




CAG Gila County Transit Governance Study

Stakeholder Workshop

March 03, 2021





Welcome



CAG Title VI Notice

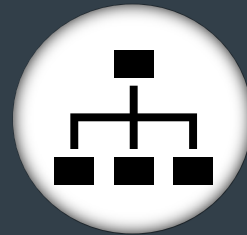
Agenda



**Workshop
Overview**



**Existing
Conditions and
Peer Agency
Review**



**Regional Transit
Governance
Structures**



**Breakout
Groups**



Introduction

Study Overview

- ✓ Analyze how existing and future public transportation services can coordinate and collaborate.
- ✓ Evaluate a variety of potential governance and management strategies
- ✓ Establish one cohesive vision among the different agencies, tribal governments, cities, and towns on how the region should collaborate, manage, structure and oversee public transportation.
- ✓ Not looking for transit service and route recommendations

Workshop Goals

- ✓ Increase awareness of study
- ✓ Share recommendations for governance models
- ✓ Understand perspectives on benefits and challenges of each model
- ✓ Guidance about preferred model

Communities Represented

City/Town/County Agencies

- Gila County
- Town of Miami
- City of Globe
- Town of Hayden
- Town of Payson
- Town of Star Valley
- Town of Winkelman

Tribal Governments

- San Carlos Apache Tribe
- White Mountain Apache Tribe

5310 Providers

- Horizon Health & Wellness
- Payson Senior Center

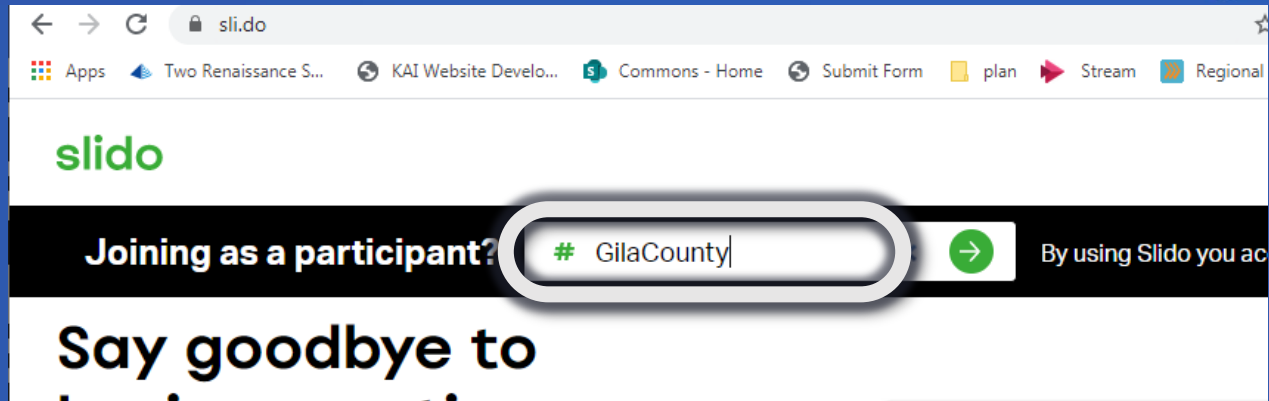
5311 Providers

- BeeLine Bus
- Copper Mountain Transit
- San Carlos Apache Transit
- White Mountain Fort Apache Connection

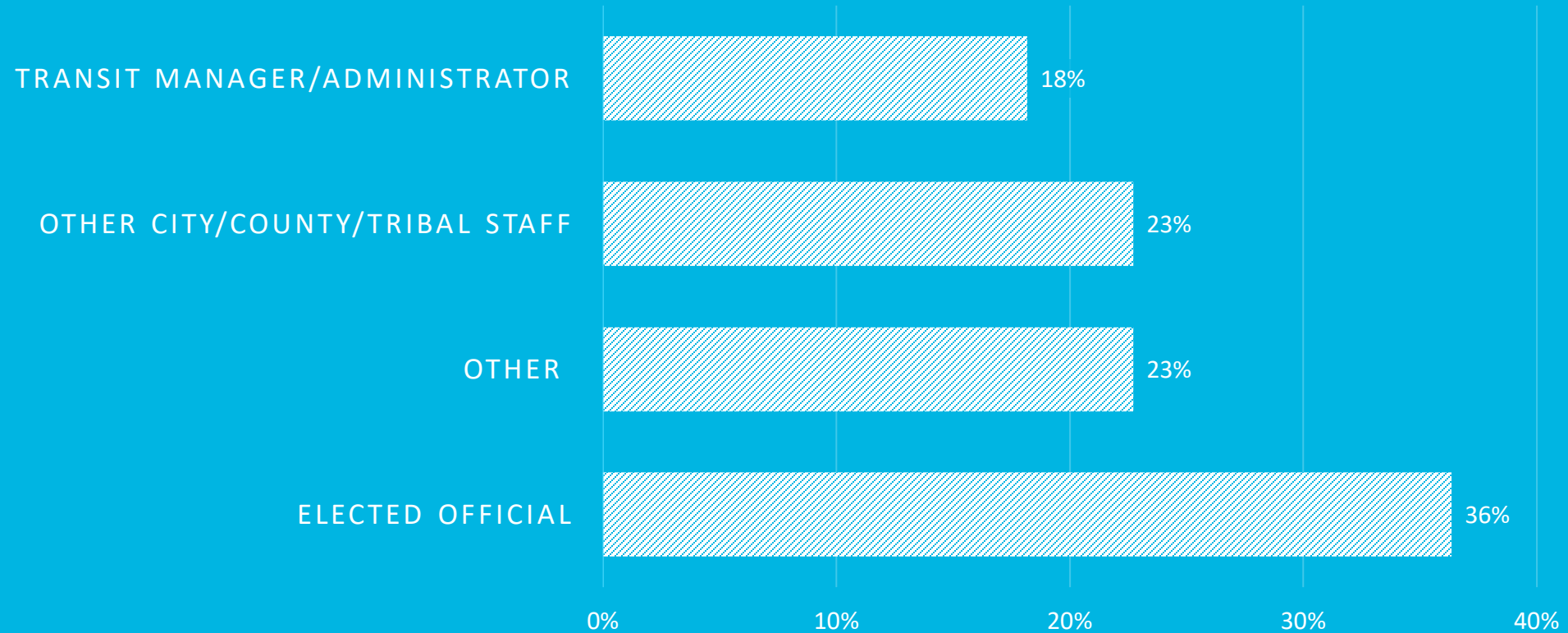
Agencies Involved:

- Central Arizona Governments (CAG)
- Arizona Department of Transportation (ADOT)
- Gila County

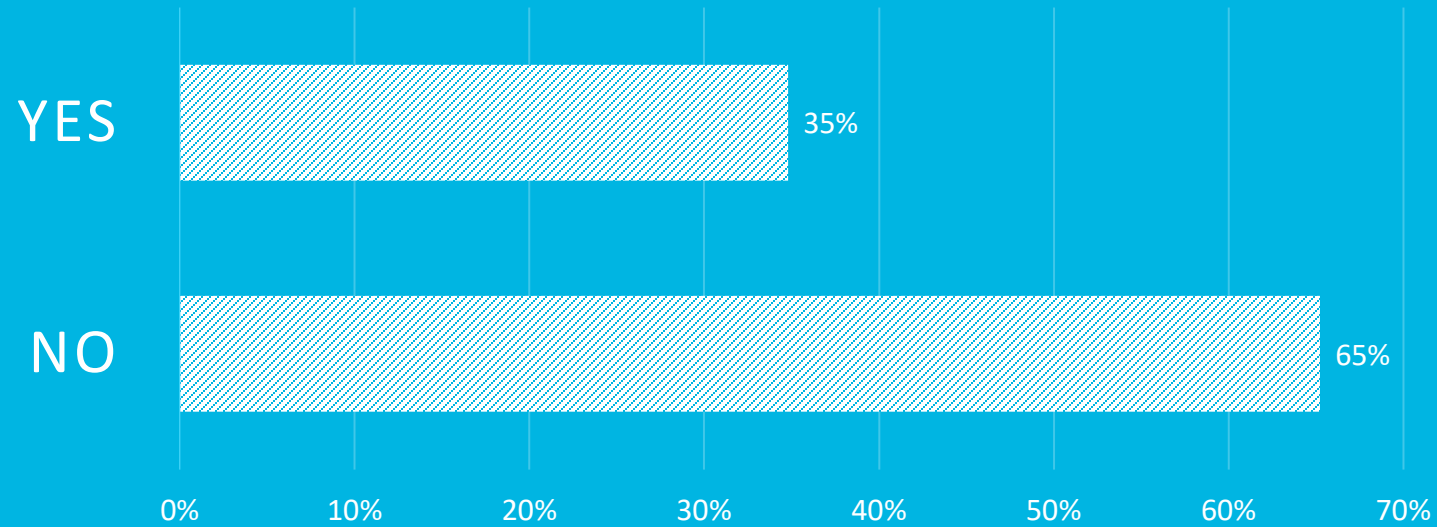
Join at
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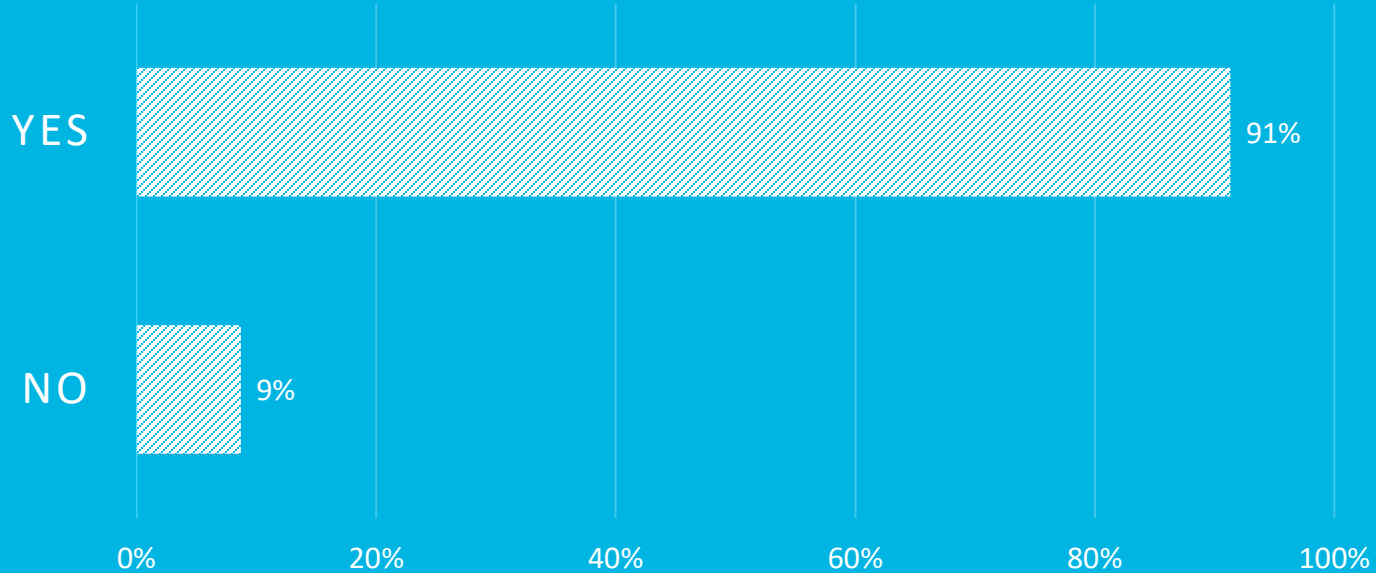
Please select one of the following options that best describes your role:



