



# CAG Gila County Transit Governance Study

**TWG Meeting**

January 21, 2021





# Safety Moment



# Introduction



# CAG Title VI Notice



# Comments on Governance Peer Agency Overview



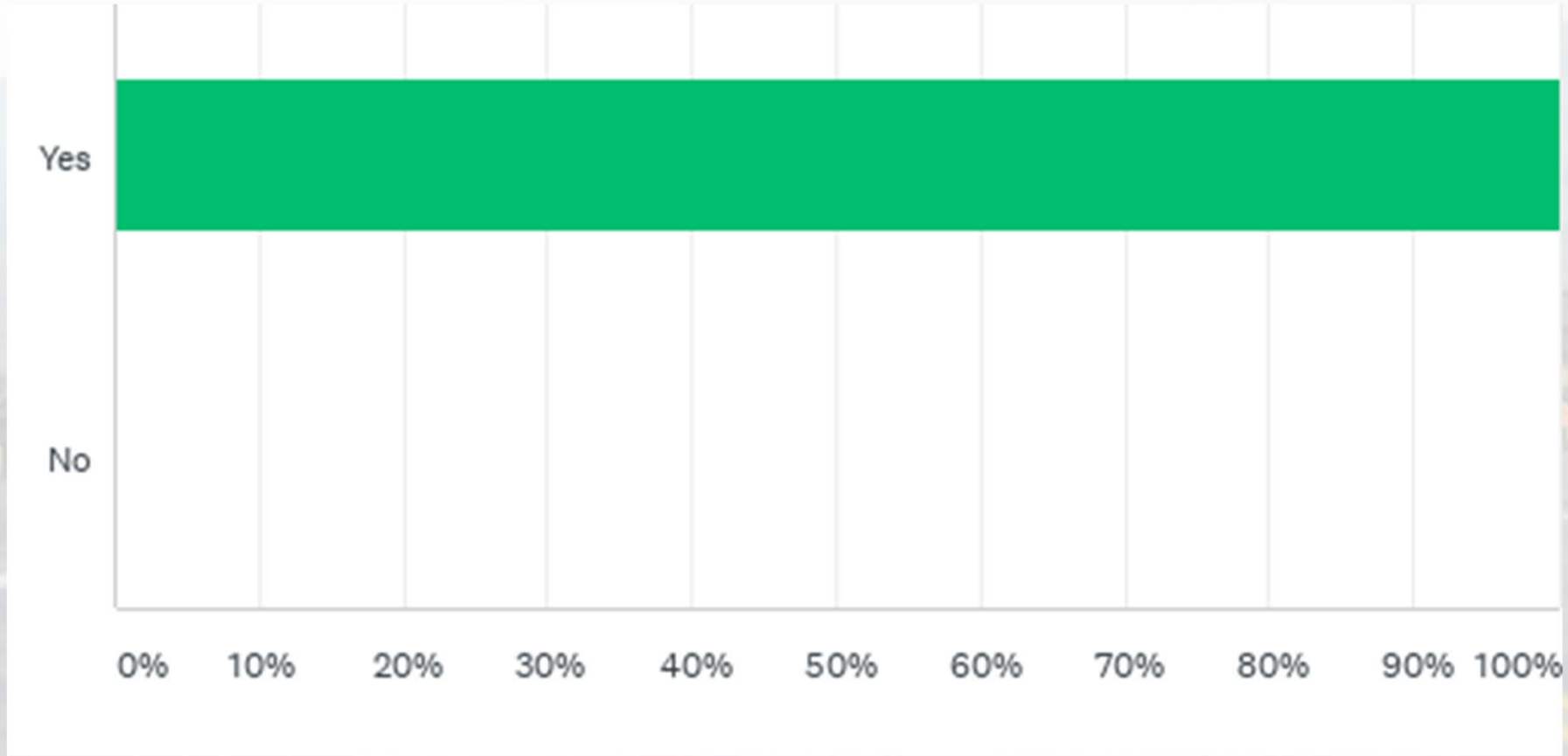
# Survey Overview

# Q1: Please select one of the