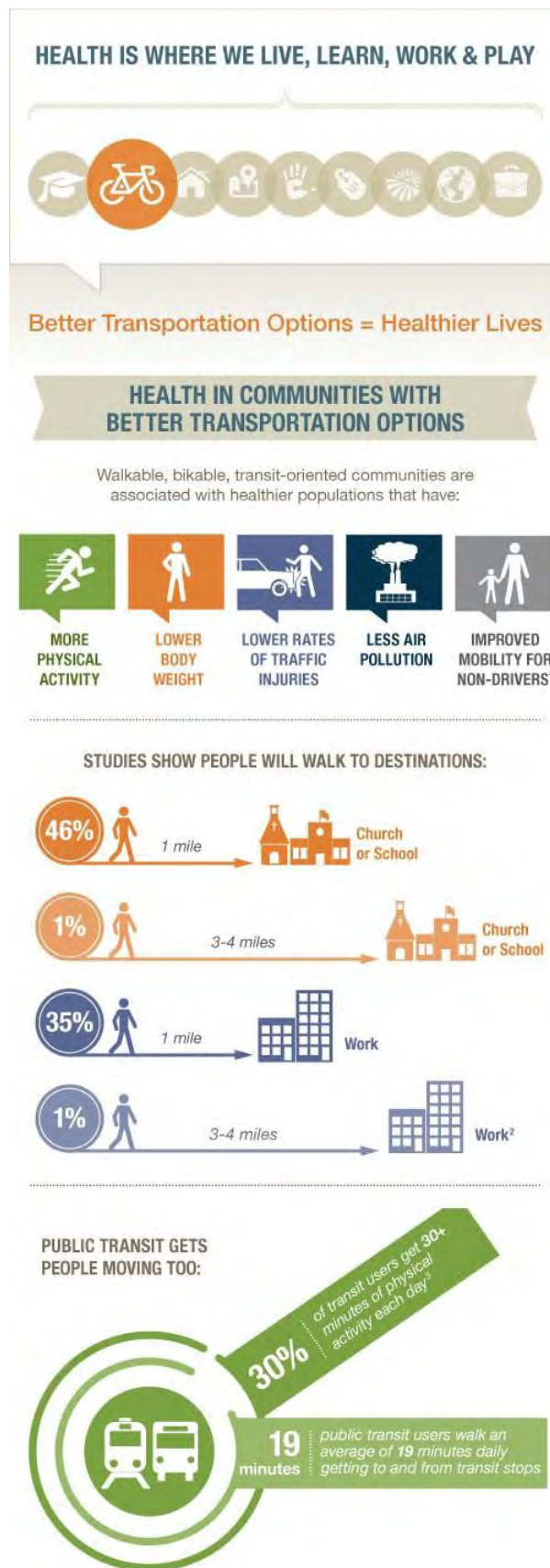
HIAs are most helpful when a decision has yet to be made. HIAs should engage communities and stakeholders. During this stage; the process of the HIA is evaluated and potential indicators are identified to be monitored in the future.

## The Relationship of Health to Transportation

Physical activity has been shown to decrease chronic disease, improve mood and increase musculoskeletal capacity. In turn public transportation is linked to greater physical activity. According to research conducted by Active Living Research, transportation systems influence our level of physical activity in the following ways (Rodriguez, 2009):

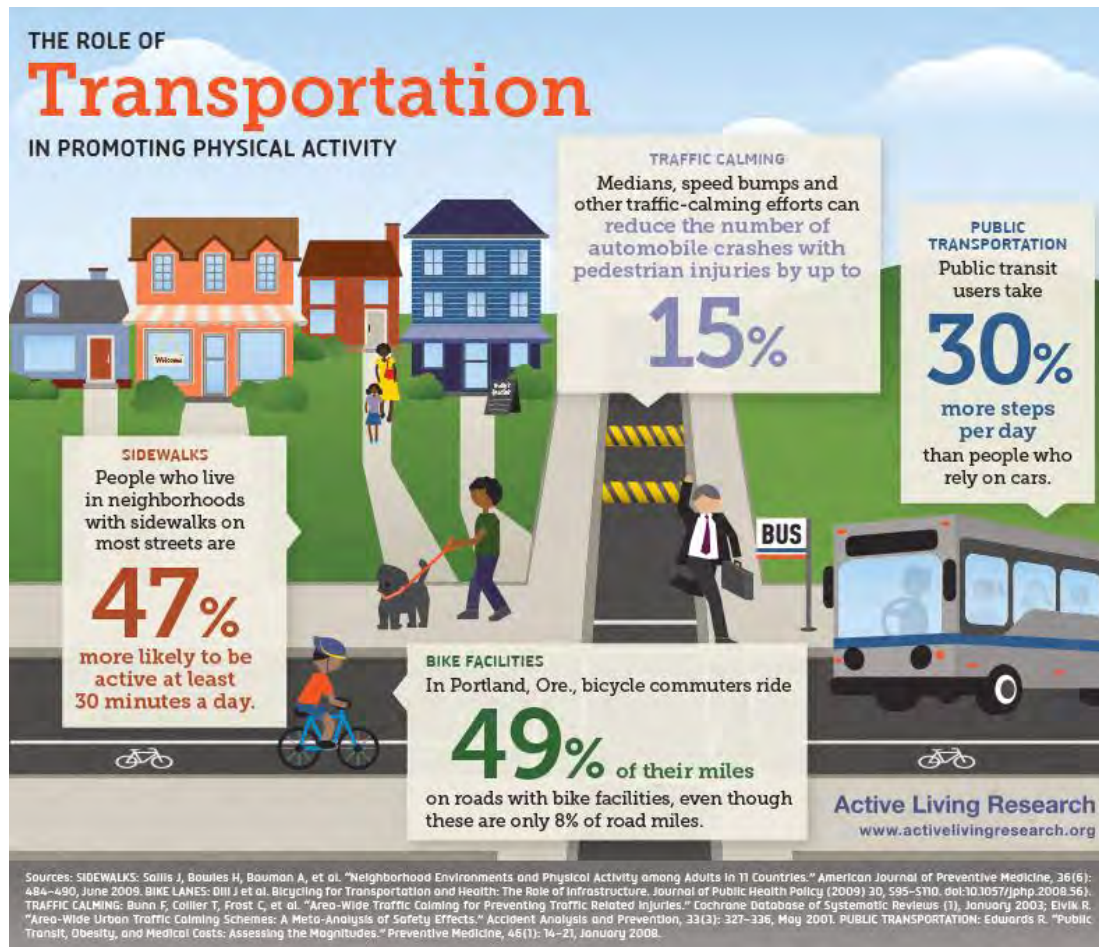
- Streets can be designed as Complete Streets. Streets with sidewalks and bike lanes help bicyclists and pedestrians feel safer and more likely to use them for physical activity.
- Streets can be narrow and curvilinear to discourage automobile traffic travel at high speeds.
- The availability of public transportation can increase physical activity and provide access to a wider range of services. Public transportation users walk an average of 19 minutes daily getting to and from transit stops.

In 2014, the National Center for Transit Research published an article titled “Cost-



**Figure 2- This infographic illustrates the link between health and public transportation. It shows that 30 % of public transit users get 30+ minutes of physical activity each day. Source: Robert Wood Johnson**

Benefit Analysis of Rural and Small Urban Transit” (Godavarthy, Mattson, Ndembe, 2014). The results showed that the benefits provided by transit services in rural areas are greater than the costs of providing those services. Results also showed that fixed-route services have higher benefit-cost ratios than demand-response service. The greatest benefits of public transit were shown in work trips and medical trips.



**Figure 3-** This infographic illustrates the benefits of public transportation related to physical activity. Complete streets promote safer and more active communities. *Source Active Living Research*

## Background Information

### Health Impact Assessment Grant

The Arizona Department of Health Services (ADHS) received funding from Centers for Disease Control and Prevention (CDC) in September of 2014, to award three \$30,000 health impact assessment (HIA) grants per year to rural areas, focused on transportation or land use specific projects. The Improved Community Design (ICD) funding awarded by the CDC - Center for Environmental Health has allowed ADHS to create and establish the AzHealthy Communities program, which has worked over the last two years to (09/01/2014-08/31/2016) increase the capacity for public health, land use, and transportation professionals to conduct HIAs and ensure that public sector decision making incorporates health and establishes a change

approach that strengthens efforts in the sectors of health, planning, and transportation for using HIA and healthy community design strategies. It's expected that long-term outcomes from improvements to the built environment will include environmental and behavioral improvements and a reduction in morbidity and mortality.

Yavapai County Community Health Services applied and was awarded the grant through ADHS to prepare an HIA in conjunction with the Regional Mobility Management Implementation Plan 2016 (RMMIP) by Central Yavapai Planning Transit Organization (CYMPO). The RMMIP will be completed in September 2016.

### **Public Transportation in Central Yavapai County**

Yavapai County transit authorities are currently working to improve public transportation within the Central Yavapai County Region. CYMPO has partnered with NACOG and ADOT, along with other entities to implement and promote the Regional Transportation Plan Update 2040 completed in 2015 and the 2016 Regional Mobility Management Improvement Plan. Both plans are focused in the Central Yavapai County Region. Transportation and congestion continues to be a rising concern in the area, especially without coordinated public transportation options.



**Figure 4- This map illustrates Yavapai County within the State of Arizona. Source- Wikipedia Yavapai County.**

Limited access to safe, affordable and reliable transportation options can significantly impair one's quality of life, especially for the low-income and disabled community members. Currently there are small transportation operations comprised of primarily grant funded or non-profit organizations in the Central Yavapai County Region. The available public transportation options are geared toward low-income and the disabled community.

# Step 1: Screening

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## Introduction

The first step of an HIA is Screening. During this step it is determined whether or not a HIA is applicable and relevant.

Through meeting with stakeholders it was determined that an HIA would be relevant and would add valuable information to the public transportation efforts in Yavapai County. It was decided that health and policy would be impacted. Additionally, through the CDC Grant and ADHS, financial resources were available to help fund the project.

Yavapai County Community Health Services determined that relevant data could be gathered regarding public transportation and health. As it is a controversial topic within the Central Yavapai County Region, having health supported evidence may influence further decisions in regards to establishing a coordinated public transportation system.