Have you used public transportation in Gila County?



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





Existing Transit Services and Governance Structures

Gila County Today

Underlying Demand and Need for Public Transportation

Table 2.3. Transit Dependent Populations

	Arizona	Payson – Star Valley	Globe – Miami	San Carlos Reservation*	Gila County
Total Population	6,946,685	17,346	9,430	5,729	53,400
Age Under 18	7.6%	13.1%	22.9%	37.7%	20.3%
Age 65 and Older	16.6%	36.2%	19.0%	6.9%	27.7%
Below Poverty	16.1	13.1%	21.3%	50.1%	22.5%
Zero Vehicle Households	6.3%	3.4%	7.2%	21.9%	5.9%
Mobility Limited	12.9%	23.6%	20.7%	12.9%	22.2%

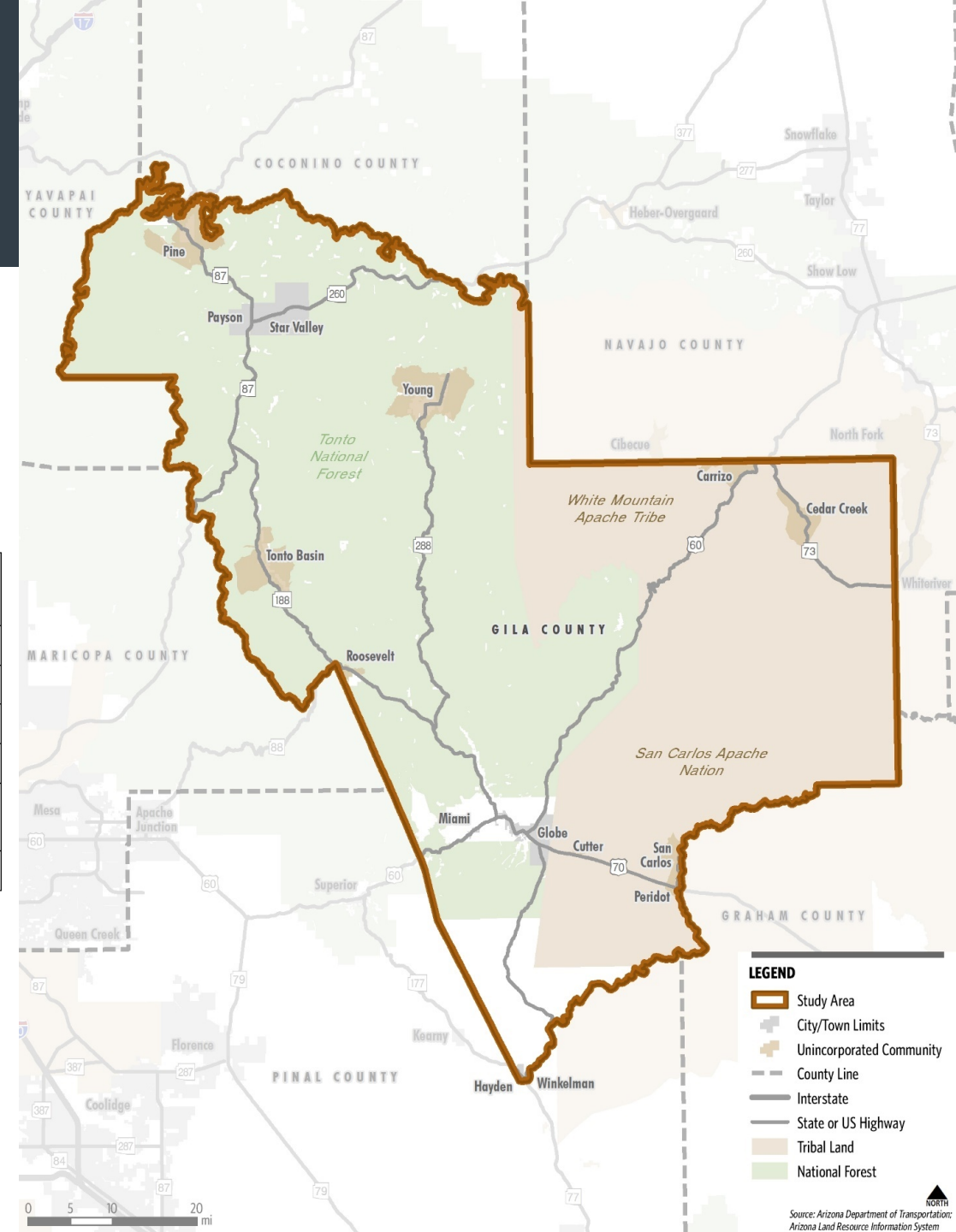
Source: American Community Survey (ACS) 2014-2018

*San Carlos Apache Indian Reservation population only includes portions of the reservation within Gila County

Table 2.5. Travel Time to Work

	Payson – Star Valley	Globe – Miami	San Carlos Reservation*	Gila County
Mean Travel Time to Work (Minutes)	16.7	15.9	22.6	19.3

Source: American Community Survey (ACS) 2014-2018



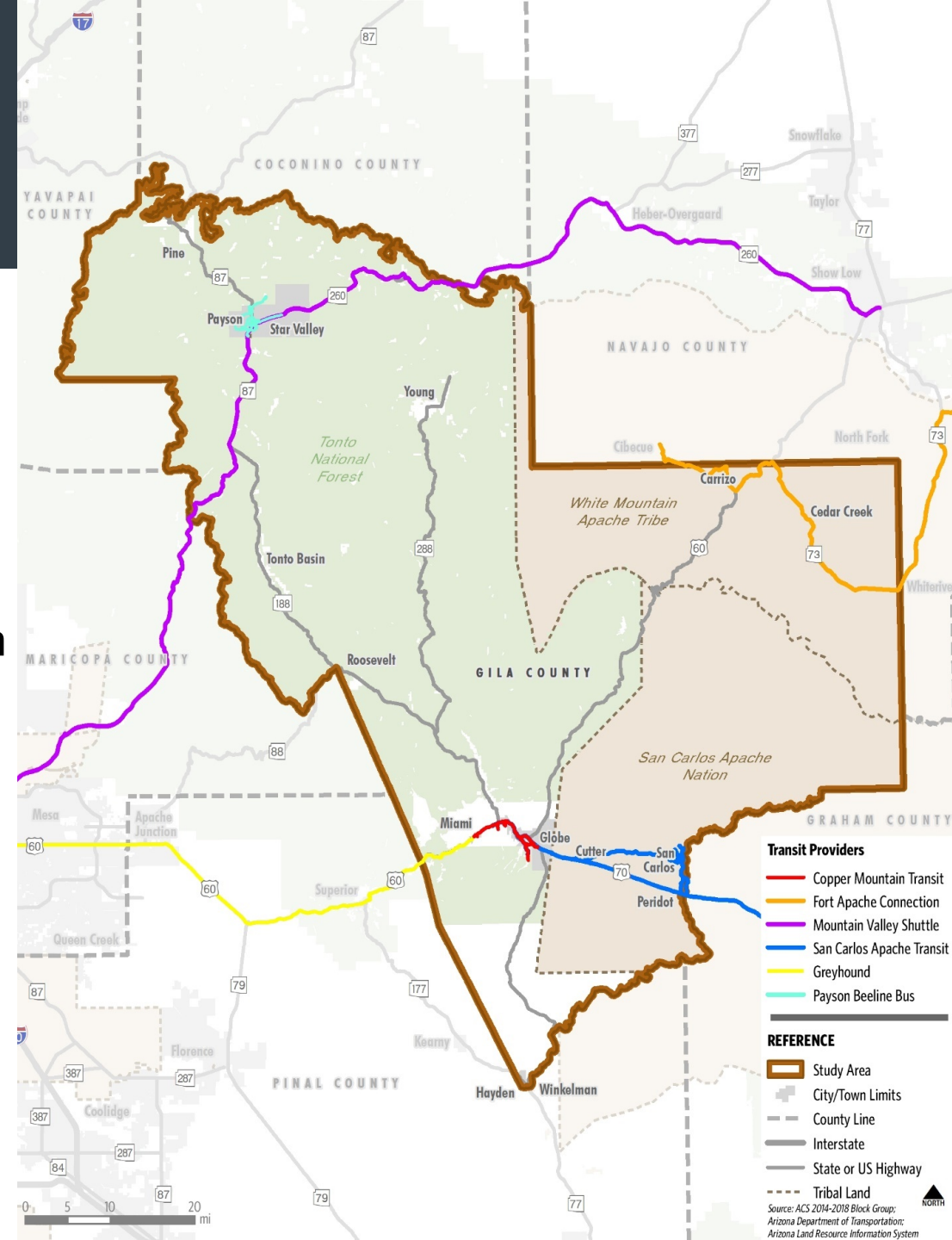
Gila County Today

Public and Human Service Transportation Services

- Town of Miami - Copper Mountain Transit
- Payson Senior Center - Beeline Bus
- San Carlos Apache Transit - Nnee Bich'ō Nii Transit
- White Mountain Apache Tribe - Fort Apache Connection
- Human Service Provides (i.e., Horizon Health and Wellness, Senior Centers, etc.)