following options that best describes your role:

**8** Responses

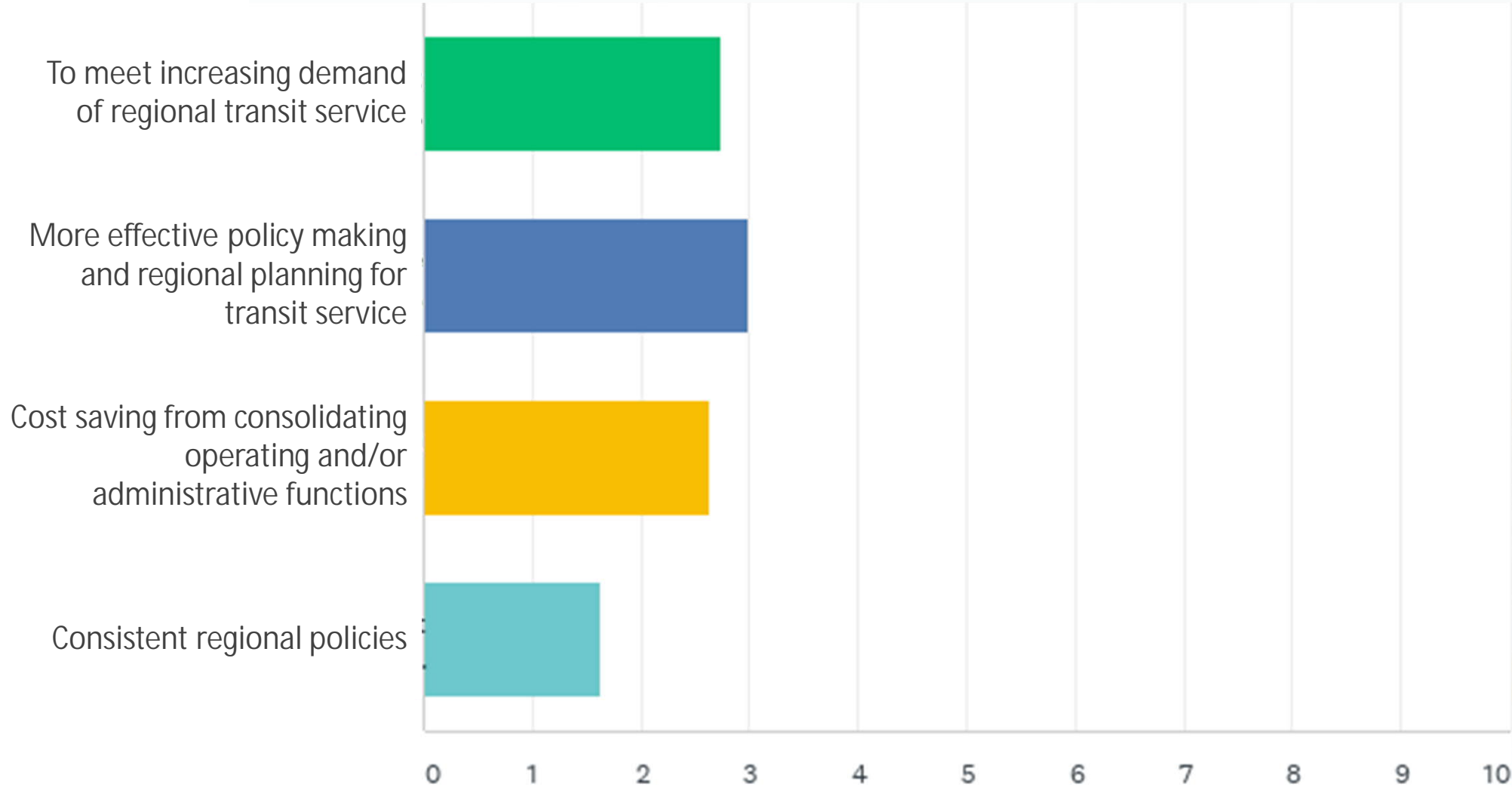
ANSWER CHOICES	RESPONSES	
Transit manager/administrator	25.00%	2
Other city/county/tribal staff	37.50%	3
Elected official	0.00%	0
Other (please specify)	37.50%	3
<b>TOTAL</b>		<b>8</b>

