



Yavapai County Regional Mobility Management Implementation Plan

Coordinated Public Transit – Human Services Transportation Plan

Draft Final Report

September, 2016

Prepared for Central Yavapai Metropolitan Planning Organization

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EXECUTIVE SUMMARY

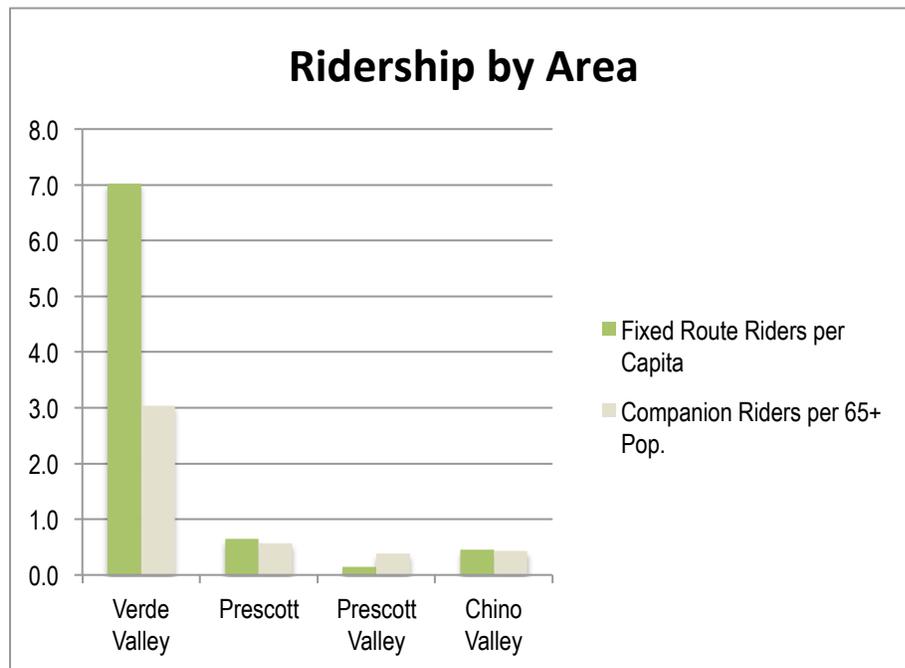
Purpose

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

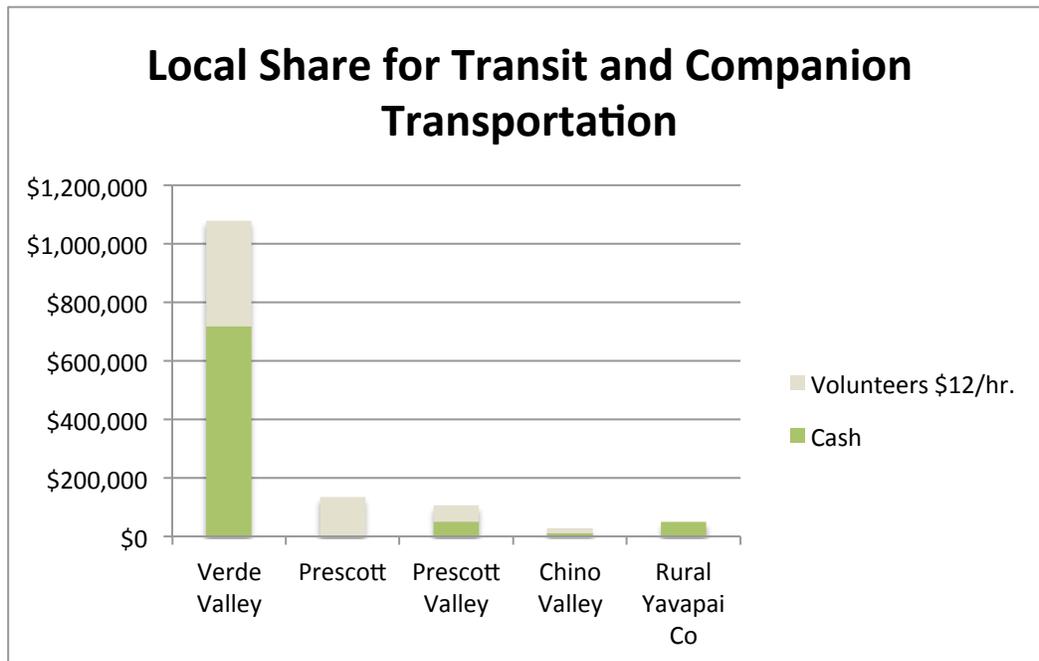
Key service needs include employment transportation and mobility services for the elderly. The lack of employment transportation options limits the ability for many Veterans and individuals with disabilities to access employment and participate fully in community life. Many higher functioning people 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.