Intercity Services

- Mountain Valley Shuttle
- Greyhound



Current Transit System Structure

- Transit operators administrative and operating functions managed independently

Function Category	Copper Mountain Transit	Beeline Bus	Mountain Valley Shuttle	Nnee Bich'o Nii Transit	Fort Apache Connection	Human Service Providers
Administration						
Mobility Management						
Transit Support Services						
Vehicle Maintenance						
Regional Transit Service						
Local Transit Service						

Gila County Today

- **Commonalities:**

- Transit Advisory Committee
- Federal funding
- Day-to-Day operations, administration, maintenance

- **Differences:**

- Agency type
- Sources of funding

Service	Operator	Funding	Existing Structure
Copper Mountain Transit	Town of Miami	<ul style="list-style-type: none"> • Federal • Local (Miami, Globe, Gila County) • Fare revenue 	<ul style="list-style-type: none"> • Operated by Town of Miami's Transit Department • Financial support from Miami, Globe, and Gila County • Transit Advisory Committee oversee services • Mayor, Town Manager, and Town Council oversee service • Coordinates with San Carlos Apache Tribe
Beeline Bus	Payson Senior Center	<ul style="list-style-type: none"> • Federal • Local (Payson, Gila County, Star Valley, Payson Senior Center) • Advertisement • Fare revenue 	<ul style="list-style-type: none"> • Operated by Payson Senior Center • Financial support and IGA between Payson, Gila County, Star Valley, and Payson Senior Center • Transit Advisory Committee oversee services
Nnee Bich'o Nii Transit	San Carlos Apache Tribe	<ul style="list-style-type: none"> • Federal • Tribal TANF • Fare revenue 	<ul style="list-style-type: none"> • Operated by San Carlos Apache Tribal Government's Transit Department • Tribal Transportation Advisory Committee and Tribal Council oversee service operations. • Coordinates with Copper Mountain Transit and Fort Apache Connection
Fort Apache Connection	White Mountain Apache Tribe	<ul style="list-style-type: none"> • Federal • Fare revenue 	<ul style="list-style-type: none"> • Operated by White Mountain Apache Tribe's Division of Transportation • Transit Advisory Committee oversee services • Coordinates with Nnee Bich'o Nii Transit and Fort Apache Connection
Mountain Valley Shuttle	Private	Fare revenue	<ul style="list-style-type: none"> • Private shuttle service



Stakeholder Interviews

Stakeholder Interviews

Elected Officials and City/Town Managers (10 total interviews)

- **Support of Transit:** existing transit service is essential for communities.
- **Regional Service May be Warranted:** recognized financial and operational challenges
- **Regional Governance Concerns:**
 - Structure should ensure equity of monies, resources, and services
 - Complexity of combining local and regional needs between different agency types
 - Large distances between communities
 - Finding someone with the skills, local understanding, and experience to operate a system.
- **Potential Finance Support:** if it were cost-effective and ridership warranted service
- **Current Transit Investment:** staff bring specialty, unmatched expertise in planning and operations

Stakeholder Interviews

Transit Agency Managers/Staff (4 total interviews)

- Need for **expanded local service** and for increased regional activity
- Interested in learning more about the pros and cons of different governance structures
- **Pooling resources** and having administrative support would be beneficial
- Need to have **local control** over system operations



Peer Agency Review

Peer Agency Review

Key Takeaways and Lessons Learned



**Shared
Policy Goals**



**Need for Regional Service +
Funding Commitment +
Governance Structure
 *tied to each other***



**Minimal
Institutional/
Legal Barriers**

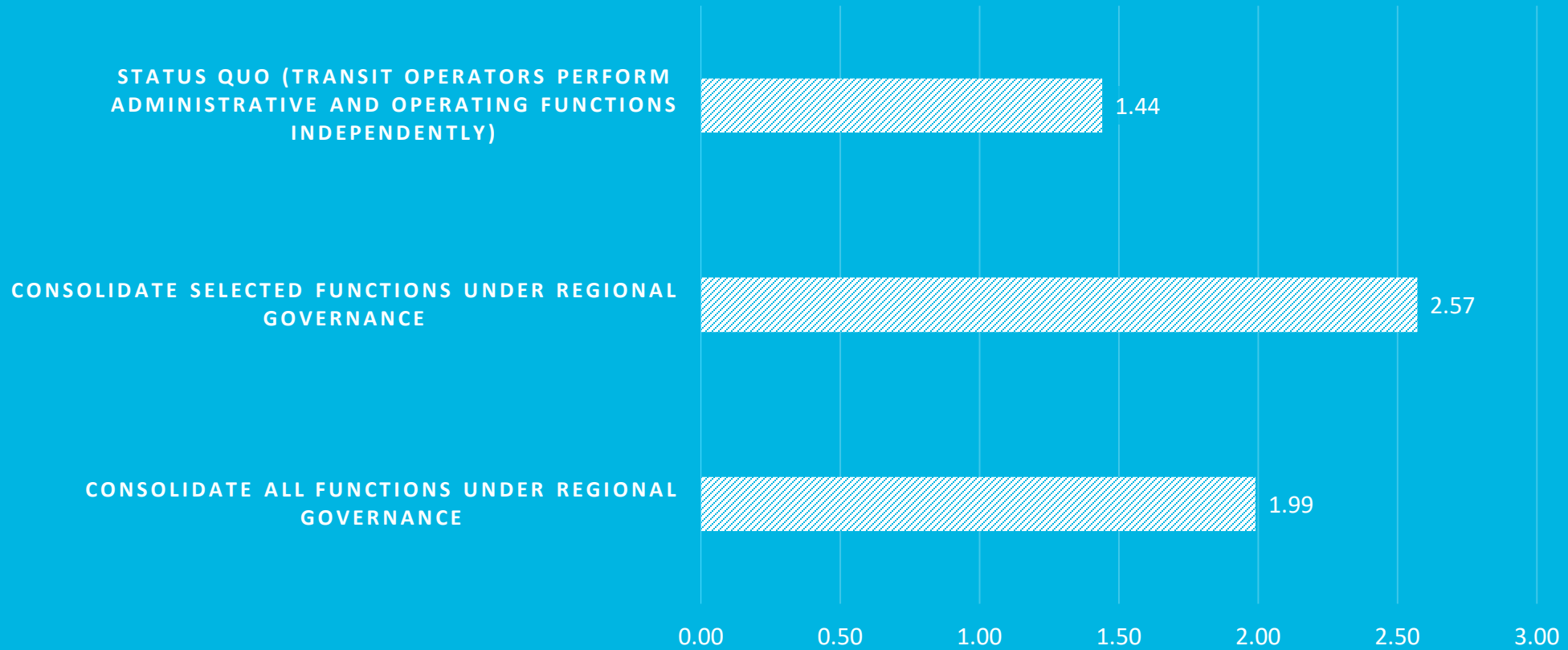
Peer Agency Review

Key Takeaways and Lessons Learned

- Two primary types of governance:
 - **Independent Transit Operator:** *where ongoing joint decision-making at both strategic and operational levels*
 - **Intergovernmental Agreement (IGA):** *specific purposes only (i.e., operating regional route between cities, creating regional transit pass, etc.) but *planning, management, and operations for most local services remain independent.**

Before Survey:

What regional service option do you think would work best in Gila County?



What can be achieved by regional transit governance? (i.e, create regional policies, address regional transit demand, cost savings, merge operations or administrative functions, etc.)





Regional Transit Governance Model Options

Regional Transit Governance Model Options

Goals for Regional Transit Governance



Cost Savings

(i.e. consolidating operating and/or administrative functions)



Policy Making

- More effective policy making
- Consistent regional policies



Demand

Meet increasing demand for regional transit service



Funding

Address the need for dedicated funding for transit

Regional Transit Governance Model Options

Two Options for Regional Transit Governance Model

Option 1.
Consolidate
Selected Functions

OR

Option 2.
Consolidate
All Functions



Option 1.

Consolidate Selected Functions

Option 1: Consolidate Selected Functions

Overview of Option 1:

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

Option 1: Consolidate Selected Functions

Peer Experience



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

Option 1: Consolidate Selected Functions

Key Decisions That Need to be Made:

1. Functions to consolidate
2. Appropriate entity to perform consolidated functions (“host entity”)
3. Suitable governing structure
4. Participating jurisdictions

Option 1: Consolidate Selected Functions

1. 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
Administration							
Mobility Management							
Transit Support Services							
Vehicle Maintenance							
Regional Transit Service							
Local Transit Service							
[Other Function(s)]							

Option 1: Consolidate Selected Functions

2. Potential Host Entity

- **Potential Candidates for Host Entity:**
 - An existing transit operator
 - A new entity, e.g., Intergovernmental Public Transportation Authority (IPTA)
 - Gila County

Option 1: Consolidate Selected Functions

3. 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

Option 1: Consolidate Selected Functions

4. Participating Agencies

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 to think about...