# Q2: Do you think there is a need for better regional transit coordination in Gila County?

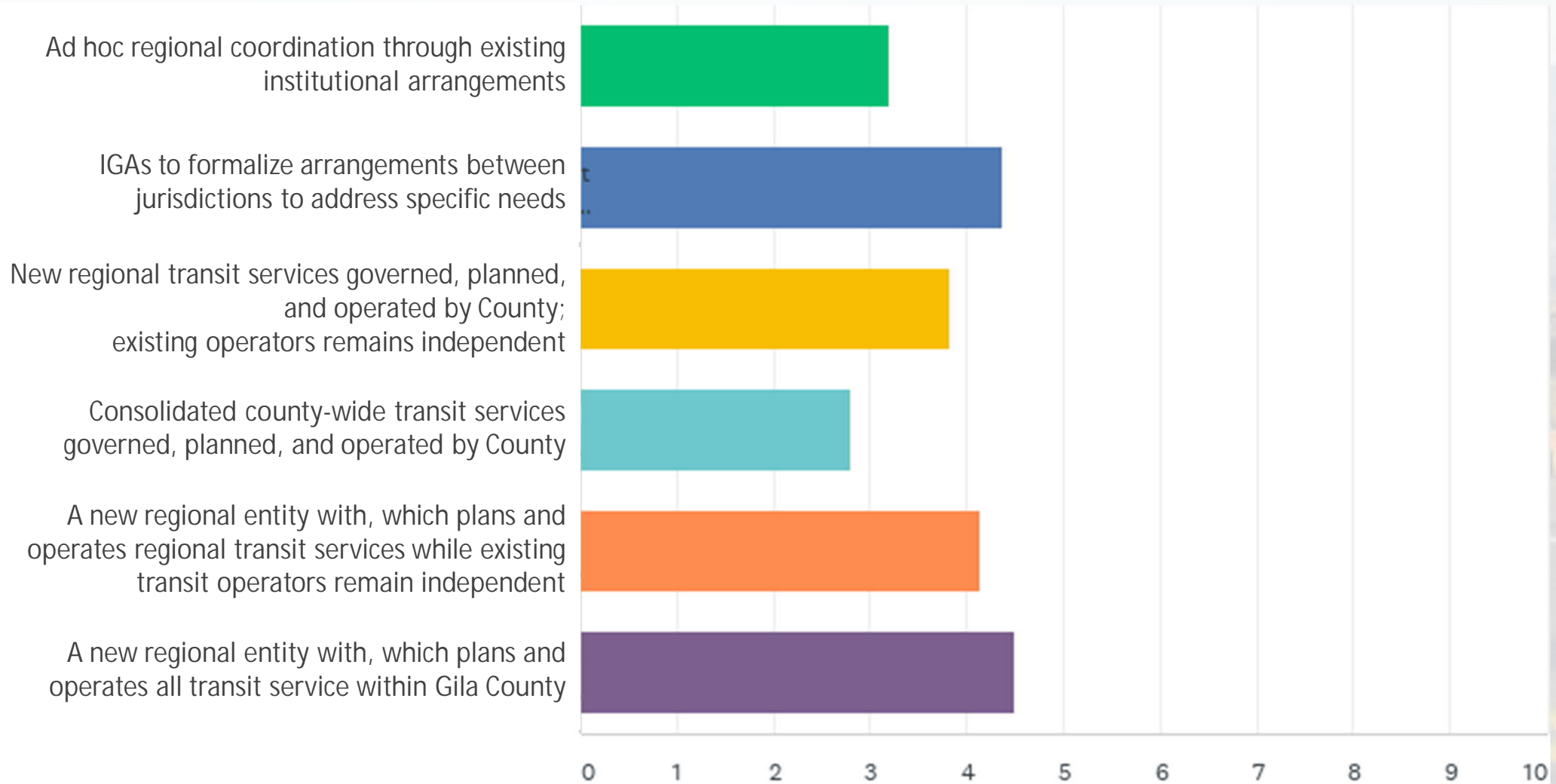




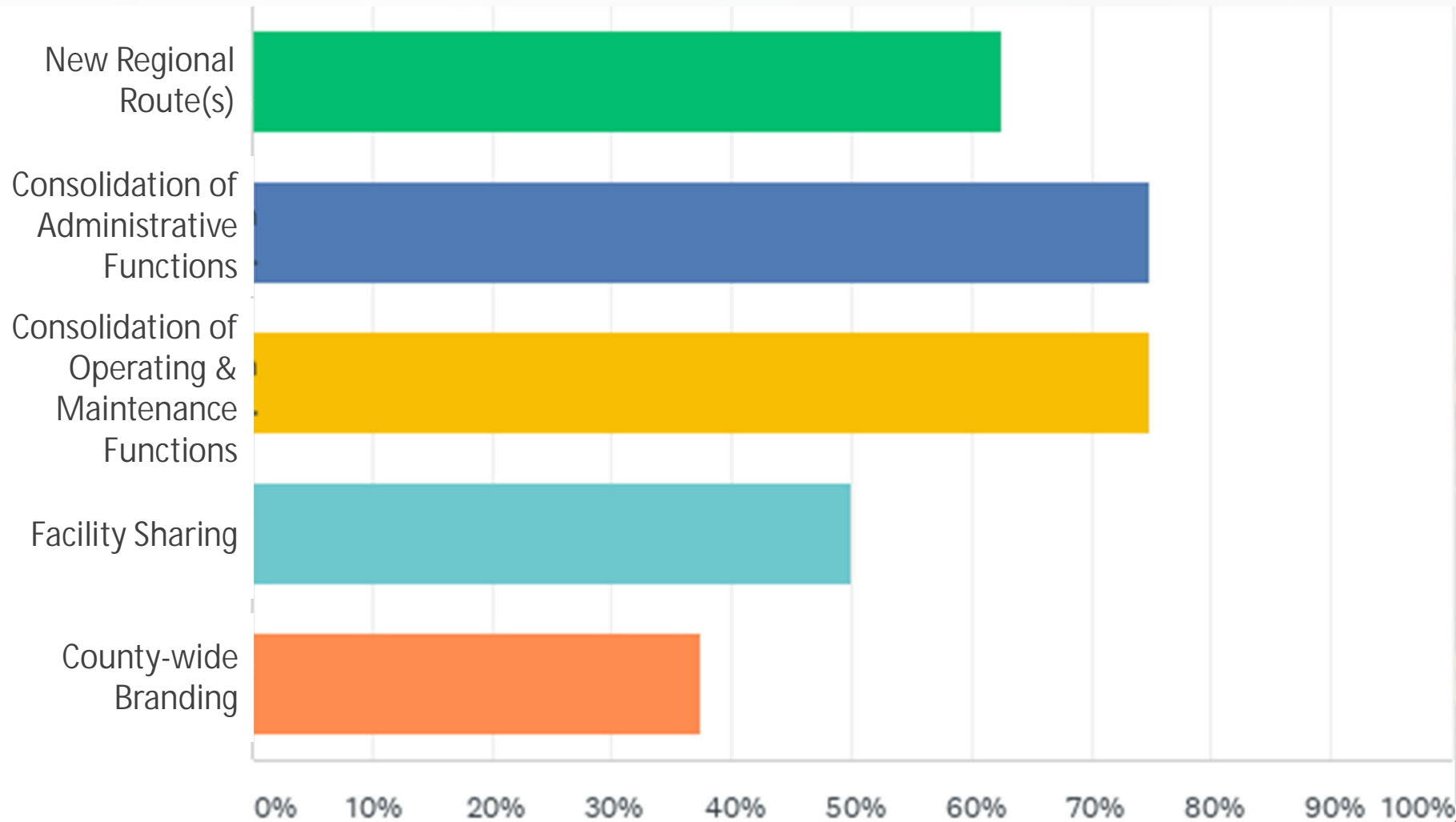