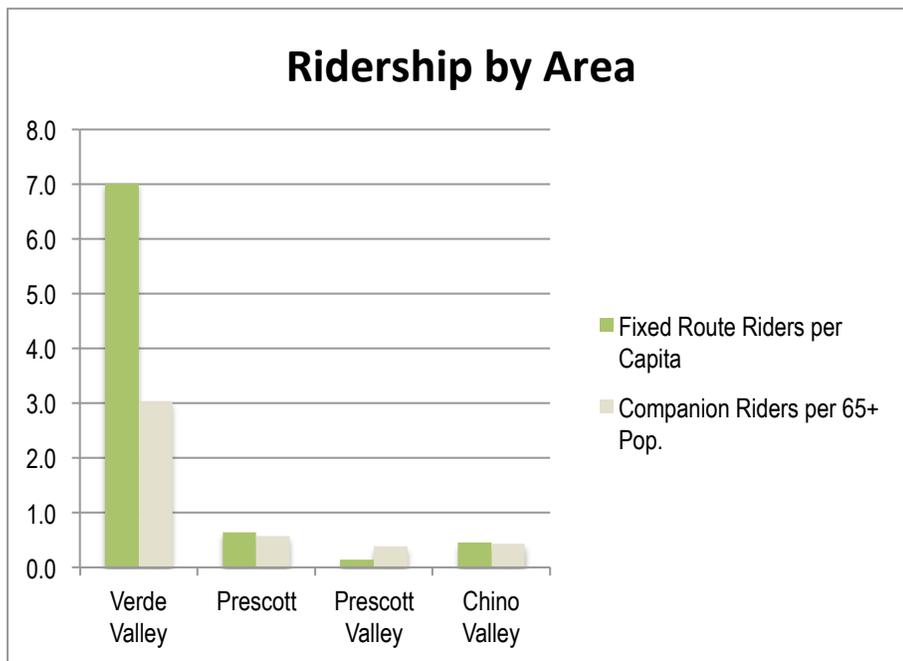
TRANSIT AND SPECIALIZED TRANSPORTATION: AVAILABILITY AND NEEDS

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.

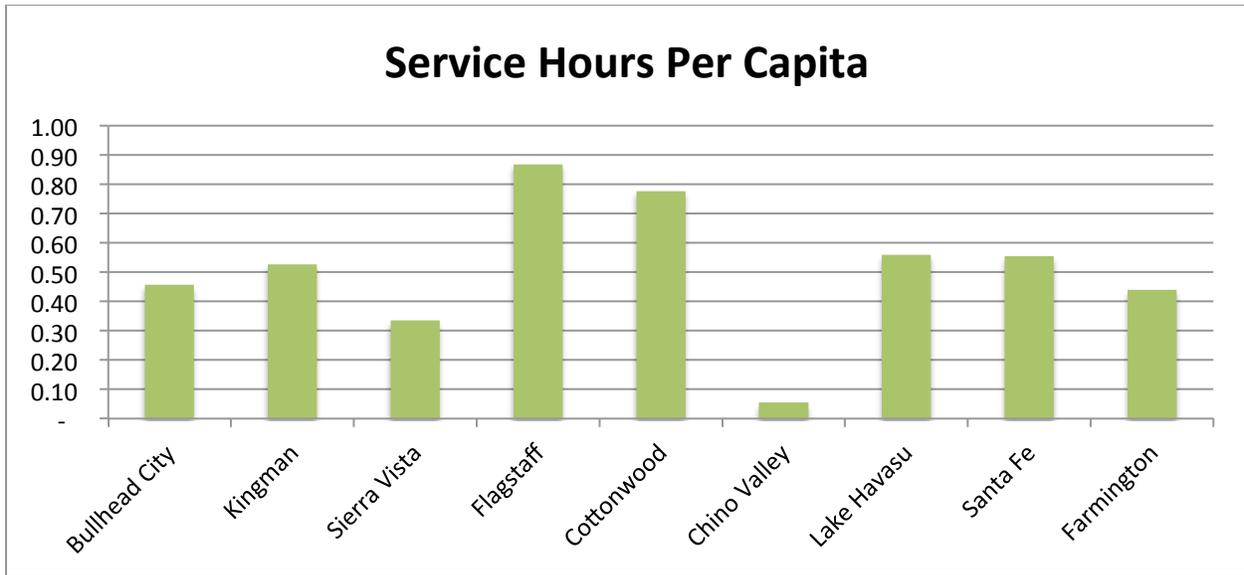
Figure 2-1: Transit and Companion Riders by Area