- 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?

Option 1: Consolidate Selected Functions

Pros

- **More coherent service planning** (*i.e., routes aligned with travel needs regardless of jurisdiction boundaries, coordinated schedules for transfer between routes*)
- **Easier to use for riders** (*i.e., 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. Consolidate All Functions

Option 2. Consolidate All Functions

Overview of Option 2:

- 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

Option 2. Consolidate All Functions

Peer Experience

	Yuma County IPTA	North Central RTD
Governing Body	9-member governing board: <ul style="list-style-type: none">• Yuma County• City of Yuma• City of San Luis• City of Somerton• Town of Wellton• Northern Arizona University• Arizona Western College• Quechan Indian Tribe• Cocopah Indian Tribe	17-member governing board: <ul style="list-style-type: none">• 4 Counties• 6 Pueblos• 2 Cities• 2 Towns• 3 Villages
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 college student fees	RTD levies a regional transit tax. No additional local funding obligations.

Option 2. Consolidate All Functions

1. 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
Administration							
Mobility Management							
Transit Support Services							
Vehicle Maintenance							
Regional Transit Service							
Local Transit Service							
[Other Function(s)]							

Option 2. Consolidate All Functions

2. Recommended Governance Structure

- **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)

Option 2. Consolidate All Functions

Pros

- **More coherent service planning** (*i.e., routes aligned with travel needs regardless of jurisdiction boundaries, coordinated schedules for transfer between routes*)
- **Easier to use for riders** (*i.e., 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**, (*i.e., dispatching, run-cut, vehicle maintenance*)
- **Minimize coordination among operators**

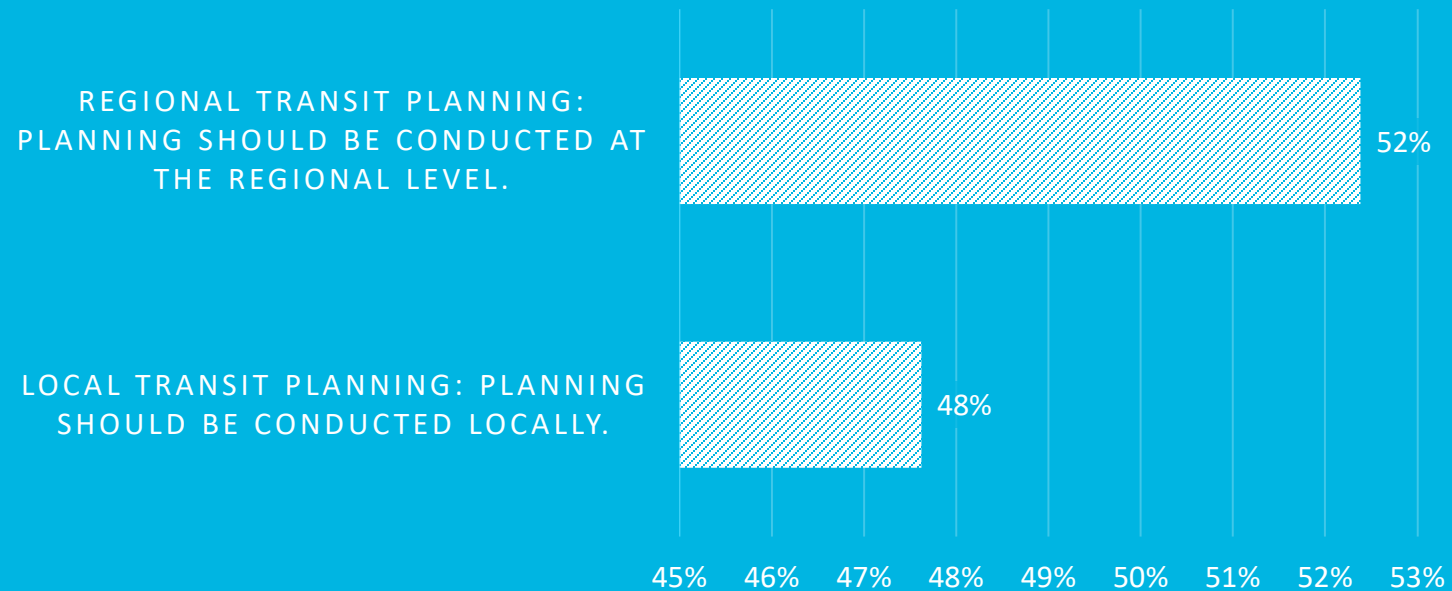
Cons

- 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

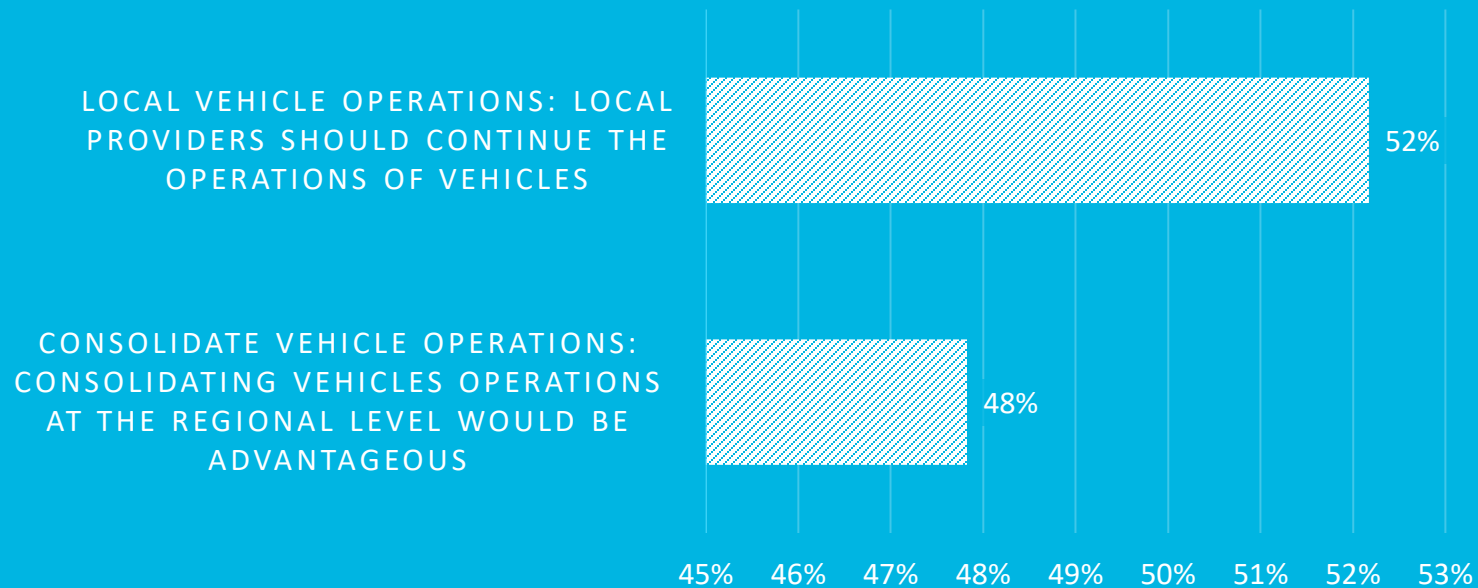
Governance Model Comparison

	Option 1: Consolidate Selected Functions	Option 2: Consolidate All Functions
Pros	<ul style="list-style-type: none"> • More coherent service planning • Easier to use for riders • Cost saving in administrative functions 	<ul style="list-style-type: none"> • More coherent service planning • Easier to use for riders • Cost saving in administrative functions • More effective operation planning • Minimize coordination among operators
Cons	<ul style="list-style-type: none"> • Substantial resource required for interjurisdictional coordination • Coordination required with transit providers currently providing regional connectivity 	<ul style="list-style-type: none"> • 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