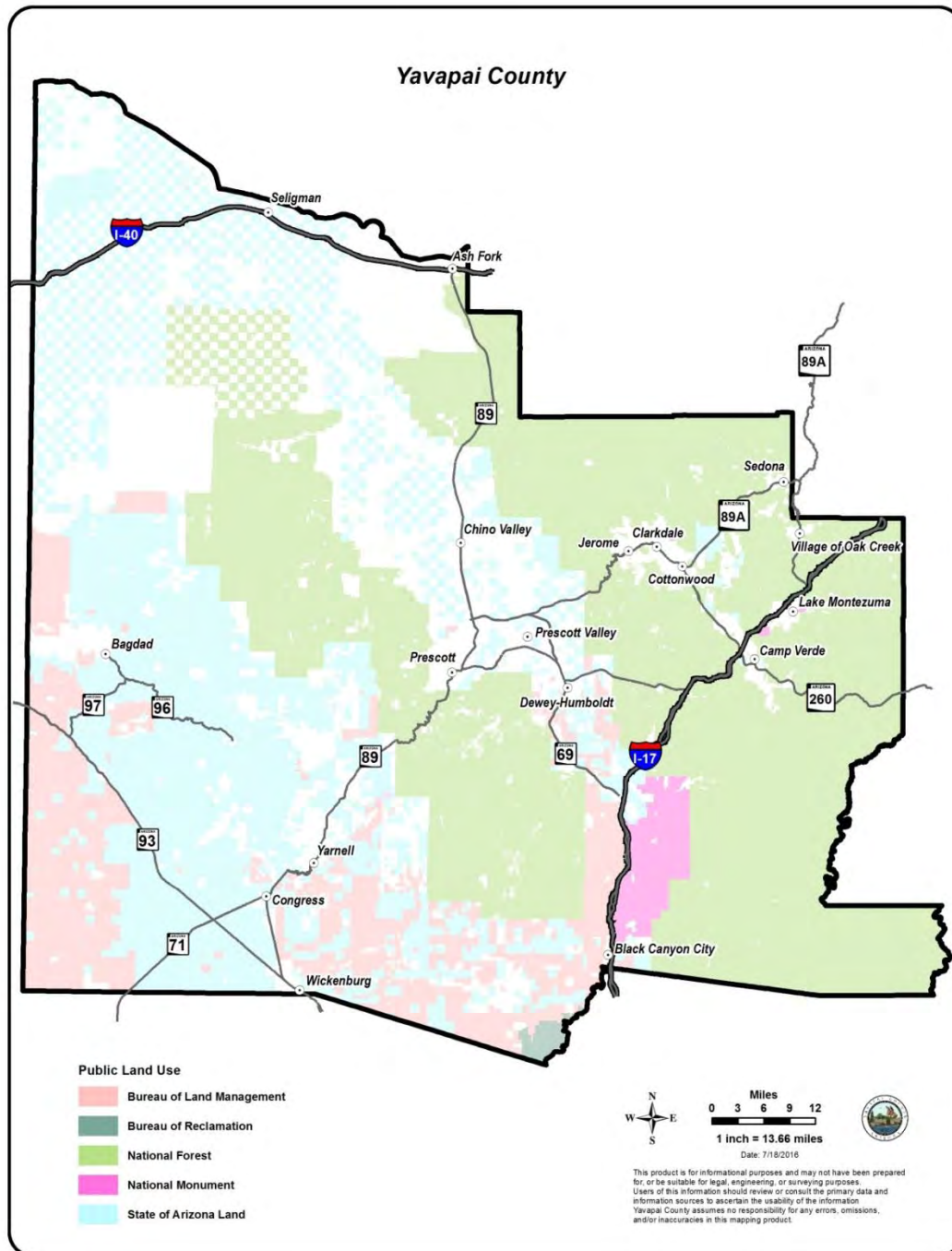
## Central Yavapai County

For this Health Impact Assessment the Central Yavapai County (CYMPO) will be looked at specifically. The major city within this region is Prescott. Other cities in the region are Prescott Valley, Chino Valley and Dewey-Humboldt. These four communities are designated the Quad Cities. Unincorporated towns and rural areas that depend on these communities for healthcare, jobs and education are Bagdad, Ash Fork, Seligman, Yarnell, Congress, Wickenburg, Mayer, Paulden, Wihoit, Williamson Valley and Black Canyon City.

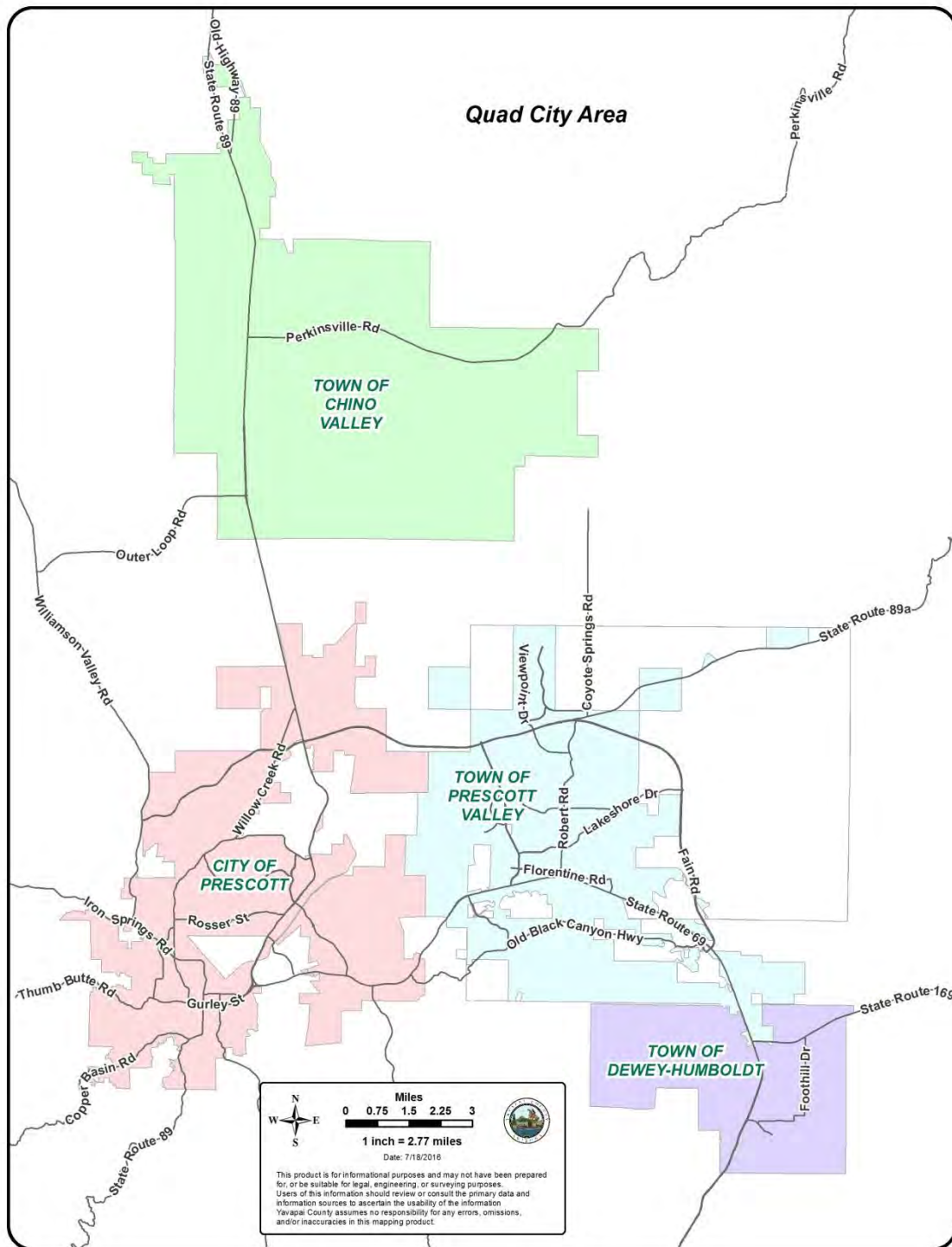
The Verde Valley region is separated from the Quad Cities area by the Mingus Mountain range. The Verde Valley region includes the towns of Jerome, Cottonwood, Clarkdale, Sedona, Village of Oak Creek, Lake Montezuma and Camp Verde. Most but not all services in the Verde Valley region are located in Cottonwood.







**Figure 5-** This figure identifies all of Yavapai County with Prescott, Prescott Valley and Cottonwood as the primary cities for services within Yavapai County. *Source- Yavapai County GIS*



**Figure 6- This map illustrates the Quad Cities Area. This is the area served by CYMPO. Source: Yavapai County GIS Services.**

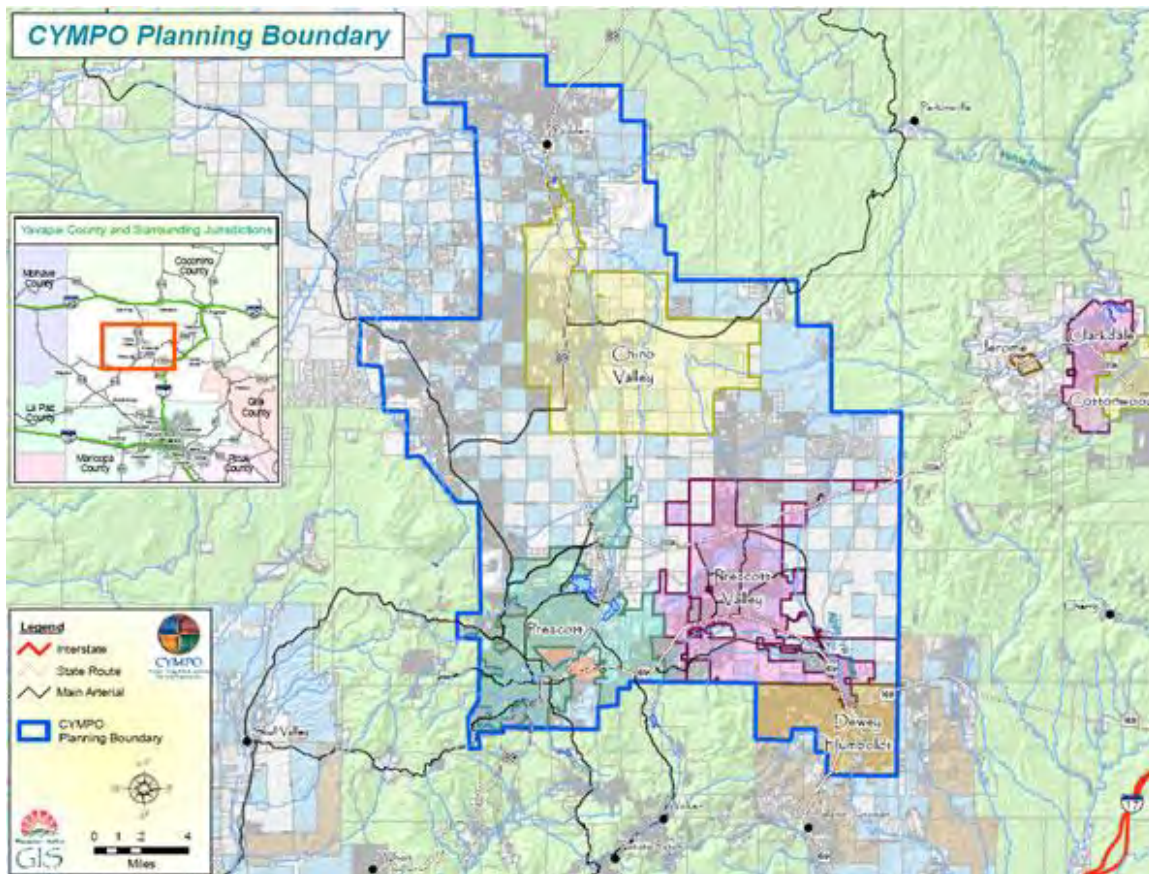


Figure 7- This figure illustrates the CYMPO planning boundary. *Source: CYMPO*

### Prescott

Prescott is the major city within Yavapai County with a population of approximately 41,899 in 2015. The City of Prescott is the home of Yavapai College, Yavapai Regional Medical Center, Prescott College, Yavapai County Seat, retail centers, the tourism area of Whiskey Row in the downtown area, as well as other cultural and recreational opportunities. A popular recreation area is the Granite Dells including Watson Lake and surrounding recreation areas. Many of the jobs in the area are located within Prescott. Interestingly, Prescott also has the unofficial title of “Arizona’s Recovery City”. Many people (approximately 1500 every three months) come to Prescott from all over the country to recover from various addictions.