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

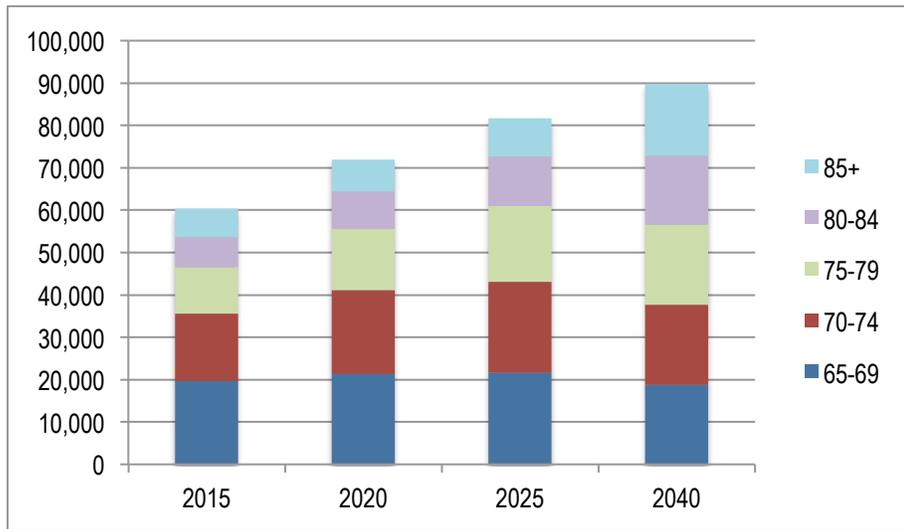
There is a need for transportation for individuals who are unable to drive due to a disability or the frailty that can accompany aging. This is a significant problem in urban areas because of the increasing elderly population. It is also a significant problem in rural areas because individuals live so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

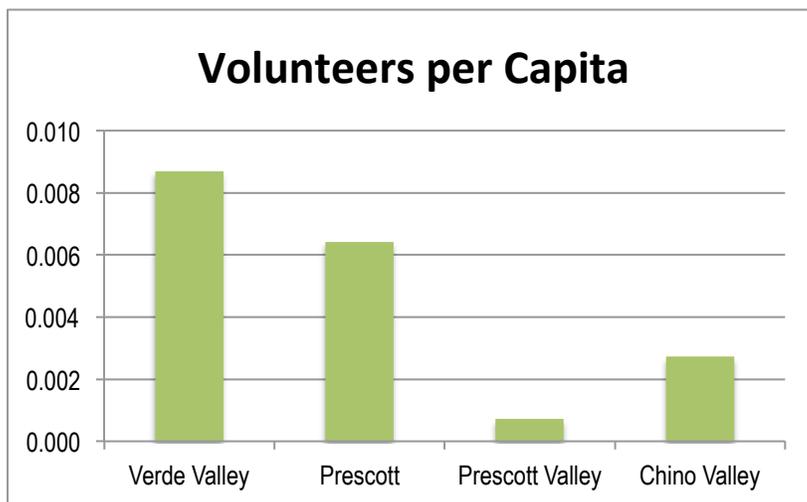
The population over the age of 75 will double in the next 25 years, from 25,000 today to 52,000 in 2040, as shown in Figure 2-3. This is the population most likely to need specialized transportation in order to continue to live independently. In the last ten years, there have also been increased rates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