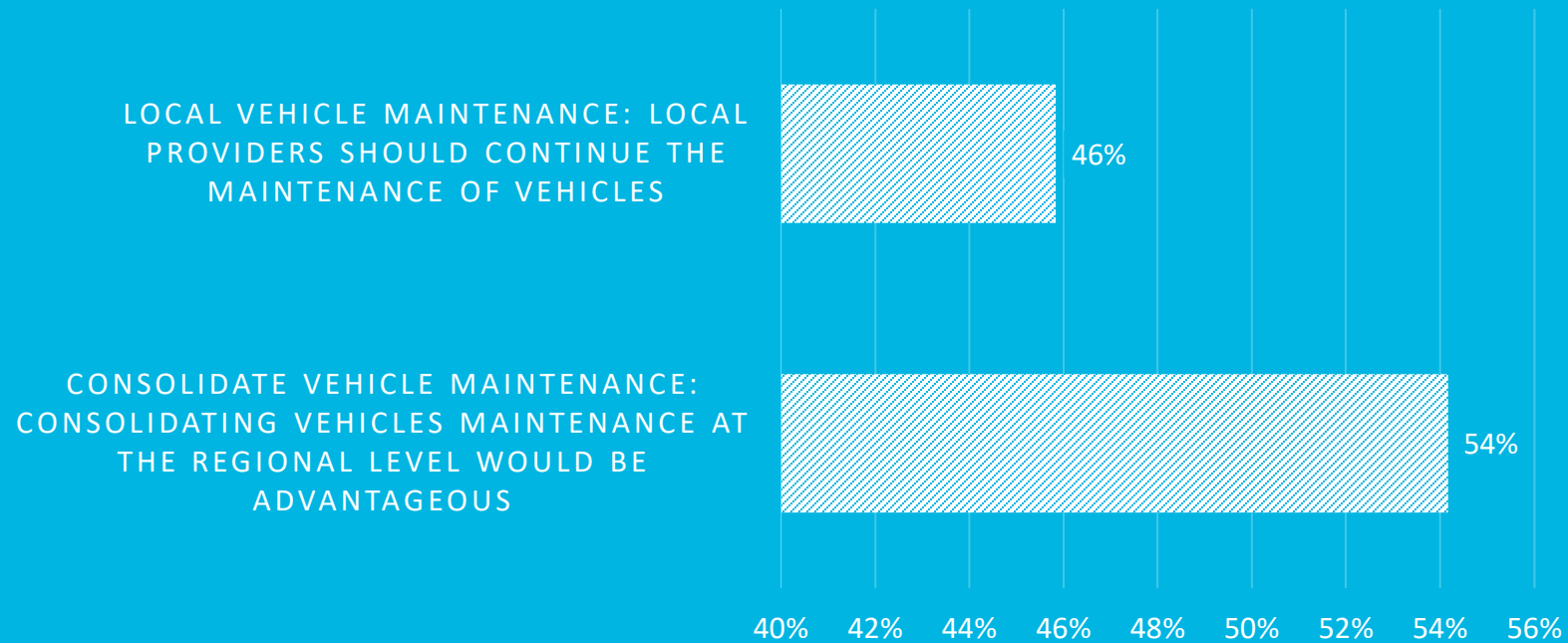
Transit Planning Trade-off: What would you agree with more?



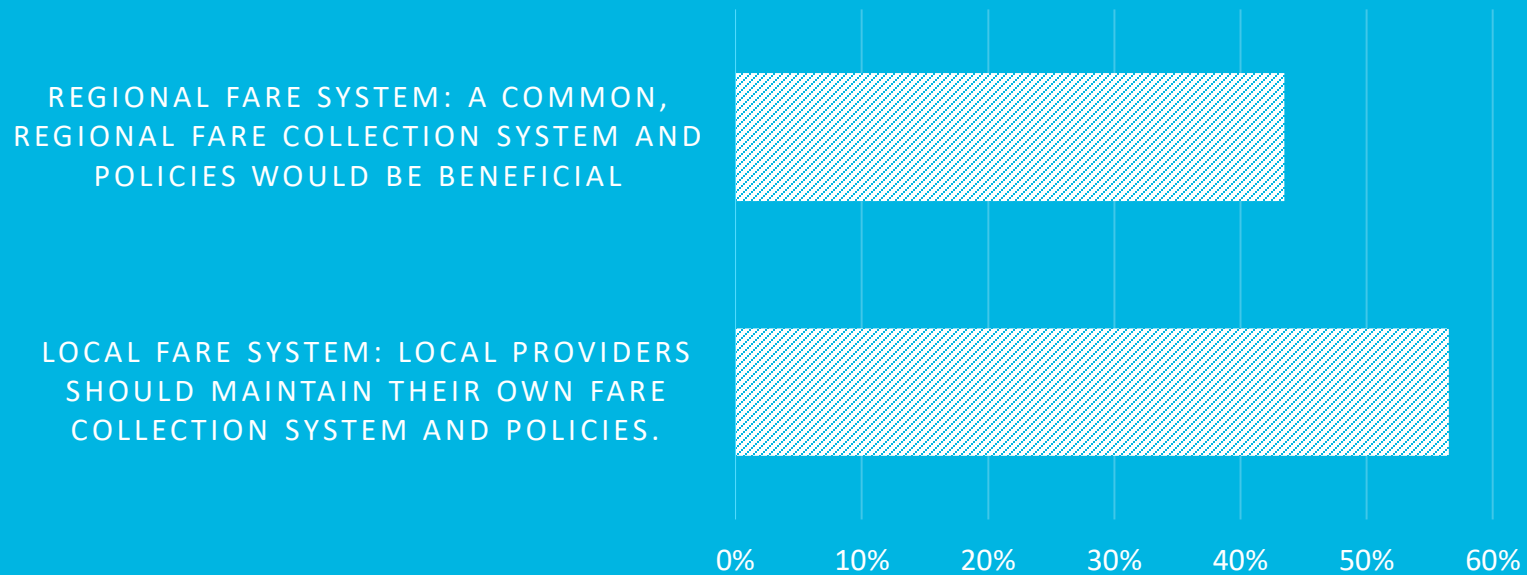
Vehicle Operations Trade-off: What would you agree with more?



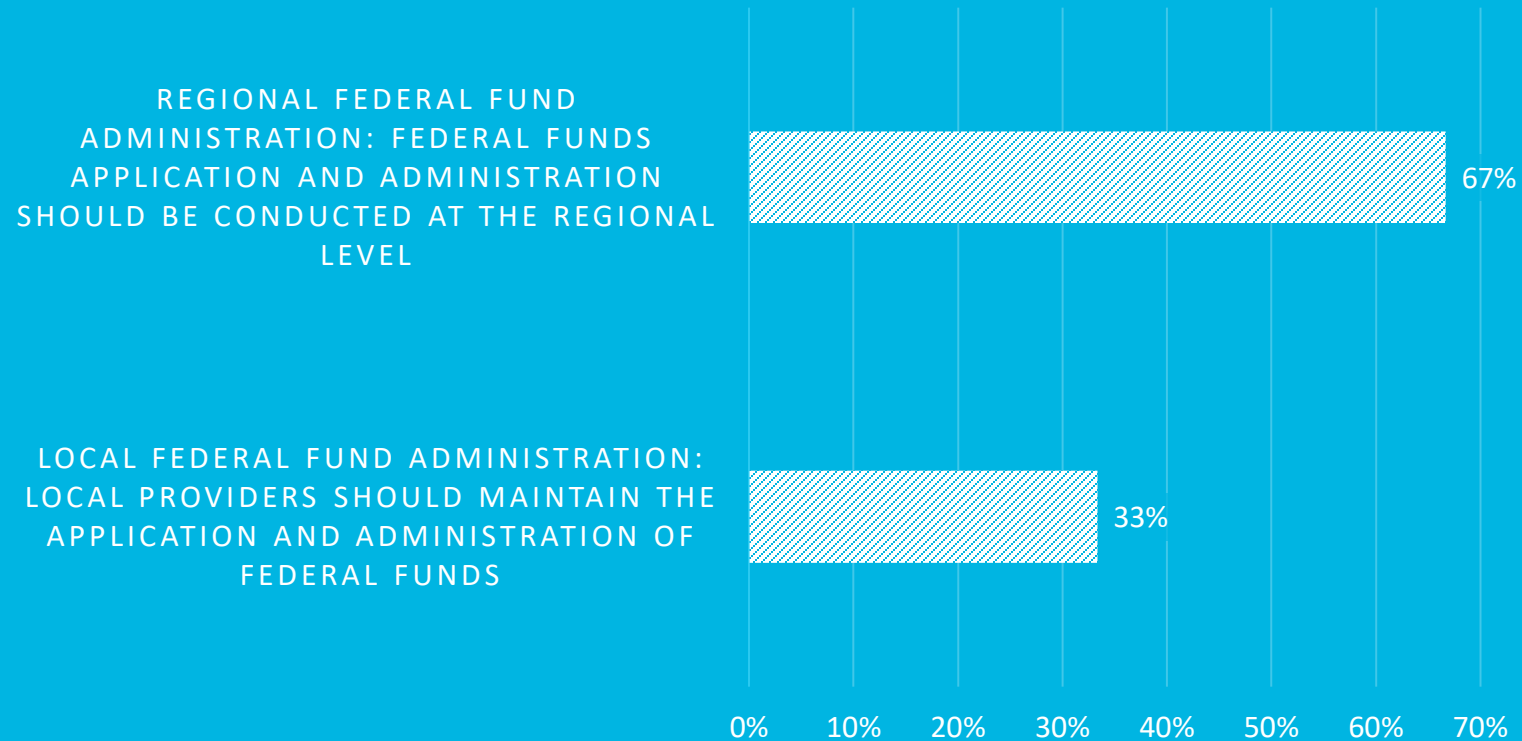
Vehicle Maintenance Trade-off: What would you agree with more?