### Prescott Valley

Prescott Valley has surpassed Prescott in population with an estimated population of 42,197 in 2015. It was incorporated as a town in 1978 having originally started as a ranching town called Lonesome Valley. Prescott Valley is home to Lynx Lake, a popular recreation area. It also includes various retail areas and is home to the Prescott Valley Event Center and the Northern Arizona Suns since 2015.



### Chino Valley

Chino Valley is the site of the first Territorial Capital of Arizona before moving to Prescott, and eventually to Phoenix. It was incorporated in 1970 and in 2015 the population was estimated at approximately 11,137.

### Dewey- Humboldt

Originating as a mining town, Dewey-Humboldt eventually became more popular with ranching and agriculture. Its population in 2015 was estimated to be approximately 3,988. It was incorporated in 2004.

### Rural areas surrounding the Quad Cities

Many of the surrounding areas of the Quad Cities are rural with populations under 2,000. All are unincorporated and depend on services offered within the Quad Cities, specifically Prescott and Prescott Valley.

## Health in Transportation Policy

Transportation and community health are strongly related. The US Department of Transportation Federal Highway Administration (FHWA) recognized the important connection between health and transportation and developed the Health in Transportation Working Group in 2012. The FHWA Working Group developed a “Health in Transportation Corridor Planning Framework”, connecting public health and transportation and the necessary steps to include health in all policy similar to an HIA. The Framework is depicted in Figure 8.

According to the Health in Transportation Framework, public transportation can have the impacts on health within the community. Considering health early on in the decision making process can produce better outcomes in health in the future.



Figure 8-This graphic illustrates the Health in Transportation Framework presented by USDOT. Source USDOT

### Determinants of Health

There are many factors to consider when determining what makes someone healthy or unhealthy. The US Office of Disease Prevention and Obesity Control and Healthy People 2020 (HealthyPeople.gov, 2014) define five different categories that influence one's health including policymaking, social factors, individual behaviors, health services and biology and genetics. Figure 9 demonstrates how all factors come together to impact an individual's overall health.



**Figure 9- This diagram illustrates how social, individual lifestyle , culture, environment and socioeconomic factors all impact an individual's health. Source: Healthy People 2020**

Within the Healthy People 2020 Social Determinants of Health the following are related to public transportation:

- Access to educational, economic and job opportunities
- Access to health care services
- Transportation options

The physical determinants of health according to Healthy People 2020 affected by public transportation are as follows:

- Natural environment, such as green space (e.g., trees and grass) or weather
- Built environment, such as building, sidewalks, bike lanes and roads

### **Relationship of the RMMIP to Determinants of Health**

The Quad Cities area is considered an urban metropolitan area due to its population. The surrounding areas and towns are rural in nature. Prescott and Prescott Valley are connected by SR-69 which also connects the area to I-17 through Dewey-Humboldt, the freeway connecting Phoenix and Flagstaff. Chino Valley is connected to Prescott via SR-89 and Prescott Valley via SR-89A. These communities are the main focus for connecting cities through public transportation services. The RMMIP and public transportation will impact the following determinants of health:

#### *Access to Healthcare, Jobs, Economic Opportunities and Education*

There are six hospitals in Yavapai County located in Prescott, Prescott Valley and Cottonwood. According to the Yavapai County Community Health Assessment in 2012 of the 420 physicians with a medical license in Yavapai County, 405 practice in Prescott, Prescott Valley, Cottonwood or Sedona. The RMMIP will address how residents will be able to access medical services from the rural areas.

There are three colleges within Yavapai County including Prescott College, Emery-Riddle and Yavapai College. The campuses are located in Prescott, Prescott Valley and Clarkdale again making it difficult for rural areas to access education. A majority of Yavapai County residents also commute to work with the average commute time of 22.9 minutes *American FactFinder*. The RMMIP will address access to education, jobs and healthcare.

#### *Transportation Options*

The current transportation options are inconsistent and disjointed. A consideration of the RMMIP will be to connect current transportation options and possibly add destinations. By connecting current options and implementing new destinations, individuals may have easier access to services and potentially relieve roadway congestion.

#### *Social and Economic Environment*

Residential areas have limited access to social and economic opportunities throughout the Quad Cities. Using public transportation to connect residential and business areas will increase economic and social activity.

#### *Individual Characteristics and Behaviors*

The RMMIP plan provides for better access to recreation areas. It also provides safer facilities for walking, biking and public transportation allowing for increased mobility.



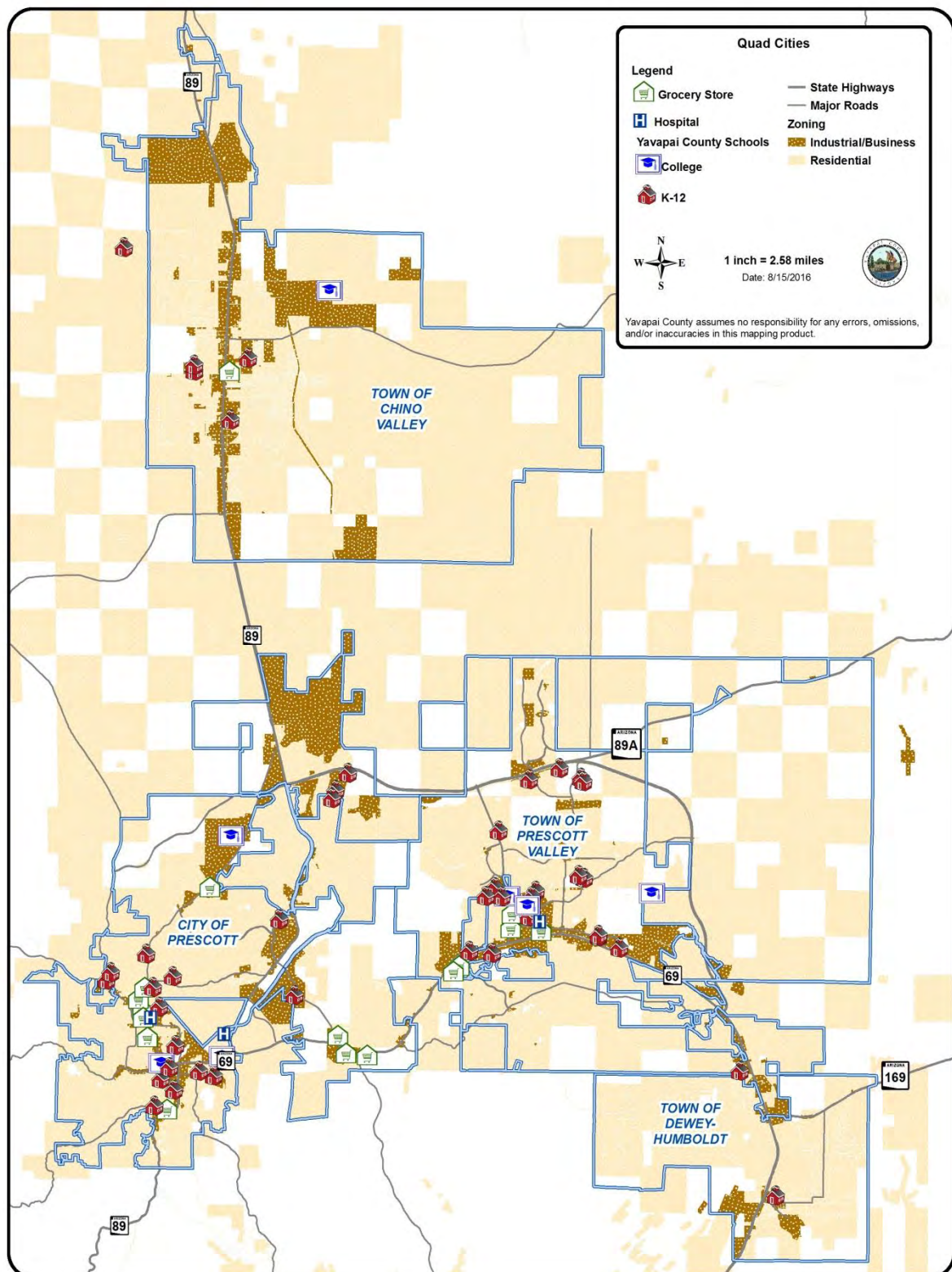


Figure 10- This map illustrates residential and business areas in the Quad Cities area. The map also indicates where schools, colleges, hospitals and grocery stores are located. Source- Yavapai County GIS.



## Step 2: Scoping

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During Scoping the goal is to identify specific issues that should be addressed in the HIA and incorporated into future public discussions of the Yavapai countywide transportation system. The following objectives were identified to be addressed:

- Review determinants of health
- Identify potential health impacts
- Identify stakeholders
- Construct a logical framework for the health impacts
- Prepare a pathway diagram

Scoping highlights the key issues presented in this HIA. Scoping requires developing goals with stakeholders, identifying the primary health issues, selecting an assessment process, identifying the study area, and engaging the community.

### Goals

The HIA Team agreed on the following goals to guide the HIA Process:

- Engage stakeholders during each step of the process
- Identify potential public health outcomes impacted by Regional Mobility Management Implementation Plan
- Seek community input about health outcomes
- Develop recommendations to inform key decision making processes
- Increase awareness of HIAs as a tool for illustrating health outcomes in community development

### Decision Timeline

Public transportation within Yavapai County is a concern for many individuals. This HIA will help illustrate the health impacts of public transportation specific to Yavapai County. CYMPO prepared the Regional Transportation Plan Update 2040 in April of 2015 with assistance from AECOM, Hexagon Transportation Consultants and Central Creative. CYMPO also prepared the Regional Mobility Management Implementation Plan with assistance from Transit Plus consultants and NACOG which is scheduled for adoption in Fall, 2016.

The Yavapai County Transportation HIA report is focused on informing the RMMIP of the health impacts surrounding transportation with completion of the HIA report by August 31, 2016

The next step after completion of the HIA will be for CYMPO to accept the HIA recommendations, and for CYMPO, city officials from involved communities and other transit



authorities in Yavapai County to initiate a coordinated public transportation system throughout the county.