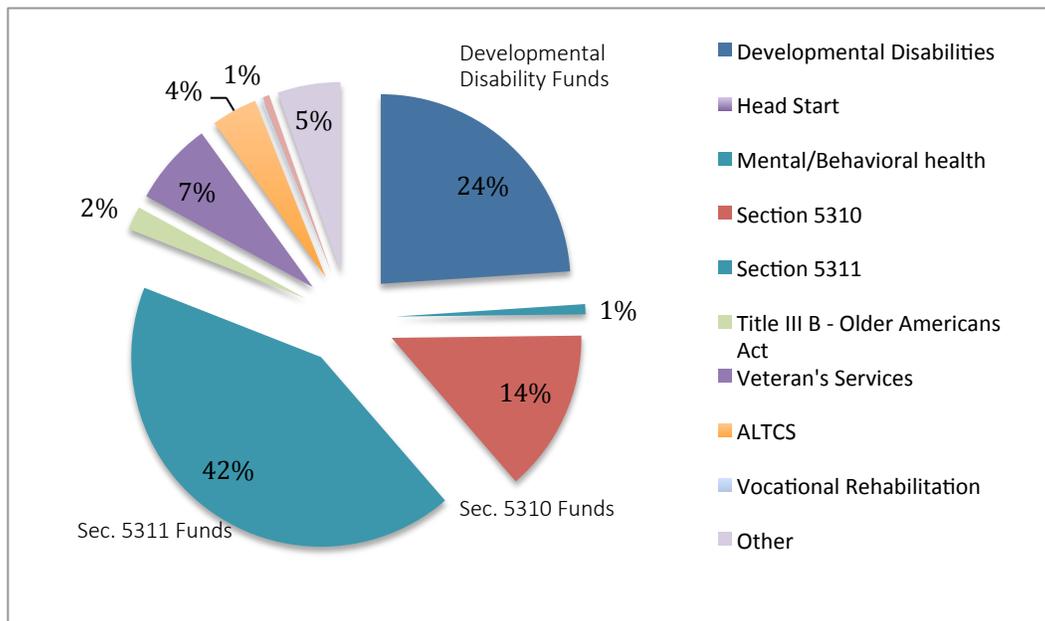
Transportation to and from the very rural parts of the County is also a challenge, especially where volunteers get no mileage compensation. It is difficult to find a driver to make two round trips to an outlying community (say 50 miles away) who is willing to give of their time, incur wear and tear on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