# Q3: What **policy goals** do you think can and should be achieved by regional transit governance?



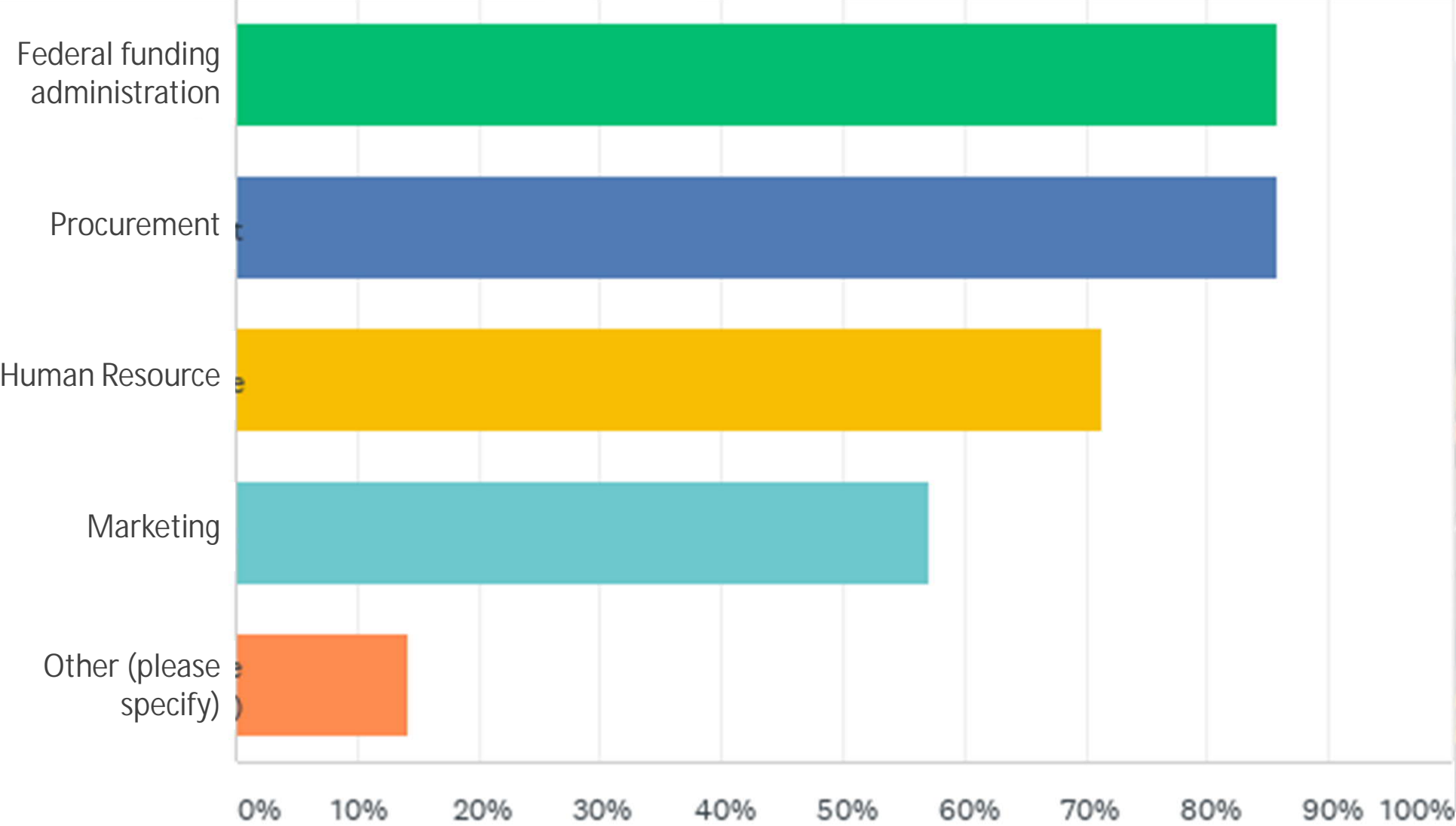
# Q5: What do you think is/are the appropriate form(s) of governance for regional transit?