### **Pathway Diagram**

The HIA Team developed a pathway diagram to help illustrate potential health determinants. A pathway diagram can be defined as, “a map of the casual pathway by which health effects might occur. In general, this approach describes effects directly related to the proposal and traces them to health determinants and finally to health outcomes.” (NIH.gov, 2011)

The Pathway Diagram is as follows:

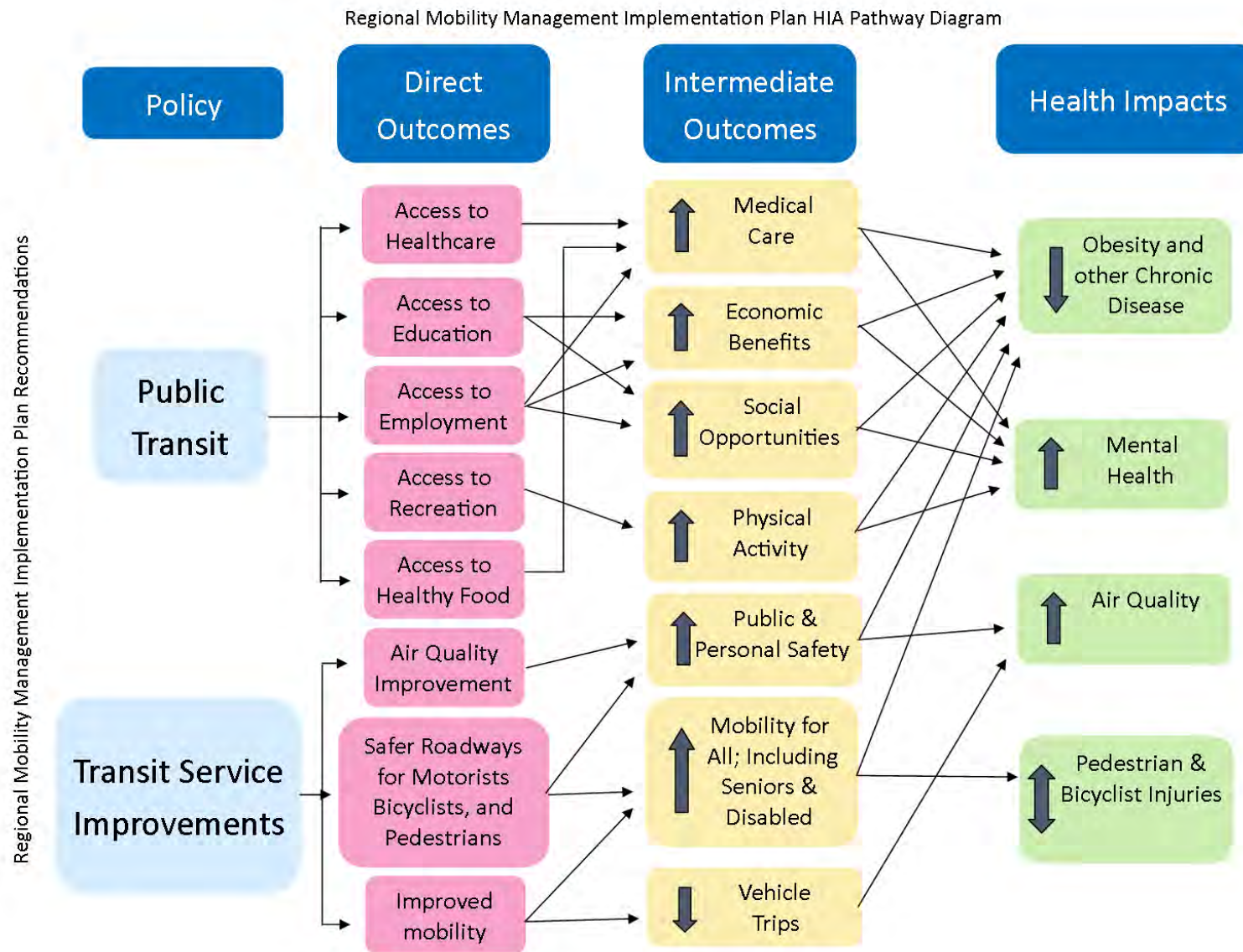


Figure 11- RMMIP Pathway Diagram



Pathway Diagram Description		
PATHWAY/ DIRECT OUTCOME	Intermediate Outcomes	DESCRIPTION
1. Access to Healthcare	Increase in Medical Care	<ul style="list-style-type: none"> <li>• Increase in the number of people taking public transportation, resulting in more physical activity and better access to services and healthcare.</li> <li>• Decrease in social isolation</li> <li>• Improved access to healthcare</li> <li>• More people have regular access to services in other communities. More employment, higher incomes, less depression. Improved access to health care, healthy food, and a decrease in obesity and obesity related chronic disease</li> </ul>
2. Access to Education	Increase in Economic Benefits to the Community  Increase in Social Opportunities	<ul style="list-style-type: none"> <li>• Result in more people shopping locally, positively impacting local businesses.</li> <li>• Making it easier to travel by bicycle and on foot may help to revitalize or further economic development in smaller downtowns and town centers. Make it easier to access jobs, resulting in increased incomes.</li> <li>• Providing non-motorized transportation options would allow people who do not drive to access education and other community services throughout Yavapai County, reducing isolation and potentially increasing incomes.</li> </ul>
3. Access to Employment	Increase in Medical Care Increase in Economic Benefits  Increase in Social Opportunities	<ul style="list-style-type: none"> <li>• People within Yavapai County communities becoming more connected, reducing social isolation</li> <li>• Increase in social interaction resulting in less isolation and a decrease of depression and substance abuse</li> <li>• Increased job opportunities resulting from enhanced transportation options.</li> <li>• Multiple transportation options to get to and from work.</li> </ul>
4. Access to Recreation	Increase in Physical Activity	<ul style="list-style-type: none"> <li>• Result in more people walking and biking instead of driving to destinations within Yavapai County communities, and help residents be more physically active.</li> <li>• More people walking and bicycling will increase physical activity, resulting in lower rates of obesity and obesity related</li> </ul>

		<p>chronic disease. Exercise is also associated with improved emotional health.</p> <ul style="list-style-type: none"> <li>• People perceive walking and bicycling to be safer and engage in this activity more frequently.</li> <li>• Provide healthy transportation options for residents and tourists to access natural resources.</li> <li>• More people take public transportation, resulting in more physical activity</li> <li>• Improved individual health with more information about healthy lifestyles and behaviors.</li> </ul>
5. Access to Healthy Food	Improved Medical Care	<ul style="list-style-type: none"> <li>• Multiple transportation options to get to and from markets and grocery stores.</li> <li>• Rural areas may have better access to healthy foods resulting in a reduction of the number of food deserts.</li> </ul>
6. Air Quality Improvements	Increase in Public & Personal Safety	<ul style="list-style-type: none"> <li>• Potential decrease in the number of asthma cases</li> </ul>
7. Safer Roadways for Motorists, Bicycles and Pedestrians	<p>Increase in Public &amp; Personal Safety</p> <p>Increase Mobility for All; Including Seniors, Disabled &amp; Low Income</p>	<ul style="list-style-type: none"> <li>• Fewer people injured due to crashes between vehicles, vehicles and pedestrians, and vehicles and bicycles.</li> </ul>
8. Improved Mobility	<p>Increase Mobility for All; Including Seniors, Disabled &amp; Low Income</p> <p>Decrease in Vehicles Trips</p>	<ul style="list-style-type: none"> <li>• Improved ability to move around the community contributes to a decrease of social isolation and depression, and less alcohol/substance abuse. This results in more community cohesion.</li> </ul>

## Scoping Research Questions

After completing the Pathway Diagram, the HIA team constructed research questions pertaining to the impact of health related to public transportation.

### Pathway 1- Access to Healthcare

- Do people miss medical appointments because of lack of transportation?
- Will people have more access to medical care?

### Pathway 2- Access to Education

- Will public transportation increase access to community, social, and education opportunities?



- What is the current mental health of community residents?
- Will isolation of community residents decrease?

### Pathway 3- Access to Employment

- Will public transportation increase employment opportunities?

### Pathway 4- Access to Recreation

- What are the current levels of physical activity of community residents?
- Will public transportation increase physical activity?
- What is the current state of health related to chronic disease of community residents?
- Will the health improve of community residents improve?

### Pathway 5- Access to Healthy Food

- What is the current state of health related to obesity related diseases?

### Pathway 6- Air Quality Improvement

- Will air quality improve?

### Pathway 7- Safer Roadways for Motorists, Bicyclists, and Pedestrians

- Is there a difference between a fixed route system and direct door to door service?
- Does public transportation and infrastructure provide a safer environment?

### Pathway 8- Improved Mobility

- Where are the low income areas?
- What areas have the highest elderly populations?
- What areas have higher disabled populations?
- What are the current transportation options?
- Is there a difference between a fixed route system and direct door to door service?

## Health Issues in Yavapai County

Yavapai County implemented the Community Health Improvement Plan (CHIP) in 2012 which was developed from the County's Community Health Assessment (CHA). During this process the County found several health concerns based on the general population responses to the CHA. The HIA team adopted several of the health concerns from the CHA that may be impacted by public transportation. The health concerns can be found in Table 1.

Physical Health	Mental Health	Social Health
Cardiovascular Disease	Depression	Access to services
Diabetes	Isolation	
Regular physical activity	Stress	
Injuries		
Obesity		

Table 1- This table illustrates the health concerns of the Yavapai County Community Health Assessment

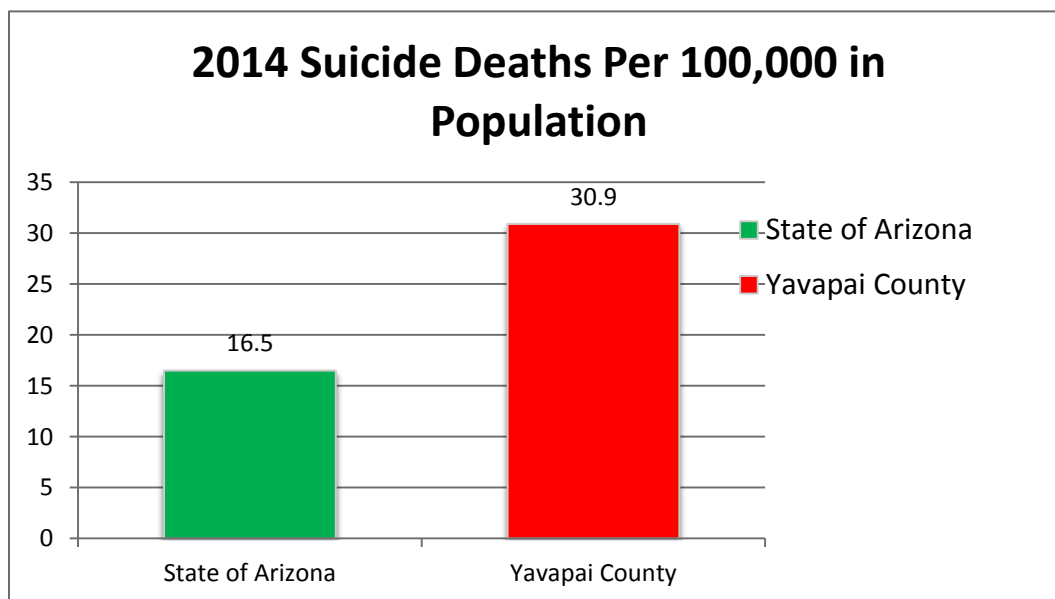
### Physical Health

Determinants such as cardiovascular disease, diabetes, obesity and respiratory disease are all considered chronic diseases defined by the CDC as long-lasting conditions that can be controlled but not cured (CDC). In 2012, approximately 50% of Americans lived with a chronic disease and seven of the top causes of death are due to chronic disease (Ward, Schiller, Goodman, 2014).