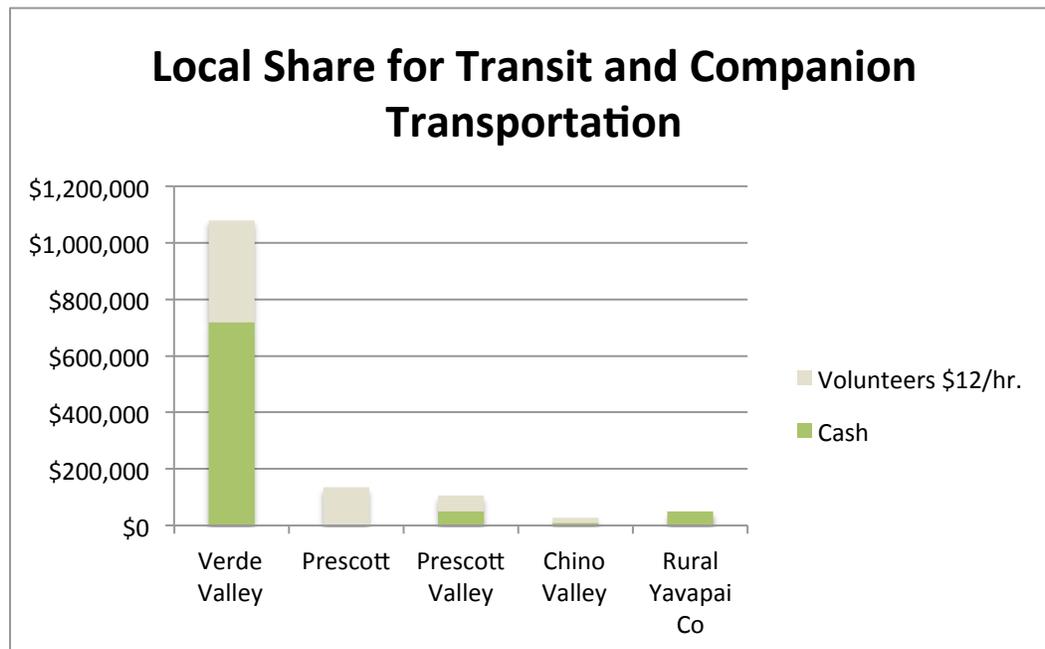


Local match funding is problematic in much of the County. Notably, the Verde Valley communities of Cottonwood and Sedona have solid local financial support. Elsewhere in Yavapai County, the County and the Town of Prescott Valley each provide some funding for transportation services. The local share amounts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

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

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.

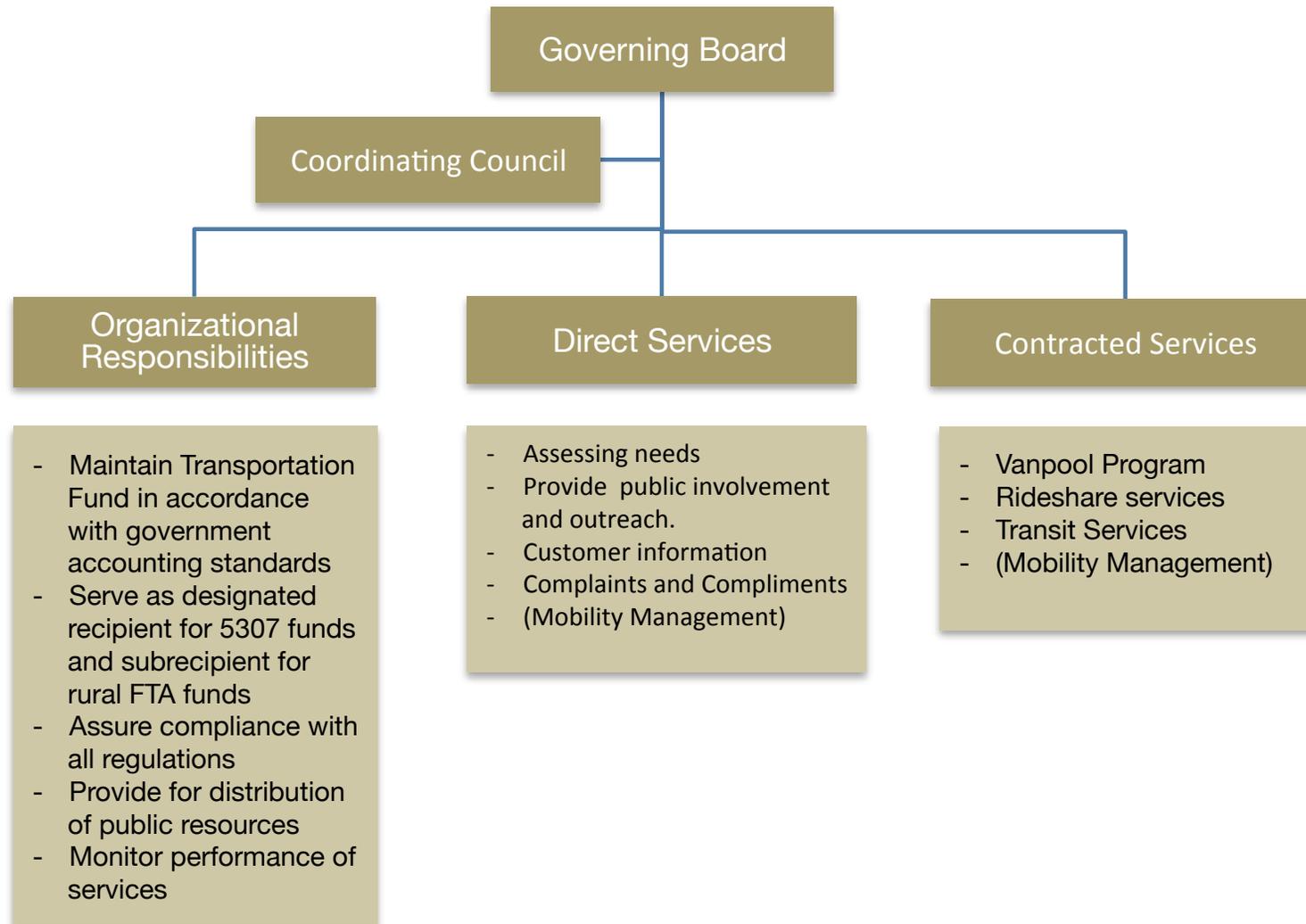
A potential structure that supports the three functions and includes a coordinating council in the decision-making process is illustrated in Figure 4-1. Functional responsibilities have been divided into three categories: responsibilities for which the organization will be responsible, direct services 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:

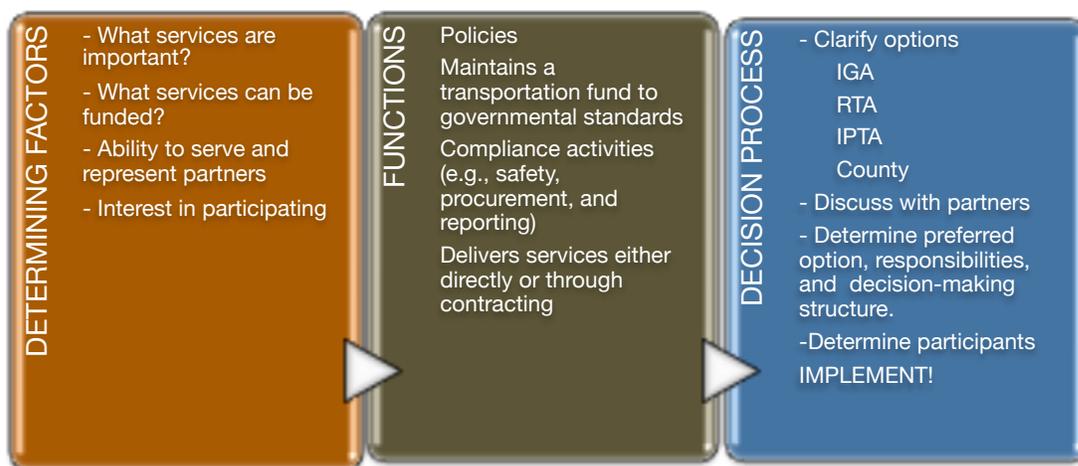
- A staff member with responsibility for both seeking and managing public funds and operating revenues, and foundation funds.
- The development of a funding plan that considers public funds, operating revenues, and foundation funds.
- The development of working relationships with local and statewide 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"> • 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. • An IGA allows jurisdictions to share responsibilities that each has the authority to carry-out under their own authority 	<ul style="list-style-type: none"> • An RTA is established by the County board of supervisors and contains each municipality and the county, within the County covered by the RTA. • Can be funded by County excise taxes or other municipal contributions. • Defines Transportation Fund requirements. 	<ul style="list-style-type: none"> • An appointed board oversees the delivery of transit services within the boundaries of the district. • Can be funded by County excise taxes or other municipal contributions. • Defines Transportation Fund requirements
Purpose and Authority	<ul style="list-style-type: none"> • Local jurisdictions define and reflect this in a negotiated agreement. 	<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"> • Would need to define funding for specific services. • Would need to specify a lead fiscal agent and define how revenues and expenditures would be handled to meet governmental requirements. 	<ul style="list-style-type: none"> • County vote needed if taxes are proposed. • Do all jurisdictions in Yavapai County want to participate? 	<ul style="list-style-type: none"> • Only for counties under 200,000 in population. In 2010, Yavapai County had population of 211,000 • Legislative action needed to adjust population size. • Would require vote for taxes in those areas wishing to fund services.
Advantages	<ul style="list-style-type: none"> • Easy to implement. • Provides flexibility in what agencies participate. • Can be easily tailored to mobility management. 	<ul style="list-style-type: none"> • Regional services can be readily provided between jurisdictions in the County. 	<ul style="list-style-type: none"> • Provides for flexibility in participation and funding • Allows for regional services among participating jurisdictions.
Disadvantages	<ul style="list-style-type: none"> • Requires an agency to serve as fiscal agent. • May not expand as well as an RTA or IPTA for long-term growth. 	<ul style="list-style-type: none"> • Any votes for funding would be on a countywide basis. 	<ul style="list-style-type: none"> • Legislative action needed to adjust population size.