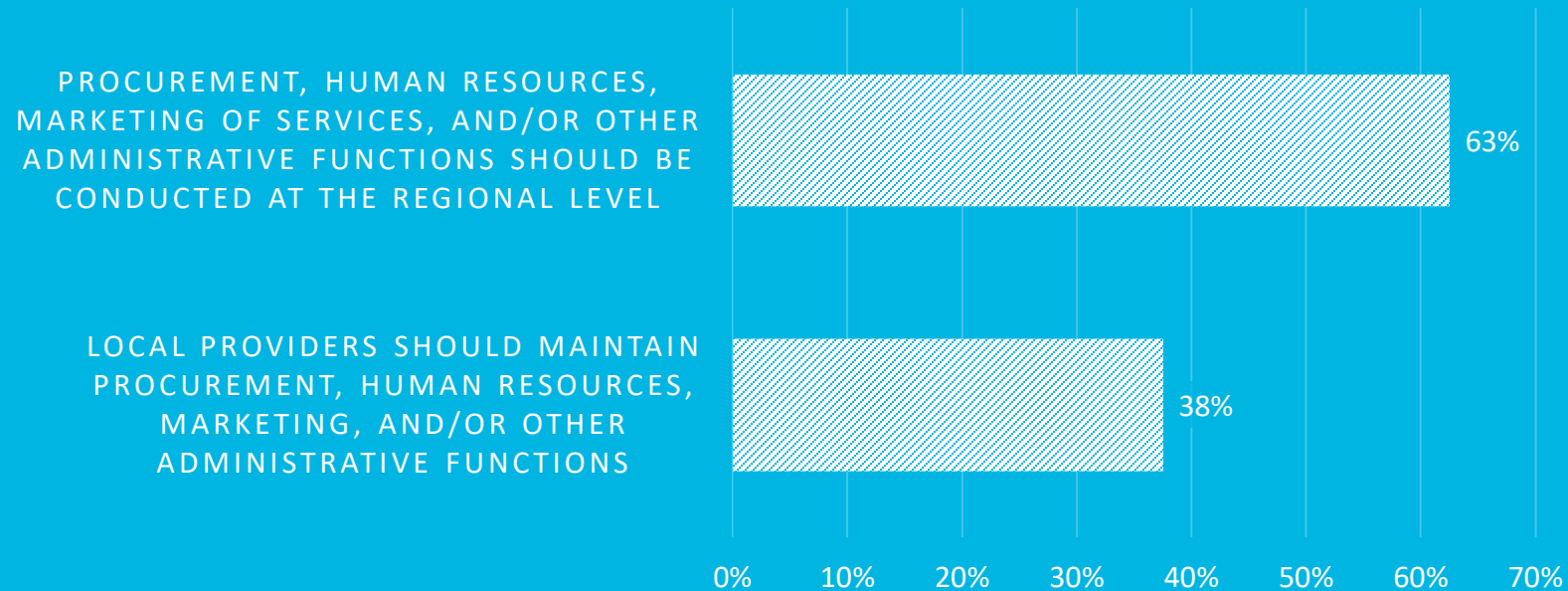
Fare Collection Trade-off: What would you agree with more?



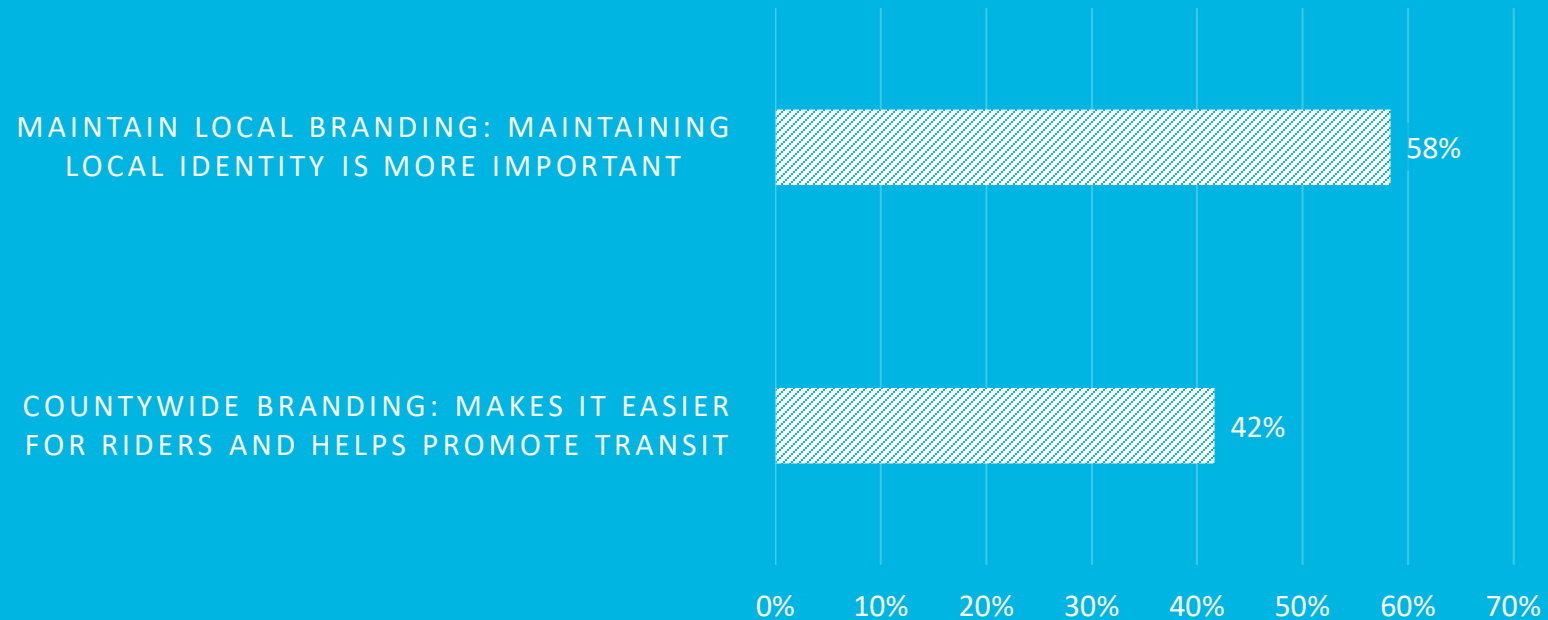
Federal Administration Trade-off: What would you agree with more?



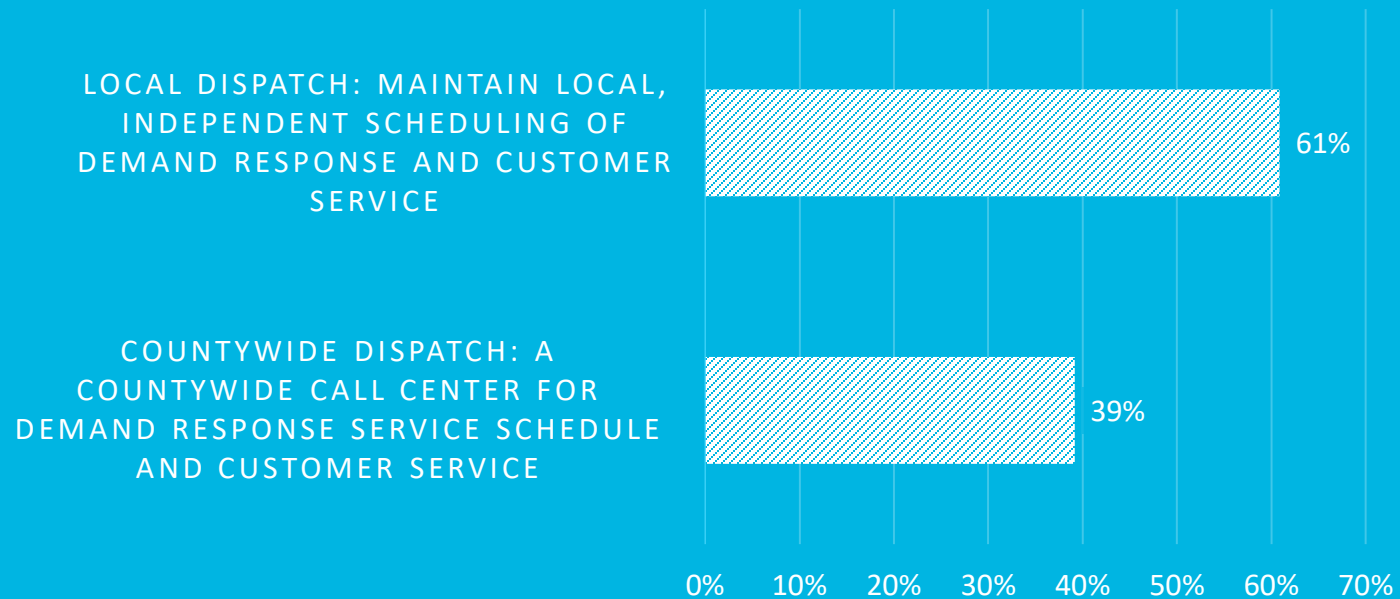
Administration Trade-off: What would you agree with more?



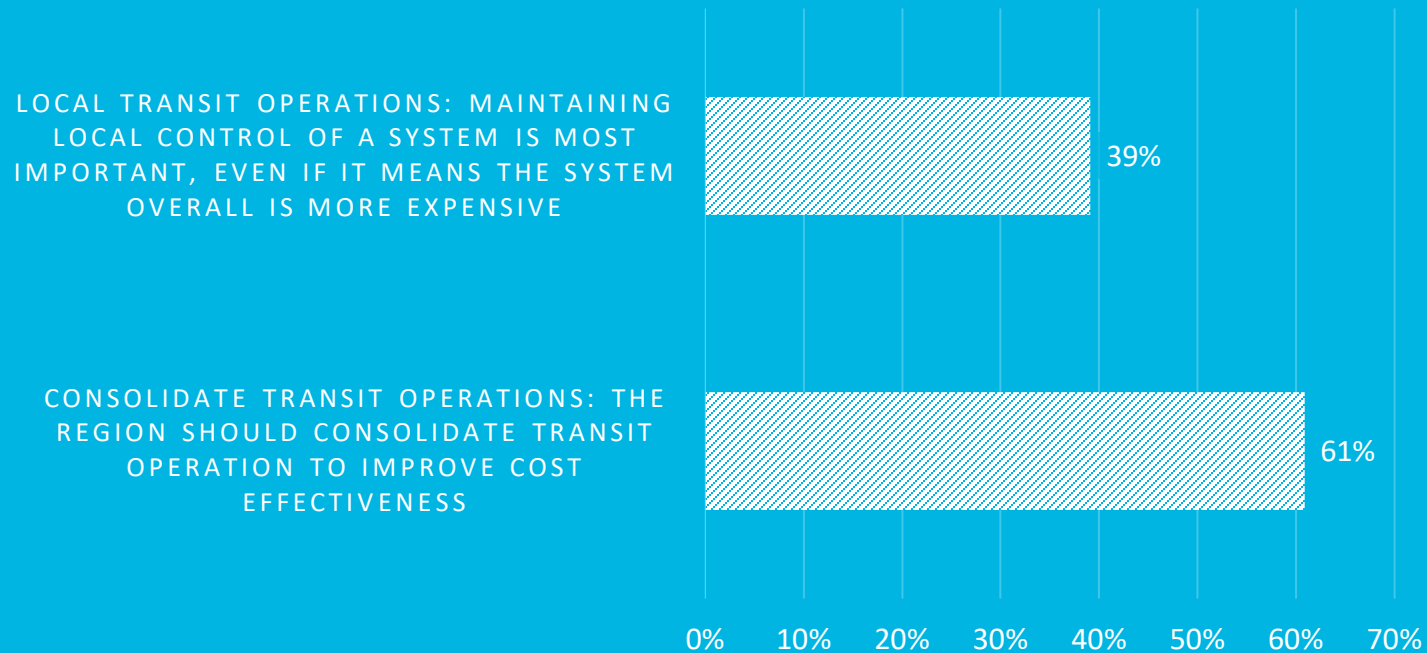
Branding Trade-off: What would you agree with more?