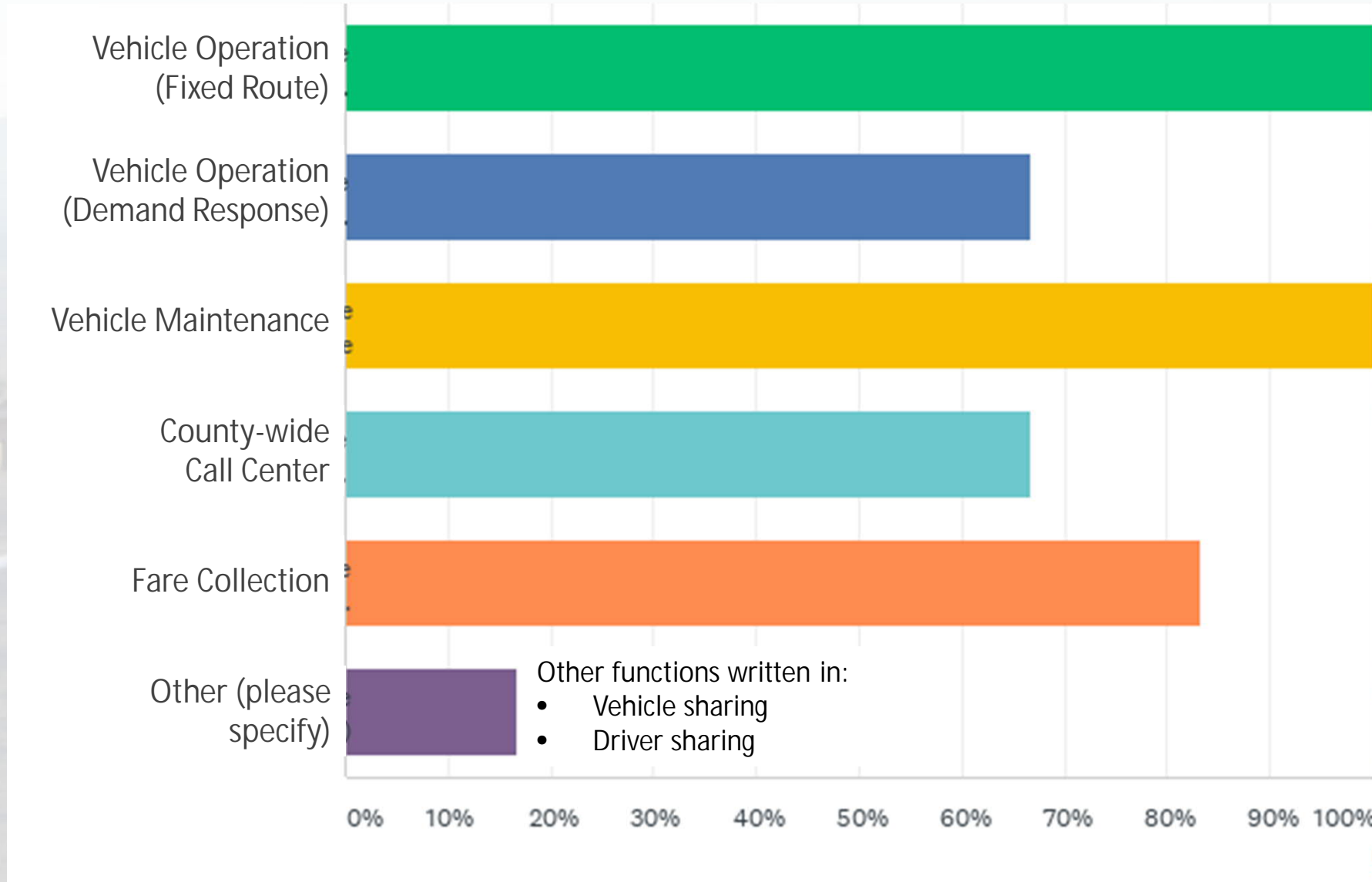
Q7: Which of the following administrative and/or operating functions do you think are both advantageous and feasible for regionalization in the near future (1-5 years)?