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
Prescott-Prescott Valley	\$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
Chino - Prescott Valley	\$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
Paulden-Prescott	\$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
Prescott-Camp Verde (Jail)	\$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
Ash Fork-Prescott	\$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 VVCC 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

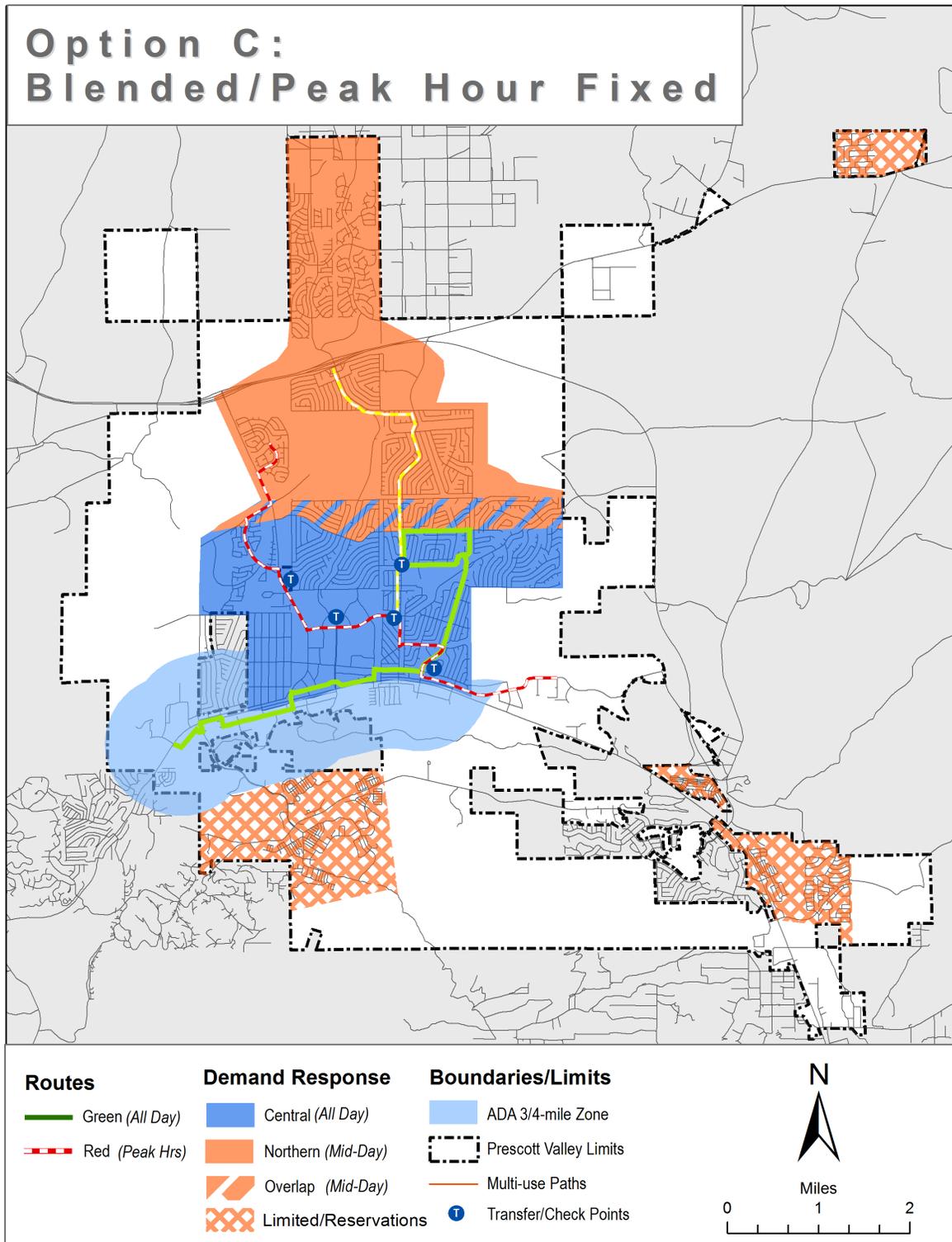


Table 5-2: Proposed Prescott Valley Service Plan

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

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

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

Service Development Activities Implementation Checklist

Date of this revision: 8/31/2016

Activity	Status	Follow-up Activities	Responsibility	Notes
Establish a Regional Van Pool Program				
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"> - Establish framework to use in contracting process - Determine monitoring and reporting needs. 	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	
Transit Services Decision-making				
Establish role of CYMPO CC in public review of transit plans.	Not started	<ul style="list-style-type: none"> - Agree upon a protocol for review of transit recommendations and obtaining public comment 	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"> - Evaluate options for greater accountability in service decision-making. - Clarify roles and responsibilities. 	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:
Financial Capacity and Sustainability of Volunteer Driver Programs				
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"> - Identify metrics for volunteer driver programs, ideally ones that are easily captured. - Agree to rate for showing the volunteer driver investment to use in local reporting. 	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"> - Measure availability of mileage reimbursement and other supports. - Identify local options for supporting volunteer driver programs and pursue. 	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).
Strengthen and Expand Regional Transit Services				
Needs Tracking	Not started	<ul style="list-style-type: none"> - Identify how needs for services are tracked - Develop a consistent format to gather what is now anecdotal information on transit needs. 	Transit committee	
Performance Metrics	Not started	<ul style="list-style-type: none"> - Agree upon format for reporting service performance on all County transit services. - Begin reporting. 	Transit committee	See "Develop Financial Resources"