There is a link between public transportation and increased physical activity (Rissel C., Curac N., Greenaway M., Bauman A., 2012). With the addition of public transportation, Yavapai County residents may increase their physical activity by both walking or biking to the pick-up/drop off locations and having easier access to recreational activities. According to the CDC, physical activity decreases the risk of diabetes, cardiovascular disease, some cancers and metabolic syndrome. Metabolic syndrome is defined as a clustering of at least three of the five following medical conditions: abdominal (central) obesity, elevated blood pressure, elevated fasting plasma glucose, high serum triglycerides and low high-density lipoprotein (HDL) levels.

### Mental Health

Evidence suggests that physical activity can decrease determinants such as stress and depression. Within Yavapai County, isolation and suicide are concerns as identified by the Yavapai County Community Health Assessment. In general people who are inactive are twice as likely to have depressive symptoms. The Yavapai County suicide rate of 30.9 deaths per 100,000 population is significantly higher than the State of Arizona's of 16.5 deaths per 100,000 which is illustrated in Table 2.



**Table 2-** This table illustrates the average number of suicide deaths per 100,000 in population between the State and Yavapai County. The County's suicide rate is significantly higher than the state's. *Source: Arizona Department of Health Services*

### **Social and Economic Health**

Residents may have more access to education, community events, jobs, shopping and healthcare with the provision of public transportation. Due to disabilities and economic reasons, some persons may depend on public transportation as their sole mobility option. Seniors and elderly populations may be able to access a greater number of community events as a result of increased mobility.

### **Stakeholder Engagement**

Public transportation within Yavapai County is an ongoing process with multiple agencies and entities involved. The Yavapai County HIA team made connections with Central Yavapai Metropolitan Planning Organization (CYMPO) and Northern Arizona Council of Governments (NACOG) on past projects and the Verde Valley Master Transportation Plan HIA. CYMPO specifically expressed an interest in finding more information on the health aspect of public transportation in the Central Yavapai Transportation region. CYMPO is a key stakeholder in the HIA and have been engaged throughout the process.

CYMPO has consulted with TransitPlus for their 2016 Regional Mobility Management Implementation Plan in order to set up goals and objectives for transportation in the area. TransitPlus has been involved in the HIA process.

The Yavapai County Community Health Services HIA is a part of the Community Health Improvement Plan (CHIP) which conducts monthly meetings where transportation stakeholders are engaged. The stakeholders include People Who Care, CYMPO and New Horizons. All the stakeholders currently assisting with transportation in Central Yavapai County can be found in Figure 12.

A very important stakeholder is the general public, specifically those that fall below the US poverty line, senior citizens and persons with disabilities. To engage stakeholders, the HIA team created an online survey. The same survey was also made into a free mailer and placed at various locations throughout the County. The HIA Team took them to low income housing, rural areas, and clinics.

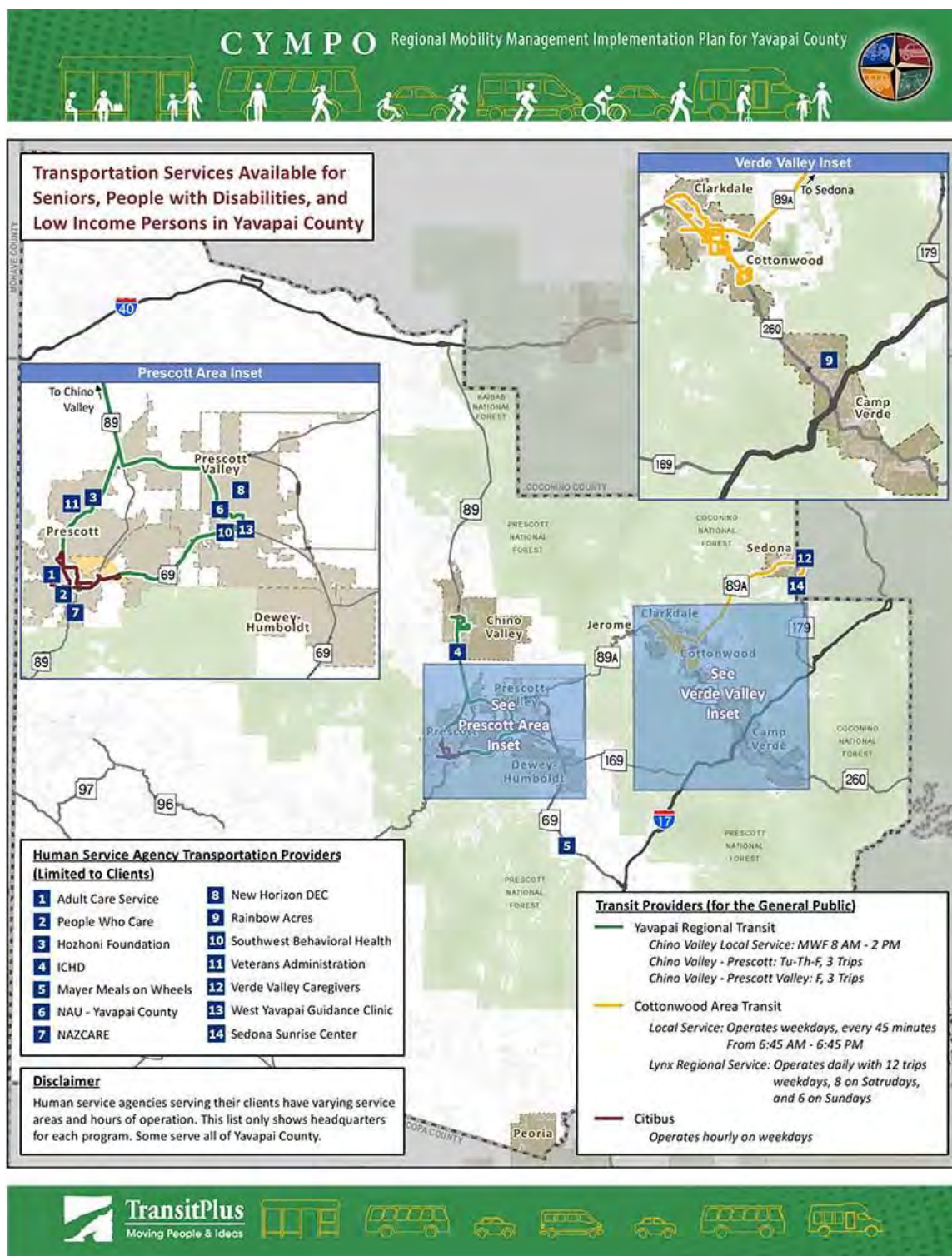


Figure 12- This map identifies all the transportation authorities in Yavapai County. Source: CYMPO



# Assessment

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The Assessment process focused on identifying current county demographics along with health and economic barriers facing county residents. Public transportation was looked at as a possible solution to the identified barriers and analyzed for potential health outcomes. Data for the assessment was collected through a variety of sources including the US Census Bureau, the 2012 Yavapai County Community Health Assessment (CHA) and a countywide survey. The transportation survey was created with input from stakeholders and local transportation agencies to address specific concerns and help identify pertinent needs for the health of county residents. Additionally, the HIA Team looked at what was currently available to residents for transportation along with the feasibility of walking and bicycling in the Quad Cities.

## Socio-Economic Overview

### Yavapai County

According to the U.S. Census Bureau, the county is large with an area of 8,128 square miles or roughly the size of the state of New Jersey. In 2015, the population was estimated at 222,255 and has seen 24% growth since 2000. The Arizona Department of Economic Security has predicted if the growth stays on the same path that the county will have more than 400,000 people by 2050 nearly doubling its current population. The majority of residents live in rural communities with the cities of Prescott and Prescott Valley being the county's only metropolitan area.

### Yavapai County Demographics

According to the 2010 US Census Bureau, 29.3% of the population is over 62 years of age. Of the total population, 82% of the population is Caucasian, with 13.6% of the non-Caucasian population being Hispanic or Latino. Additionally to the elder population living with a disability, approximately 13.2% of those under the age of 65 reported as having a disability as well.

In 2014, total households in Yavapai County were estimated at 91,508. Of those households, 4,649 were estimated to not have a vehicle. A concerning factor due to the rural nature of the county and the travel distance for many residents to needed amenities such as healthy food options and health care. In Prescott alone, 1,667 households did not have a vehicle, roughly 11% of its total household population.

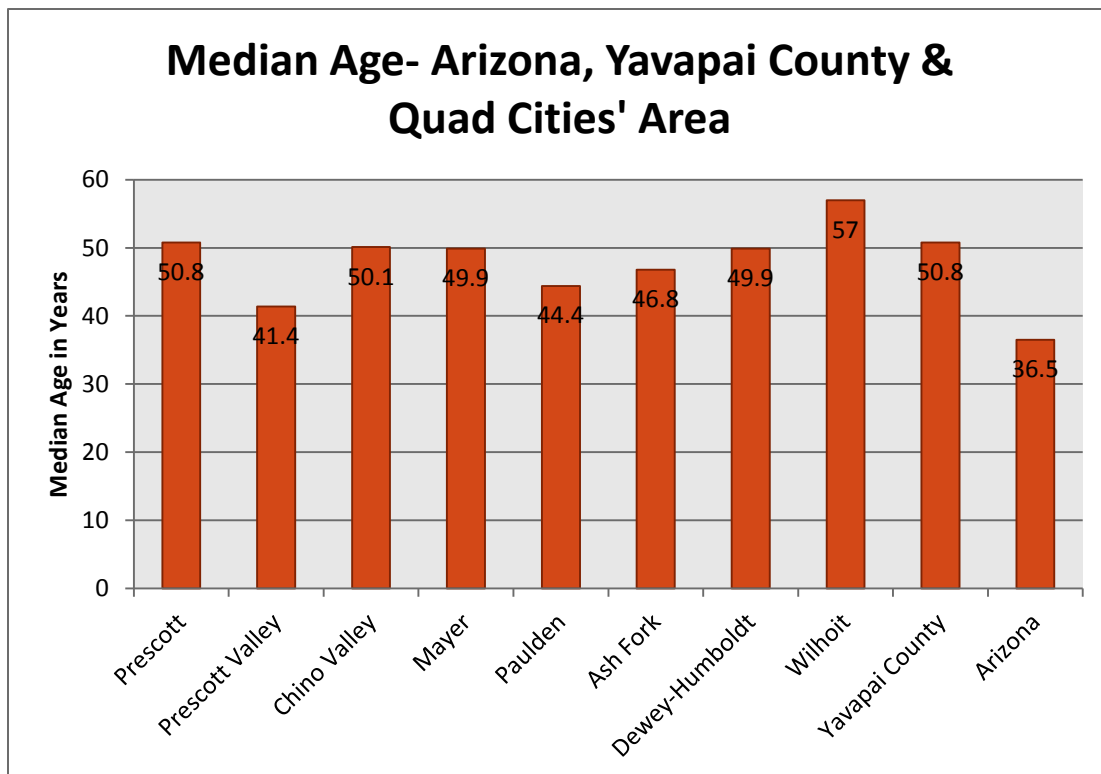
### Elderly Population

Due to its popularity nationwide as a retirement community, Yavapai County residents are considerably older than other county populations from around the state. The median age for Yavapai residents in 2014 was 50.8 years while the median age for the rest of the state was 36.5 years during that same time. Those that are 65 years of age or older make up 26.3% of the county's population compared to the 14.9% for the rest of Arizona. This is significant because older residents are less likely to drive and also require more frequent access to healthcare. Data