# Q8: Administrative functions that you think are advantageous and feasible for regionalization in the near future (1-5 years)



# Q9: Operating and maintenance functions that you think are advantageous and feasible for regionalization in the near future (1-5 years).



# Q10. Do you see any disadvantages and barriers, or do you have any concerns about regional transit governance?

- “Concern is in finding the right personnel to get the entity running in the right direction so as to not ruin what's existing. Also, finding a consistent and/or dedicating funding source to help the programs along.”
- “There are no barriers we can do all this through an IGA with Coordinated runs but continue to operate by the hybrid model. We are hereto partner.”
- “Residents will not be in favor of any increased fares. San Carlos transportation system will unlikely want to be part of any consolidation.”
- “Fares/passes, there would need to be many options to cover a broader range of type of passes for which services etc.”

# Q11. Do you have other comments to share with us?

- “Political buy-in is key.”
- “This study almost seems as it is evident that we need connector routes established by an IGA at this time; we are not in favor of consolidating funding or Administrative or Maintenance or new boards to tell us what do with no experience in operating a public transit agency. This is not an easy job. No infrastructure is available for this at this time for short term planning.”
- “The need to have a dedicated funding source towards transit activities.”
- We can offer connecting services regionally by not consolidating budgets and stay with the hybrid model. If you look at our map of services, you will see it will be a benefit for copper mountain transit to start working and being a productive partner and sincerely connect with Nnee Bich'o Nii and Ft. Apache Connections Public Transit to go North to Showlow and Phoenix, Tucson, and Safford. We are here to partner. San Carlos is currently successfully operating in Gila, Graham, and Pinal counties and has the infrastructure to continue and will move forward with Ft. Apache Connections Transit as stated in our 20 year plans.



# Recommendations for Regional Transit Governance



# Status Quo

- Cities, towns, and tribes operate local and regional transit services
- Transit operators perform administrative and operating functions independently

Function	Copper Mountain Transit	Beeline Bus	Mountain Valley Shuttle	Nnee Bich'o Nii Transit	Fort Apache Connection	Human Service Providers
Funding Administration						
Procurement						
FTA Compliance Documentation						
Other General Administration						
Mobility Management						
Employee Training						
Branding & Marketing						
Regional Fare Pass						
Call Center						
Service Planning						
Vehicle Maintenance						
Regional Transit Service						
Local Transit Service						

# Policy Goals for Regional Transit Governance

- **Cost saving** from consolidating operating and/or administrative functions
- More **effective policy making** and regional planning for transit service
- Meet increasing demand for **regional transit service**
- Consistent **regional policies**
- Address the need for **dedicated funding** for transit



Two Recommended Options for Regional Transit Governance Model



Option 1.