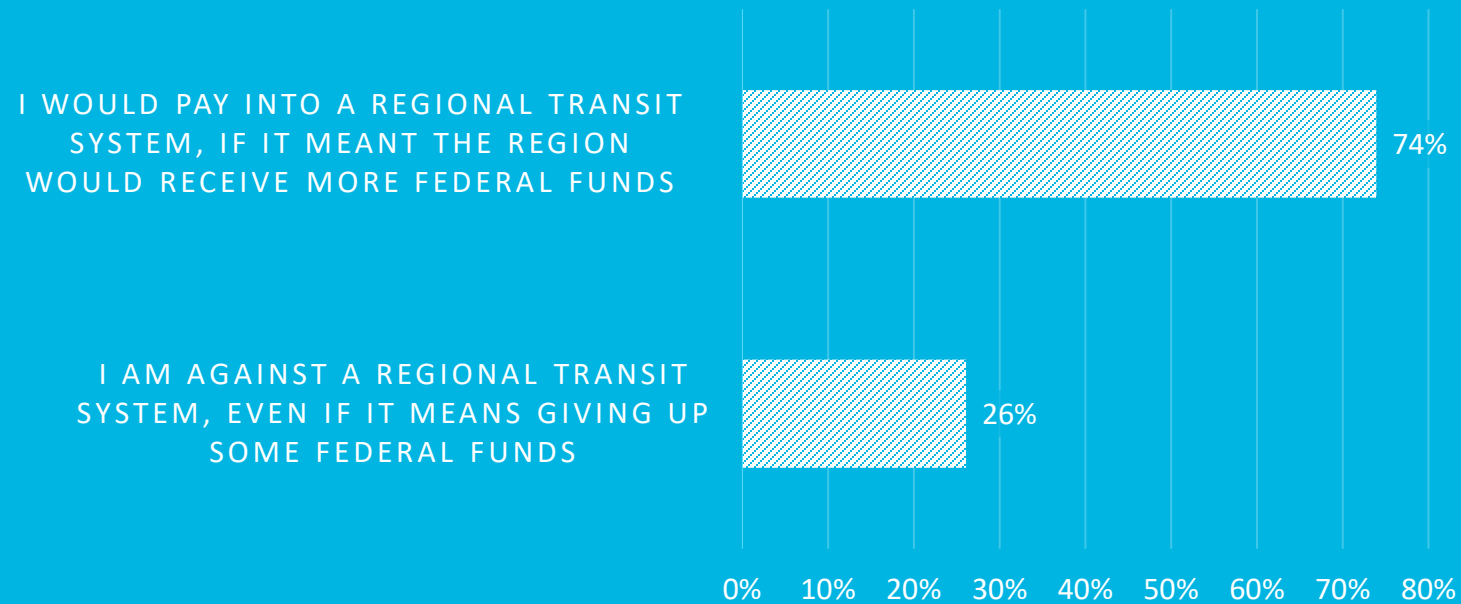
Demand Response Trade-off: What would you agree with more?



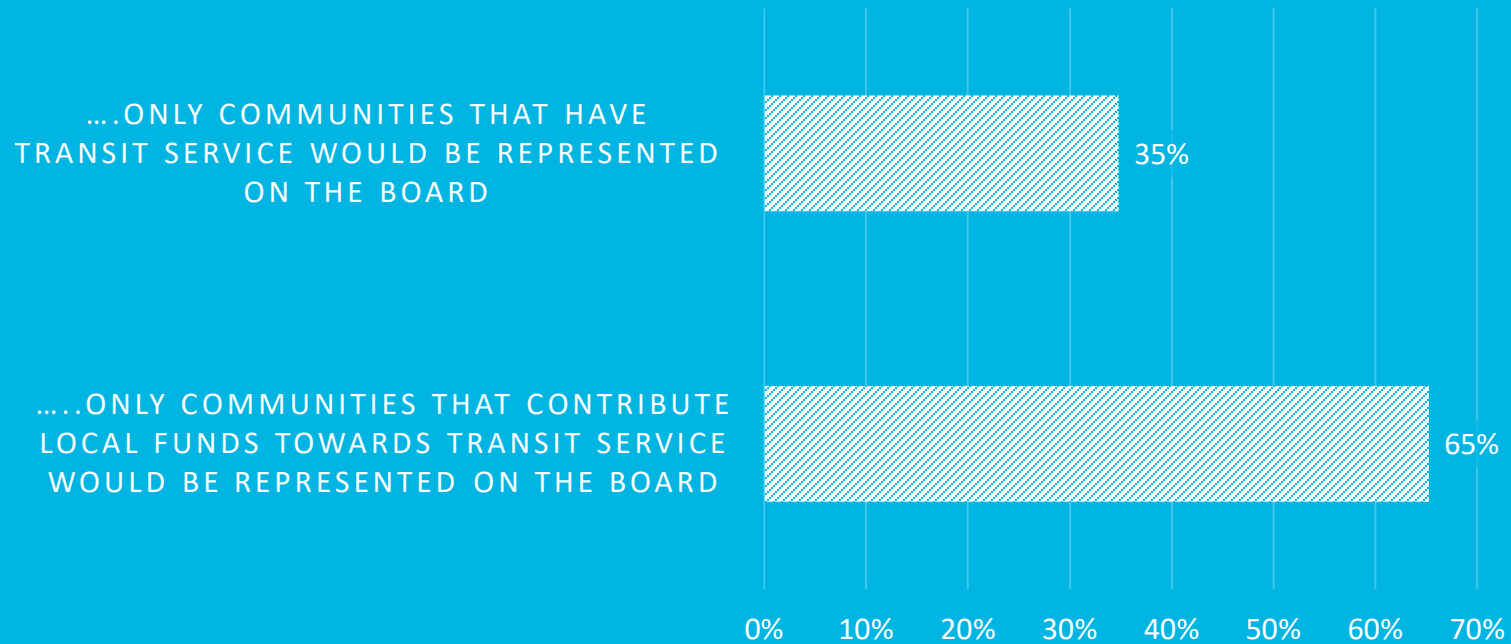
System Operations Trade-off: What would you agree with more?



Federal Funds Trade-off: What would you agree with more?



Transit Board Trade-off: What would you agree with more? If a regional transit board is created.....





Breakout Session

Breakout Session

- **What do you like and do not about:**
 - Option 1: Consolidate Selected Functions
 - Option 2: Consolidate All Functions
- **What model is most effective/efficient from a regional perspective?**
- **What model is most effective/efficient from a local perspective?**
- **Who do you think should run it (host entity)?**
- **What model would be more politically acceptable in your community?**
- **What challenges do you see implementing a regional governance body?**