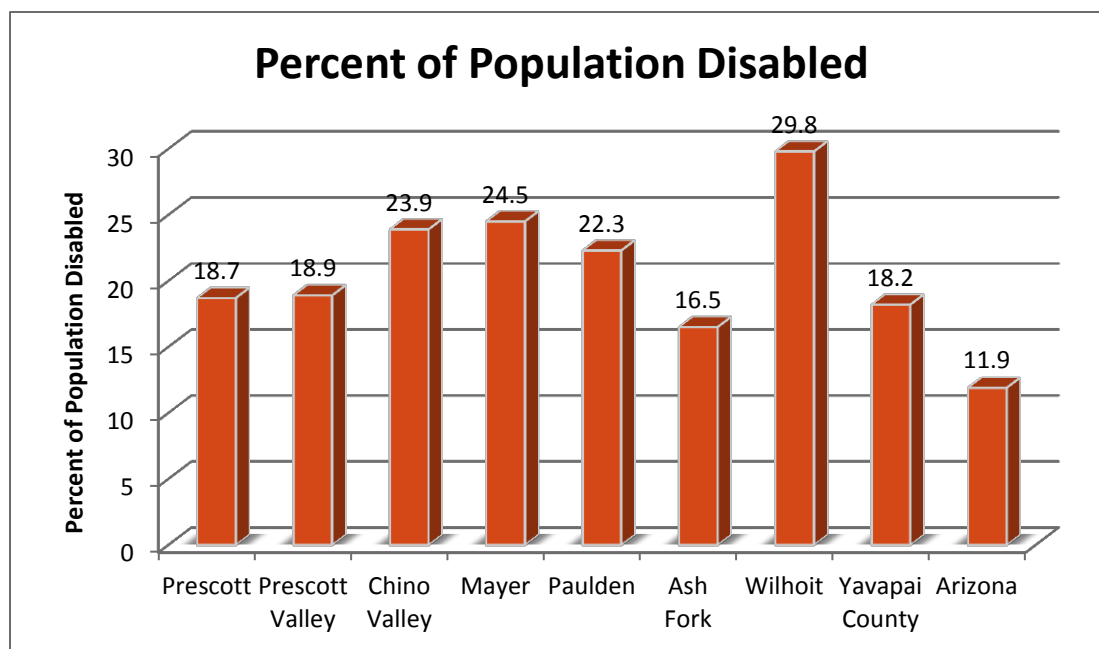
provided by Yavapai Regional Medical Center showed that 37% of all emergency room visits in Prescott for 2015 were patients 64 years or older making it the most frequent age group in need of treatment. In comparison, only 24% of ER visits belonged to those 64 years or older in Prescott Valley where the median age is nine years younger making it the second most frequent age group behind those 25-45 years. Table 3 breaks down the median age of residents by city, town or unincorporated area compared to the state and county average.



**Table 3- The above chart shows the median household income for the State of Arizona, Yavapai County and the Quad Cities' Area. Source: American Factfinder**

### Disabled Population

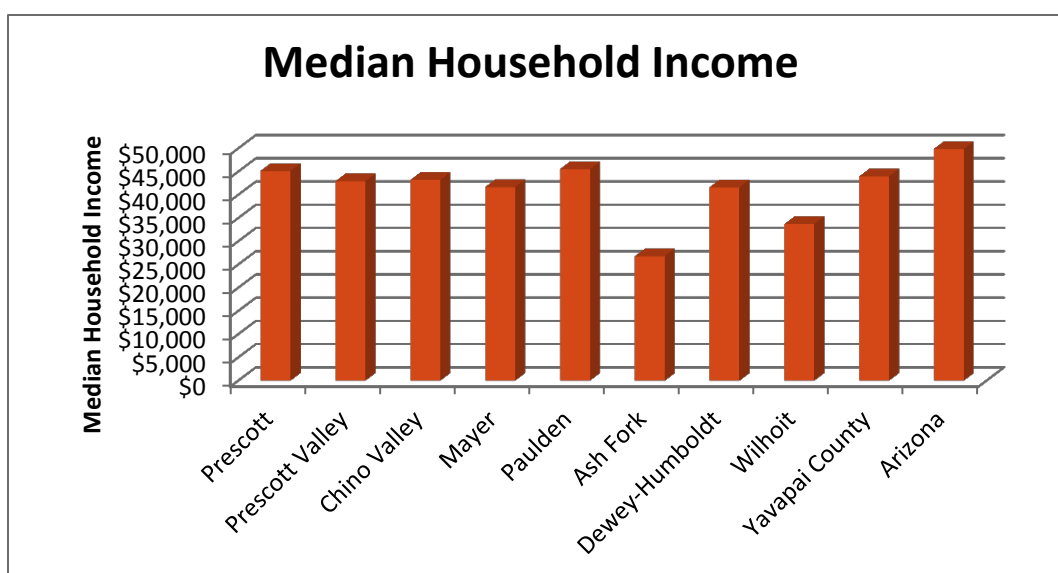
Yavapai County residents living with a disability is significantly higher than state averages as well. Of the total county population, 18.2% reported having a disability versus the Arizona average of 11.9%. This statistic is critical because persons with disabilities and those living with someone who has a disability have significant barriers to transportation (Rosembloom, 2007). Table 4 illustrates the percent of disabled residents by city, town or unincorporated area compared to the state and county average.



**Table 5-** This chart illustrates the percent of disabled resident per city, town and unincorporated area compared to the State and County percentages. *Source: American Factfinder*

## Income

The state median per household is \$49,928, nearly \$6,000 more than Yavapai County's median income of \$44,000. However, cost of living is considerably higher than national averages in terms of housing and health care costs (Sperling's, 2014). With a lower median income compounded by a higher cost of living there is a greater chance for poverty to occur. The poverty line is defined as the minimum income needed to live comfortably based on the area's food costs and need. From 2006-2010, the county saw a dramatic increase in poverty that now has one in every four children under the age of 18 living below the poverty line (CHA). Furthermore, in 2014 the Census Bureau determined that approximately 16% of the County is below the poverty level with 28.3% of the Hispanic or Latino population living in poverty as well. Those living at or below the poverty level have considerable barriers to reliable and affordable transportation negatively impacting quality of life and mental health.



**Table 5-** The above chart shows the median household income for the State of Arizona, Yavapai County and the Quad Cities' Area. *Source: American Factfinder*

## Yavapai County Health

Yavapai County is divided geographically by the Mingus Mountain Range with approximately 70% of the population residing on the Quad Cities side of the mountain. Most of the health data available is only available county wide rather than separated by city or region.

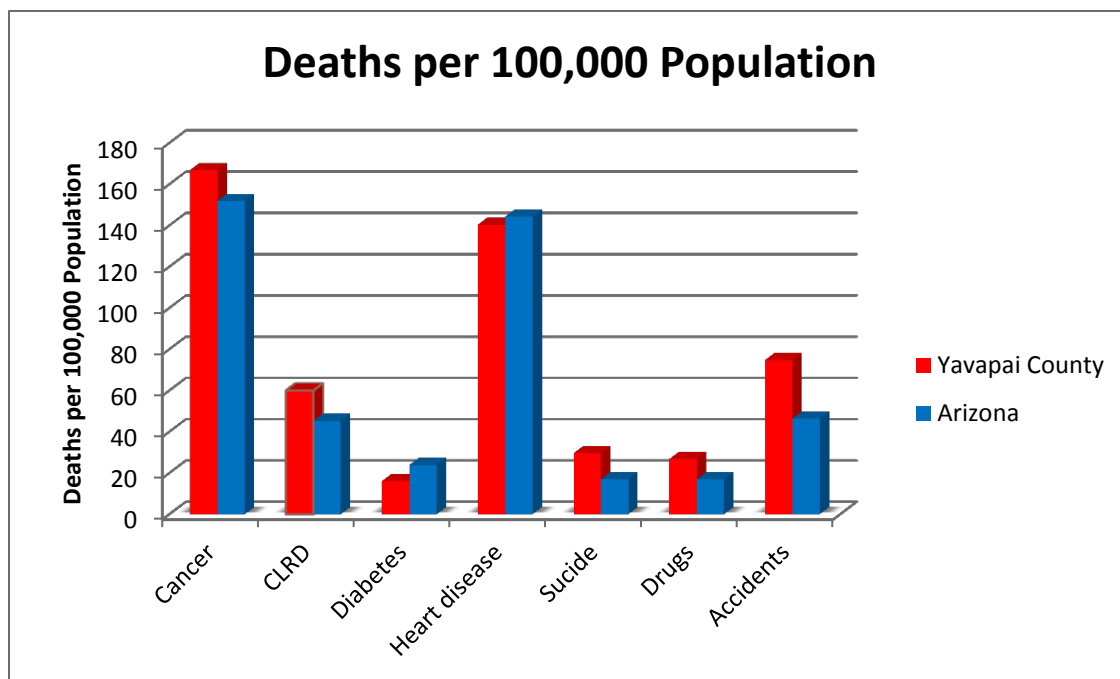
When compared to the rest of the state, Yavapai County ranks higher in several categories for death per 100,000 individuals (see Table 6). The most notable statistic is the high rate of death by suicide in which Yavapai County has 30.1 per 100,000 compared to the state average of 16.9. In the 2010 Community Health Assessment, county residents stated drug and alcohol abuse as the most concerning factors of behavioral health in the region followed closely by depression. All three of which are highly influential in suicide rates along with feelings of isolation. Public

transportation has shown to limit the effects of isolation by connecting communities and improving quality of life. Reliable transportation allows for more access to recreational and social activities as well as better treatment for mental health disorders helping to alleviate some of the feelings of isolation and depression related to suicide.

Yavapai County also ranked higher than Arizona averages for deaths due to Chronic Lower Respiratory Diseases (CLRD). The two greatest causes affecting CLRD are tobacco smoke and outdoor air pollutants along with age (WHO, 2015). Public transportation lowers carbon emissions, provides an alternative means of travel for single occupancy drivers and potentially limits the amount of vehicles on the road. Air pollution levels may decrease as a result of more viable options available for transportation services.

Additionally, Yavapai County ranked higher in deaths by car accidents, cancer and drugs when compared to the rest of the state. There is no significant data to support that public transportation will impact these areas.

The county fell below state averages in relation to deaths by heart disease and diabetes which may be due to the high availability of outdoor activities such as hiking and mountain biking. Although Yavapai County has shown lower rates in both heart disease and diabetes, public transportation may help to further improve those numbers by allowing more access to those activities for people who previously could not.



**Table 6- Deaths per 100,000 Population in Yavapai County compared to the State Average. Source Robert Wood Foundation**

The University of Wisconsin Population Health Institute measured various health outcomes and factors within Yavapai County and the state of Arizona. The following are important statistics from this measurement tool (Robert Wood Johnson Foundation, 2014):

- Approximately 11% of the Yavapai County population suffers from mental distress.
- Approximately 10% of the population has diabetes.
- Yavapai County has a 25% rate of adult obesity.
- Approximately 18% of the population has limited access to healthy foods.
- Health care costs are approximately \$7,796, the amount of price-adjusted Medicare reimbursements per enrollee.