Consolidate Selected Functions

# Overview

## *Option 1: Consolidate Selected Functions*

- Consolidate selected administrative and/or operating functions
- A “host entity” will perform the consolidated functions
- Existing local operators continue to perform other functions

# Peer Experience

## *Option 1: Consolidate Selected Functions*



North Central RTD provides these functions for the region

- Federal grant application
- Regional Transit Gross Receipt Tax administration
- Regional service planning
- Regional transit service operation



NWCONNECTOR is a coalition of five transit operators that provides these functions for the five-county region:

- Federal grant application
- Regional transit pass
- Customer information dissemination and customer service
- Selected regional capital projects, e.g., bus stops improvement

# Key Decisions

## *Option 1: Consolidate Selected Functions*

1. Determine the appropriate functions to consolidate
2. Determine the appropriate entity to perform consolidated functions (“host entity”)
3. Determine the appropriate governing structure
4. Determine the participating jurisdictions

# Recommended Functions to Consolidate

Function	[Host Entity]	Copper Mountain Transit	Beeline Bus	Mountain Valley Shuttle	Human Service Providers	Nnee Bich'o Nii Transit	Fort Apache Connection
Funding Administration							
Procurement							
FTA Compliance Documentation							
Other General Administration							
Mobility Management							
Employee Training							
Branding & Marketing							
Regional Fare Pass							
Call Center							
Service Planning							
Vehicle Maintenance							
Regional Transit Service							
Local Transit Service							
[Other Function(s)]							

Questions for Discussion

- Are these appropriate functions for consolidation?
- Are there other functions that should be consolidated?

# Host Entity and Governance Structure

## *Option 1: Consolidate Selected Functions*

- Identify host entity: potential candidates
  - An existing transit operator
  - A new entity, e.g., IPTA
  - County
- Recommended governance structure:
  - Intergovernmental Agreement (IGA) executed by all participating jurisdictions
    - Define scope of consolidated functions
    - Clarify the responsibilities of the host entity
    - Memorialize the funding obligation of participating jurisdictions
  - Transit advisory committee (TAC) with regional representation
    - Provide guidance on the consolidated functions

### Questions for Discussion

- Which host entity is most appropriate?
- Is the governing structure appropriate?



# Determine Participating Jurisdictions

## *Option 1: Consolidate Selected Functions*

- Potential participating jurisdictions in the IGA and TAC:
  - Gila County
  - San Carlos Apache
  - White Mountain Apache
  - Payson
  - Star Valley
  - Miami
  - Globe
  - Hayden
  - Winkelman
  - Other jurisdictions
  - CAG

### Question for Discussion

- Is this a reasonable list? Should any other jurisdictions or major stakeholders be called out?
- Would the listed jurisdictions benefit from participating in consolidation of the selected functions?
- Should the TAC include community representatives and/or representatives from other major stakeholders?

# Pros and Cons

## *Option 1: Consolidate Selected Functions*

### Pros

- More coherent service planning, e.g. routes aligned with travel needs regardless of jurisdiction boundaries, coordinated schedules for transfer between routes
- Easier to use for riders, e.g. consistent branding, unified system maps, one call center
- Cost saving in administrative functions, such as federal and state funding administration, federal compliance, procurement

### Cons

- Independent operation of local service requires substantial resource for interjurisdictional coordination
- Coordination required with transit providers currently providing regional connectivity



**Option 2.**  
**Establish a Countywide IPTA**

# Overview

## *Option 2: Establish a Countywide IPTA*

- Establish an Intergovernmental Public Transportation Authority (IPTA)
- IPTA will be governed by an independent board
- The IPTA will be the policy making, funding management, service planning, and service operation entity for the County – could be a longer-term goal

# Recommended Functions to Consolidate

Function	[Host Entity]	Copper Mountain Transit	Beeline Bus	Mountain Valley Shuttle	Human Service Providers	Nnee Bich'o Nii Transit	Fort Apache Connection
Funding Administration							
Procurement							
FTA Compliance Documentation							
Other General Administration							
Mobility Management							
Employee Training							
Branding & Marketing							
Regional Fare Pass							
Call Center							
Service Planning							
Vehicle Maintenance							
Regional Transit Service							
Local Transit Service							
[Other Function(s)]							

## Question for Discussion

- Is it realistic or appropriate to recommend the IPTA to cover the entire county, or should we assume one or more local operator will remain independent, e.g. San Carlos Apache?

# Peer Experience

## Option 2: Establish a Countywide IPTA

	Yuma County IPTA	North Central RTD
Governing Body	9-member governing board: <ul style="list-style-type: none"> <li>• Yuma County</li> <li>• City of Yuma</li> <li>• City of San Luis</li> <li>• City of Somerton</li> <li>• Town of Wellton</li> <li>• Northern Arizona University</li> <li>• Arizona Western College</li> <li>• Quechan Indian Tribe</li> <li>• Cocopah Indian Tribe</li> </ul>	17-member governing board: <ul style="list-style-type: none"> <li>• 4 Counties</li> <li>• 6 Pueblos</li> <li>• 2 Cities</li> <li>• 2 Towns</li> <li>• 3 Villages</li> </ul>
Board Member's Voting Rights	Board members have equal voting rights on most issues	Board members' voting rights are weighted by population
Funding Contribution	Funding contribution of each member jurisdiction is based on population plus student fees from the colleges.	RTD levies a regional transit tax. No additional local funding obligations.