Financial Needs and Value	Not started	<ul style="list-style-type: none"> - Agree upon data to measure value of transit services and provide to CYMPO - Agree upon a reporting mechanism / presentation materials to build local knowledge and remind elected officials of the value of transit. 	Transit committee supports CC Chair and CYMPO	<ul style="list-style-type: none"> - 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. - Coordinate presentations with Advocacy committee.

Other Mobility Management Activities

Implementation Checklist

Date of this revision: 8/31/2016

Activity	Status	Follow-up Activities	Responsibility	Notes:
Uniform Customer Information				
Basic Information Collection	Not started	<ul style="list-style-type: none"> - Gather information on service availability, eligibility, and using services - Consider different means to distribute information. 	Customer Information committee	- 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.
Information Presentation	Not started	<ul style="list-style-type: none"> - Consider different schemes to organize information - Test schemes with potential riders. 	Customer Information committee	
Information Distribution	Not started	<ul style="list-style-type: none"> - Identify how information might be distributed to identify what materials are needed, and how to . 	Customer Information committee	
Website Development	Initial ideas prepared.	<ul style="list-style-type: none"> - Create a basic website for transportation information. - Identify the level of information appropriate for the website and where links to other sites will be used. - Identify where this can be hosted, how it will be updated, and costs. 	Customer Information committee	<ul style="list-style-type: none"> - Use the information in the appendix as a starting point for developing a basic website for customer transit information. - 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.

Activity	Status	Follow-up Activities	Responsibility	Notes:
Fleet Management				
Identify and track vehicle use	Underway	<ul style="list-style-type: none"> - Maintain the existing reporting on vehicle use. Determine role of CYMPO and NACOG MM in updating - Collect information from additional operators who have not reported 	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 expantions.	Mobility managers and coordinating councils	Examples might relate to mileage, condition, or type of vehicles needed.
Project Development and Recommendation				
Identify ongoing process for project priorities	Not started	<ul style="list-style-type: none"> - Identify projects that will support goals and objectives. - Work with grantees to develop such projects through identifying needs, partnerships, and support - Annually evaluate potential projects and rank within coordinating councils 	Mobility managers and chairs of coordinating councils.	- ADOT has not been consistent in he 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	- Provide an updated project list annually of projects that are included in mobility management plan.	Mobility managers	