### Community Survey

After meeting with health and transportation partners throughout the county, the HIA team decided a community survey would be the most useful tool in engaging public opinion and getting a larger picture of the present needs in the county. The survey consisted of 10 questions related to health, income and transportation and then was distributed throughout the county using various methods including paid postage mailers, social media and local newspapers. In total, 750 mail-in surveys were handed out to: Prescott College, Yavapai College, Embry-Riddle University, Skull Valley Elementary, Bagdad Medical Center, local recovery homes, Prescott Valley Library, Prescott Library, WIC offices, County Clinics, apartment complexes and various merchants in the Town of Mayer. Links to the online version of the survey were posted through social media sites, local newspapers and passed through email to stakeholders. Overall, 437 people responded from 23 of 32 Yavapai County zip codes.



## Yavapai County Transportation Assessment

Which of the following age groups do you belong to?

☐ 18 or younger   ☐ 19-35 years old   ☐ 36-59 years old   ☐ 60 years or older

What is your gender?   ☐ Female   ☐ Male

What zip code do you currently live in? \_\_\_\_\_

What is your approximate average household income?

☐ \$0-\$24,999   ☐ \$25,000-\$49,999   ☐ \$50,000 or higher

Do you currently have a driver's license?

☐ Yes   ☐ No

Which of the following is your main source of transportation?

☐ Taxi/cab   ☐ Bus   ☐ Personal Vehicle   ☐ Shuttle Service

☐ Walking   ☐ Bicycle/Motorized bike   ☐ Other: \_\_\_\_\_

Do you or anyone in your household have a disability or chronic illness?

☐ Yes   ☐ No

In the last 12 months, have you missed a medical appointment, job interview or work because of lack of transportation?

☐ Yes   ☐ No

If available, how often would you use public bus transportation?

☐ Daily   ☐ Weekly   ☐ Monthly   ☐ Several times a year   ☐ Never

Which would you most likely use public transportation for? (check all that apply)

☐ Health Care (Medical, dental, vision, etc.)   ☐ Food (Groceries or dining out)


☐ Entertainment/Recreation   ☐ School   ☐ Everyday Use

☐ Other: \_\_\_\_\_

**Yavapai County Community Health Services**

Prescott: 928-442-5570  
Verde Valley: 928-694-6857

Please take the time to complete this survey to help us better understand your transportation needs.



**Figure 12- This figures illustrates the Yavapai County Community Health Services HIA Community Survey**

Results for the survey are shown below:

What is your gender?		
Answer Options	Response Percent	Response Count
Female	71.8%	305
Male	28.2%	120
<i>answered question</i>		<b>425</b>

<i>skipped question</i>		12
<b>What is your approximate average household income?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
\$0-\$24,999	33.3%	143
\$25,000-\$49,999	32.6%	140
\$50,000 or higher	34.2%	147
<i>answered question</i>		430
<i>skipped question</i>		7
<b>Do you currently have a driver's license?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Yes	83.0%	361
No	17.0%	74
<i>answered question</i>		435
<i>skipped question</i>		2
<b>Which of the following is your main source of transportation?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Personal Vehicle	75.5%	330
Bus	2.5%	11
Shuttle Service	3.9%	17
Bicycle/Motorized Bike	4.8%	21
Taxi/Cab	6.6%	29
Walking	11.7%	51
Other (please specify)	8.0%	35
<i>answered question</i>		437
<i>skipped question</i>		0
<b>Which of the following age groups do you belong to?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
18 or younger	4.3%	19
19-35 years of age	28.8%	126
36-59 years of age	32.5%	142
60 years or older	34.3%	150
<i>answered question</i>		437
<i>skipped question</i>		0
<b>Do you or anyone in your household have a disability or chronic illness?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Yes	40.7%	174
No	59.3%	253
<i>answered question</i>		427
<i>skipped question</i>		10
<b>In the last 12 months, have you missed a medical appointment, job interview or work because of lack of transportation?</b>		

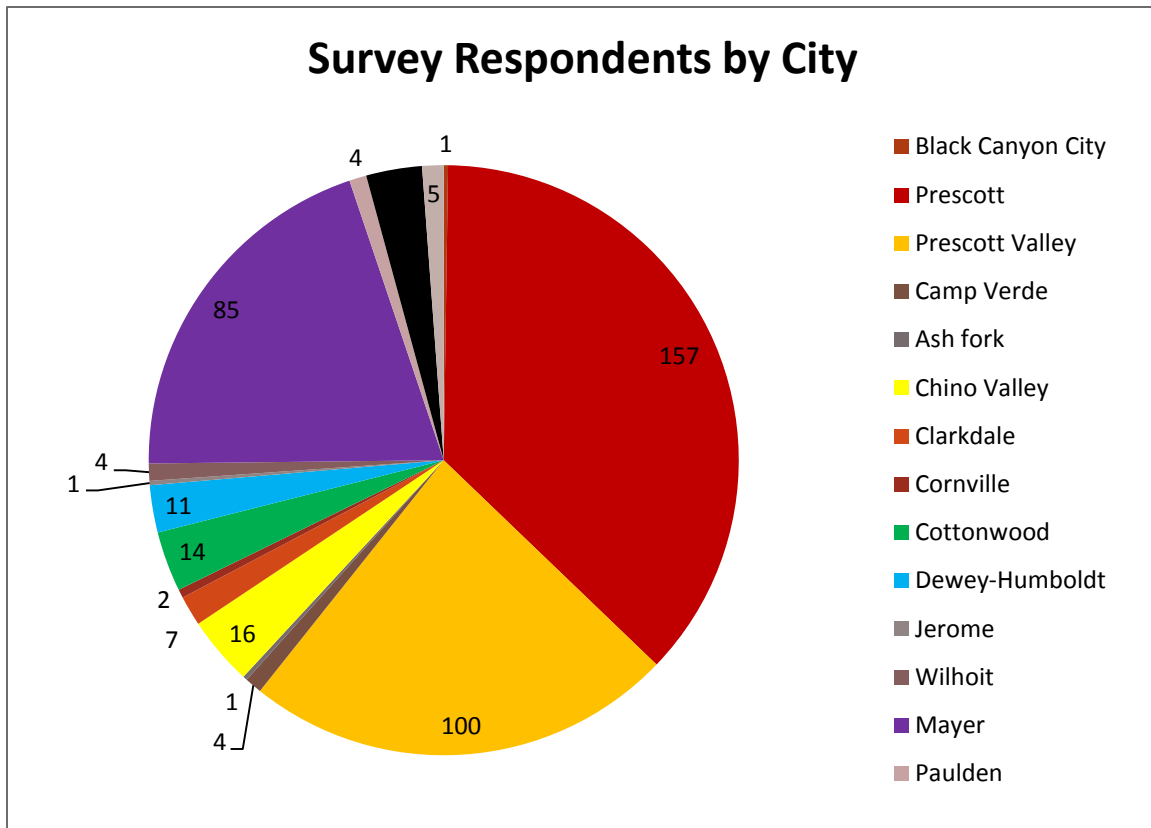


Answer Options	Response Percent	Response Count
Yes	24.4%	106
No	75.6%	328
<i>answered question</i>		434
<i>skipped question</i>		3
If available, how often would you use public bus transportation?		
Answer Options	Response Percent	Response Count
Daily	21.6%	94
Weekly	24.4%	106
Monthly	12.9%	56
Several times a year	15.4%	67
Never	25.7%	112
<i>answered question</i>		435
<i>skipped question</i>		2
Which would you most likely use public transportation for? (Check all that apply)		
Answer Options	Response Percent	Response Count
Health Care (Medical, dental, vision, etc.)	50.8%	190
Food (Groceries or dining out)	42.8%	160
Entertainment/Recreation	44.4%	166
School	11.8%	44
Everyday Use	31.8%	119
Other (please specify)	17.4%	65
<i>answered question</i>		374
<i>skipped question</i>		63

Figure 13- HIA Survey Results

### Summary of Survey Results

Returned surveys showed a wide-range of responses from across the county with nearly even distribution among age and income groups. The HIA team felt it represented an accurate population sample size and would be a useful tool in helping to determine needs for county residents. The results were analyzed for patterns related to health and transportation and where potential barriers may exist. Focus was placed on the elderly, disabled and low-income groups which typically have higher need for reliable and affordable transportation but are often presented with greater obstacles. Furthermore, we looked beyond need and gauge public opinion by asking “If available, how often would you use public bus transportation”.



**Table 8- HIA Survey Respondents by Community**

Overall, 74.3% of responses said they would use public transportation if available, albeit the amount of use varied from yearly to daily. The following statistics were taken from individual survey answers that they HIA team felt were pertinent to the study and determining transportation needs:

- 52%- Number of respondents 60 years or older living with a chronic disease.
- 80%- Number of respondents with a chronic disease that would use public transit
- 74%- Number of respondents 60 years or older that would use public transit.
- 76%- Percentage of residents in rural zip codes that would use public transit.
- 81%- Number of low-income residents that would use public transit.
- 84%- Number of residents in Mayer and Dewy-Humboldt that would use public transit.
- 97%- Percentage of residents who have missed an appointment or work because of transportation and said they would use public transit.
- 67%- Number of high-income residents that would use public transit.
- 68%- People who stated a personal vehicle as their main source of transportation that would also use public transit if available.

In summary, from the survey results all communities and members regardless of income or age support public transportation. The two groups that typically do not present a high need for

transportation help, those in higher income brackets and those with personal vehicles, each had a majority that said they would use public transit if available. Residents in rural communities, such as Mayer and Dewey-Humboldt, showed a greater need for transportation with 64% stating they would use public transit with greater frequency either daily or weekly. Furthermore, the elderly, disabled and low-income all showed a need for transportation as well.

### **Current Transportation in Yavapai County**

There are several independent and non-profit organizations that make up the bulk of public transportation in the county, most of which are funded by federal grants. Door-to-Door shuttle services and taxicabs are the most popular form of public transit in the Quad Cities area. However, there is a bus system that services primarily Chino Valley residents that makes stops in Prescott and Prescott Valley several times a week.

In discussions with local agencies, there is a great need for transportation and many of the agencies do not have the staffing or the funding to keep pace with the demand. Additionally, there is very little collaboration between agencies currently but it has been identified as an area of focus in hopes of better serving the Quad Cities.

In addition, there is a large volume of traffic on US Highway 69 which is the main service route for the Quad Cities. According to statistics provided by the Arizona Department of Transportation (ADOT), traffic between Prescott and Prescott Valley averages approximately 41,000 vehicles a day and as high as 46,000 on the weekend. In comparison, the Interstate 10 between Arizona's two largest metropolitan areas, Phoenix and Tucson, produces roughly the same volume of traffic daily but with a significantly greater population. Along with a high volume of traffic, the US Census Bureau reported that approximately 75% of Quad Cities' drivers are single occupancy vehicles. Public transportation could lower both the volume of traffic and the number of single drivers with an efficient and consistent system.