# Details of Governance Structure

## *Option 2: Establish a Countywide IPTA*

- IPTA will be governed by an independent board of directors
- Board membership and voting rights (*representation on the board from some or all*)
  - Gila County
  - San Carlos Apache
  - White Mountain Apache
  - Payson
  - Star Valley
  - Miami
  - Globe
  - Hayden
  - Winkelman
  - Other jurisdictions
  - Other community groups
- Funding contribution from member jurisdiction
  - Minimum contribution threshold
  - Based on population and/or operating statistics (e.g., service hours, ridership)

### Questions for Discussion

- What should the board membership consist of?
- Should board member's voting rights be equally weighted or population-based?
- What would be an appropriate basis for members' funding contribution?

# Pros and Cons

## *Option 2: Establish a Countywide IPTA*

### Pros

- More coherent service planning, e.g. routes aligned with travel needs regardless of jurisdiction boundaries, coordinated schedules for transfer between routes
- Easier to use for riders, e.g. consistent branding, unified system maps, one call center
- Cost saving in administrative functions, such as federal and state funding administration, federal compliance, procurement
- More effective operation planning, e.g., dispatching, run-cut, vehicle maintenance
- Minimize coordination among operators

### Cons

- Impact on operating personnel cost to be determined
- Could be difficult to integrate established services within a short timeframe
- Cost of rebranding services, e.g., signage, ticket, informational materials
- Significant start-up funding needs



# Comparison: Option 1 and Option 2

	Option 1: Consolidate Selected Functions	Option 2: Establish a Countywide IPTA
Pros	<ul style="list-style-type: none"> <li>• More coherent service planning</li> <li>• Easier to use for riders</li> <li>• Cost saving in administrative functions</li> </ul>	<ul style="list-style-type: none"> <li>• More coherent service planning</li> <li>• Easier to use for riders</li> <li>• Cost saving in administrative functions</li> <li>• More effective operation planning</li> <li>• Minimize coordination among operators</li> </ul>
Cons	<ul style="list-style-type: none"> <li>• Substantial resource required for interjurisdictional coordination</li> <li>• Coordination required with transit providers currently providing regional connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Impact on operating personnel cost to be determined</li> <li>• Could be difficult to integrate established services within a short timeframe</li> <li>• Cost of rebranding services, e.g., signage, ticket, informational materials</li> <li>• Significant start-up funding needs</li> </ul>



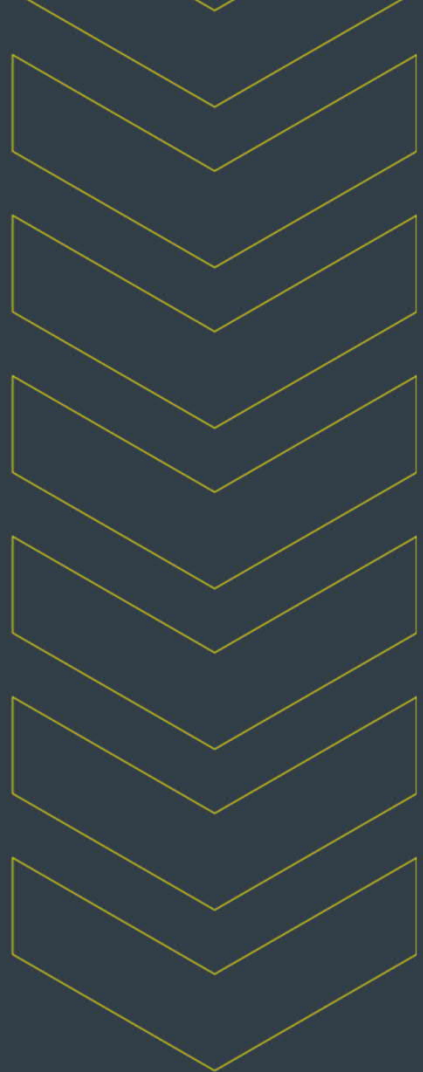
# Open Discussion



# Next Steps

# Next Steps

- Stakeholder Workshop – end of February
- Next TWG Meeting – week of March 1<sup>st</sup>
- Input from Stakeholder Workshop
- Survey Results



**AECOM**

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Delivered.