Lastly, the Quad Cities scored on the lower end of the spectrum in walkability according to walkscore.com. On a scale from one to 100 with 100 being the best overall score, each city scored in a range where almost all errands require the use of a vehicle or transportation. The highest scoring city was Chino Valley with a score of 32, followed by Prescott with a 24, Prescott Valley with a 17 and Dewey-Humboldt with 4. This can be interpreted as communities being isolated from needed amenities and lacking the infrastructure, such as sidewalks, for traveling from one place to another. Public transportation is ideal for connecting communities and providing a means of travel when one may not exist.

# Recommendations

The HIA Team developed recommendations based on the identified pathways and the assessment of the information collected.

Policy/ Pathway	Recommendation	Rationale	Timeline
Public Transit System  Policies 1, 2, 3, 4 & 5	1. Establish a regional public transit system that serves the Quad Cities and surrounding communities and rural areas.	Stakeholder engagement determined that a fixed route public transit system is needed within the CYMPO region with extensions to the towns of Mayer and Paulden. A fixed route system will provide consistency throughout the region and increase the use of public transit. <u>Responsibility:</u> Entities participating should include but not be limited to CYMPO, Prescott, Prescott Valley, Chino Valley, Dewey-Humboldt, Yavapai County and existing transportation authorities.	TBD- This is a top priority but will require time and effort to establish. This will require financial support, infrastructure and collaborating planning by the various transportation entities.
Public Transit System  Policies 1, 2, 3, 4 & 5	2. Establish a public transit daily fixed route connecting the Quad Cities and smaller communities such as Mayer and Paulden.	Stakeholder engagement determined that daily fixed routes specifically are needed, not only for the Quad Cities, but also for the more rural towns where few services currently exist. <u>Responsibility:</u> Public Transit Agency	In conjunction with the fixed route system
Public Transit System  Policy 1	3. Establish a public transit daily fixed route public transit that serves major medical centers in Prescott and Prescott Valley.	Stakeholder engagement determined that transportation for healthcare needs is a top priority of the public, especially those with disabilities, seniors and the low-income population. <u>Responsibility:</u> Public Transit Agency	In conjunction with the fixed route system
Transit Service Improvements  Policies 6, 7 & 8	4. Provide safe, clearly and well-marked public transit stops accessible to bicyclists and pedestrians.	Infrastructure is required to ensure stops are visible, accessible and safe. <u>Responsibility:</u> CYMPO	In conjunction with the fixed route system

<b>Transit Service Improvements</b>  <b>Policies 6, 7 &amp; 8</b>	5. Provide public transit vehicles that are ADA compliant and equipped with bicycle racks.	ADA compliant and inclusive transportation is required by federal law. Bicycle racks provide greater inclusion for all. <u>Responsibility:</u> CYMPO	In conjunction with the fixed route system.
<b>Public Transit System</b>  <b>Policy 4</b>	6. Provide weekend fixed routes and special service for recreational activities including but not limited to special events, the downtown area of Prescott (The Square) shopping centers and recreational areas.	Recreational activities are a vital part of the community and will allow for greater participation and less isolation. Special services will provide safer roads by decreasing traffic and driving while impaired. <u>Responsibility:</u> Public Transit Agency	After development of the fixed route system (healthcare, education and employment are top priorities).
<b>Public Transit System</b>  <b>Policies 1, 2, 3, 4 &amp; 5</b>	7. Implement rideshare and/or shuttle service for rural areas and for the Yavapai County Camp Verde Judicial Court.	Access to healthcare, County services and Court service was identified as a concern by stakeholders. Partner with Verde Valley Lynx potentially to ensure transportation from Camp Verde Judicial Court. <u>Responsibility:</u> Public Transit Agency	November 1, 2017
<b>Public Transit System</b>  <b>Policies 1, 2, 3, 4 &amp; 5</b>	8. Establish a working committee of all transportation agencies to ensure inclusion within public transportation and cohesion of government, private and non-profit entities.	Transportation entities and government communicating and working together will make for a better overall outcome for a public transit system. <u>Responsibility:</u> Public Transit Agency	As soon as feasible
<b>Municipalities and Unincorporated Areas</b>  <b>Policies 4, 8 &amp; 9</b>	9. Adopt a Complete Streets policy regarding pedestrian and bicycle improvements and infrastructure.	Complete Streets ensure better health outcomes for the community. <u>Responsibility:</u> CYMPO and Member Communities	After development of the fixed route system

Table 9- This table is a list of HIA Recommendations



# Reporting

The reporting step is how the information of the HIA is presented to the stakeholders. This written report serves as one mode of presentation to involved parties. It shows documentation of HIA steps, data collected and analyzed and supporting pieces of previous research.

The second mode of presentation is oral presentations to stakeholders. The following are a list of presentations:

Reporting Presentations		
Entity	Date	Reporting By
<b>CYMPO Meeting</b>	October 3, 2016	Yavapai County Community Health Services
<b>CYMPO Technical Advisory Committee Meeting</b>	October 6, 2016	Yavapai County Community Health Services
<b>CYMPO Executive Board Meeting</b>	October 19, 2016	Yavapai County Community Health Services
<b>CHIP Meeting</b>	December 1, 2016	Yavapai County Community Health Services

**Table 10: This table illustrates the presentations given by YCCHS**

The HIA findings will also be presented on Yavapai County Community Health Services website and Facebook page.

The written report will be presented to government agencies with a vested interest in public transportation. This includes but is not limited to Prescott, Prescott Valley, Chino Valley, Dewey-Humboldt, Mayer, Paulden, ADOT and Yavapai County.



# Monitoring and Evaluation

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Evaluation is an important and critical step in the HIA process but is often overlooked or not considered. It is essential to determine if the HIA influenced the community and the decision makers. There are three steps in the monitoring and evaluations phase: evaluation of the process, evaluation of recommendations, and evaluation of implementation.

## Evaluation of the Process

The purpose of this step is to determine what worked and what did not work throughout the HIA process. The purpose of this is to inform future HIA's.

### Strengths

The major strength in the process of formulating this HIA was the community survey. The survey was promoted both online via Facebook and through the use of self-addressed, postage paid postcards that were mailed directly back to the HIA team and manually inputted into Survey Monkey. The survey was distributed throughout the county; at local schools, colleges, and universities, medical centers and clinics, libraries, as well as being promoted in the local newspaper. The response from community members was generally positively, as many seem eager to share their opinions on public transportation, especially in the more rural areas around the Quad Cities.

Another strength has been the public agency collaboration that has been established as a result of this process. Involvement of all entities and convening about the issue of public transit is something our team is eager to continue. The health impact on the community as a result of a comprehensive public transit plan is something our team will continue to inform the public on. One of our recommendations involves forming a working committee and we are dedicated to that becoming a reality.

### Challenges

A major challenge for the process was the stakeholder meetings, gaining public input and working directly with the stakeholders. This challenge was created as the result of the on-going changes in the make-up of the HIA team. The team was evolving throughout the process. Team members were added at times during the process and did not have the background information from previous team members, particularly relating to stakeholder meetings and discussions. As the team membership evolved, connections with stakeholders were difficult to re-establish. As those stakeholder connections were re-established, the primary purpose for the HIA as identified by CYMPO evolved to focus on the resolution of the proposed plan for public transit.

Another challenge is the geographical size of Yavapai County. According to the U.S. Census Bureau, the county has a total area of 8,128 square miles. Our population is growing and with the county also being split by a mountain range, both factors presents unique challenges for public transportation being expanded throughout the county.





The goal of the HIA team is that the recommendations will inform stakeholders and community members regarding implementation of the Regional Mobility Management Plan. More importantly, it is hoped that the HIA will help change the conversation and/or course of action and that the effects of public transit on the health of community members will be strongly considered and incorporated into a future plan for public transit in the Quad Cities.

Evaluation of this HIA will be on-going as HIA team members will participate in stakeholder meetings, provide public presentations and engage with community members and interested parties.

### Evaluation of Recommendations

The HIA recommendations are large-scale and broad-based, but are necessary if public transit will be successful in the future. Many issues need to be resolved before many of the recommendations can be implemented and implementation is closely tied to political standpoints and financial roadblocks.

At the time of the preparation of this report, it currently remains to be seen if the primary objective of informing CYMPO has been met. Ultimately CYMPO is responsible for reviewing and accepting/rejecting the recommendations. It may be determined that further input is needed from stakeholders in order to prioritize the recommendations in the HIA. Again, evaluation of the recommendations will be on-going.

### Evaluation of Implementation

Evaluation of implementation involves monitoring the recommendations over time to determine if the recommendations have been implemented. This process may be lengthy, as is the transportation project itself, taking months or years to come to its conclusion. The process for monitoring and implementation is detailed below in Figure 21.

Outcomes/ Pathways	Recommendation	Indicator	Agency Responsible	Timing
Policies 1, 2, 3, 4 & 5	1. Establish a regional public transportation system that serves the Quad Cities and surrounding communities and rural areas.	Creation of a regional public transit system	CYMPO, cities/towns, non-profit transportation providers, NACOG, NAIPTA	Five years (?)
Policies 1, 2, 3, 4 & 5	2. Establish a public transit daily fixed route connecting the Quad Cities and smaller communities such as Mayer and Paulden.	Ridership totals	CYMPO	Monitor annually

Policy 1	3. Establish a public transit daily fixed route public transit that serves major medical centers in Prescott and Prescott Valley.	Ridership totals	CYMPO	Monitor annually
Policies 6, 7 & 8	4. Provide safe, clearly and well-marked public transit stops accessible to bicyclists and pedestrians.	Pedestrian activity and census statistics	CYMPO	Monitor annually
Policies 6, 7 & 8	5. Provide public transit vehicles that are ADA compliant and equipped with bicycle racks.	Number of new transit vehicles properly equipped	ADOT	Monitor annually
Policy 4	6. Provide weekend routes and special service for recreational activities and special events.	Ridership totals	CYMPO	Monitor annually
Policies 1, 2, 3, 4 & 5	7. Implement rideshare or shuttle service for rural areas and for Yavapai County Camp Verde Judicial Court.	Ridership totals	CYMPO	Monitor annually
Policies 1, 2, 3, 4 & 5	8. Establish a working committee to ensure inclusion and cohesion	Committee established	CYMPO, ADOT, NACO	Jan. 1, 2017
Policies 4, 8 & 9	9. Adopt a Complete Streets Policy regarding pedestrian and bicycle improvements	Adopted policies	Cities/towns, Yavapai County, CYMPO	Can be started as soon as feasible and on-going

# Conclusion

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The Regional Mobility Management Implementation Plan has the potential to positively impact the health of the Central Yavapai County Region residents by offering transportation options which can increase physical activity, decrease social isolation, increase access to services and increase mobility. Increase physical activity can decrease reduce rates of hypertension, cardiovascular disease and diabetes.

The recommendations made by the HIA team are meant to assist decision makers throughout the Central Yavapai County Region and those assisting with the RMMIP. The recommendations were related specifically to the health of the community. Some of the recommendations may not necessarily be feasible without consent of local government. Funding and support for public transportation in the area is the biggest obstacle when considering recommendations.

Public transportation is a vital part of a healthy community. The recommendations support increasing public transportation options within the Central Yavapai Region.



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