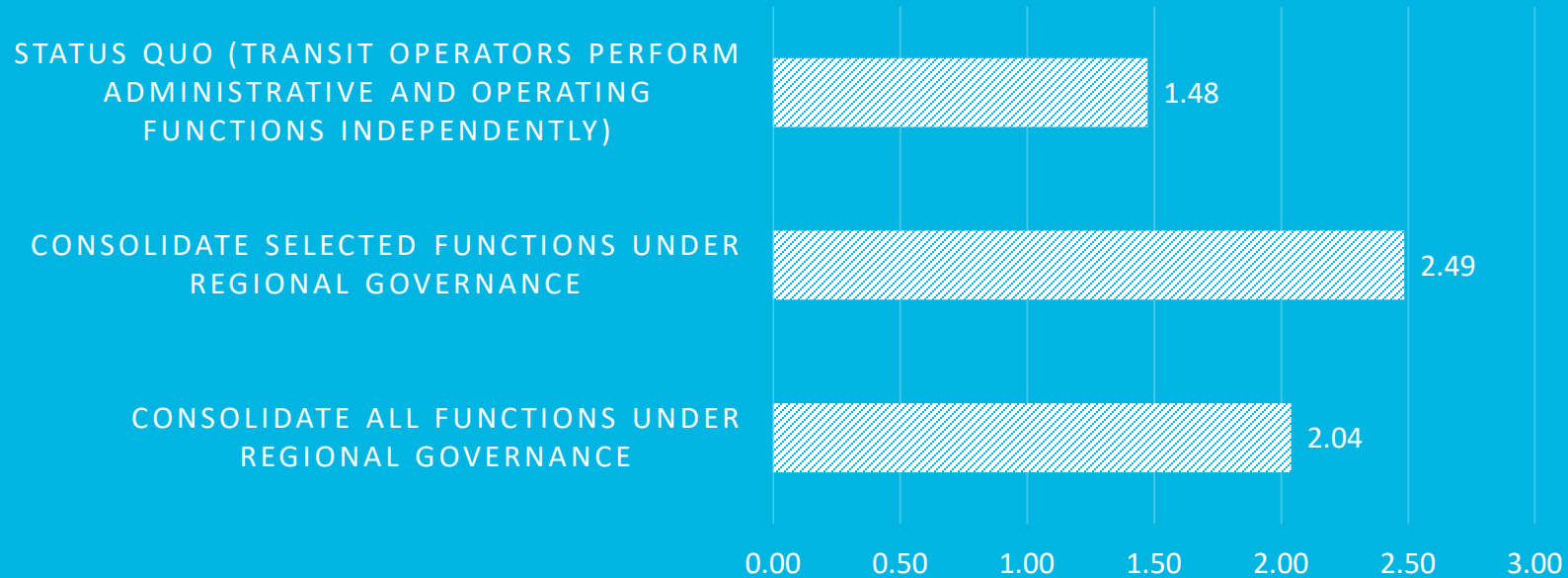
Group Report-Out / Discussion



Additional Questions

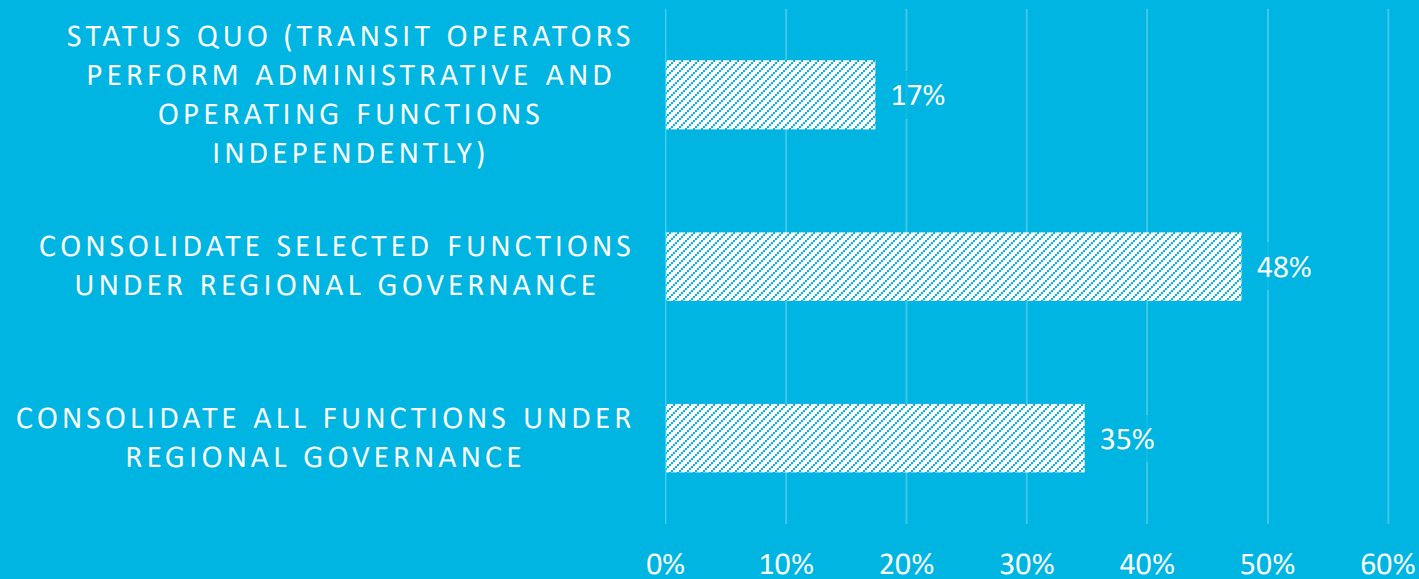
Post Survey:

What regional service option do you think would work best in Gila County?

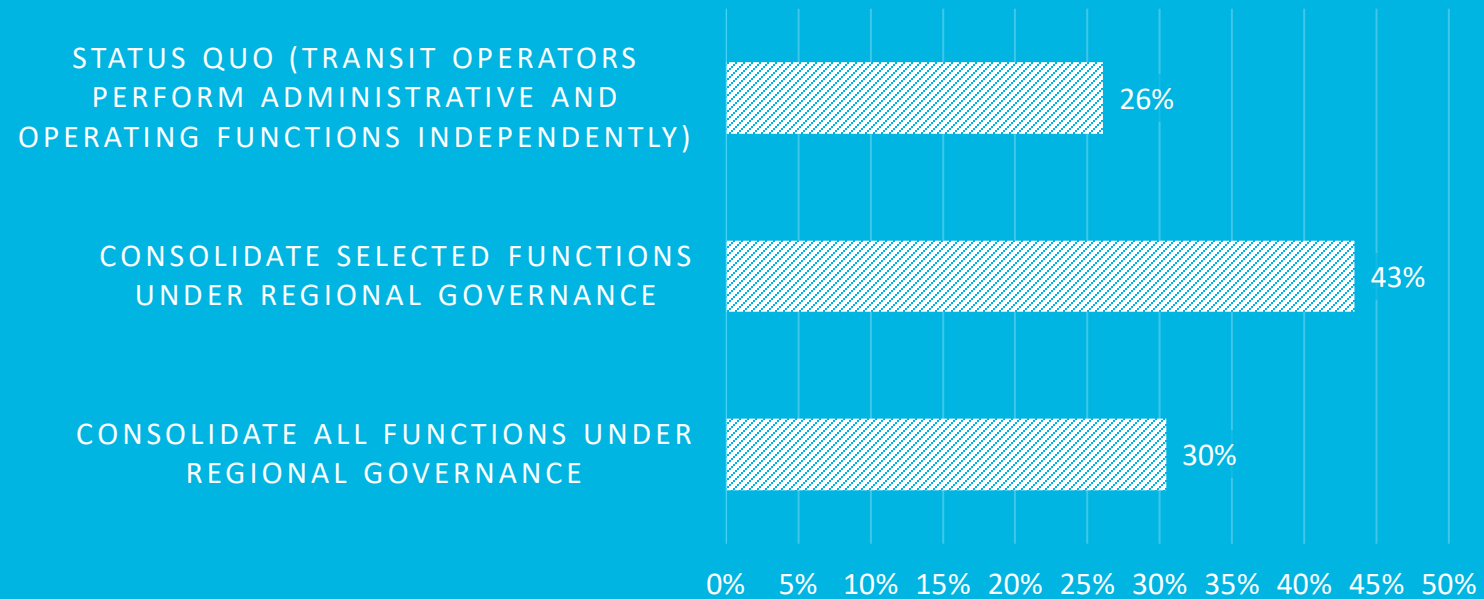


Best Fit Model:

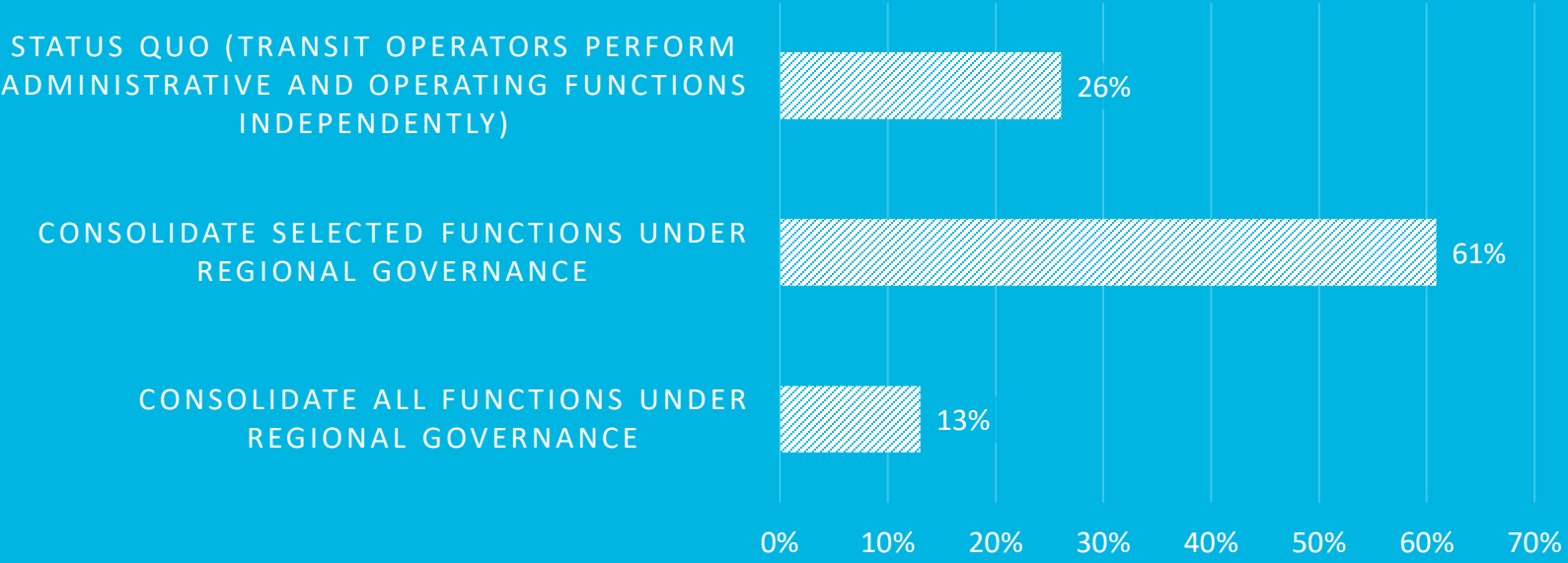
What model do you think would be most effective/efficient from a regional perspective?



Best Fit Model: What model do you think would improve transit service in your community?



Best Fit Model: What model do you think would be politically acceptable in your community?



If a regional entity was developed, who do you think should run it?

Transit Authority IPTA County
Itpa

Gila County
county or ipta
The county

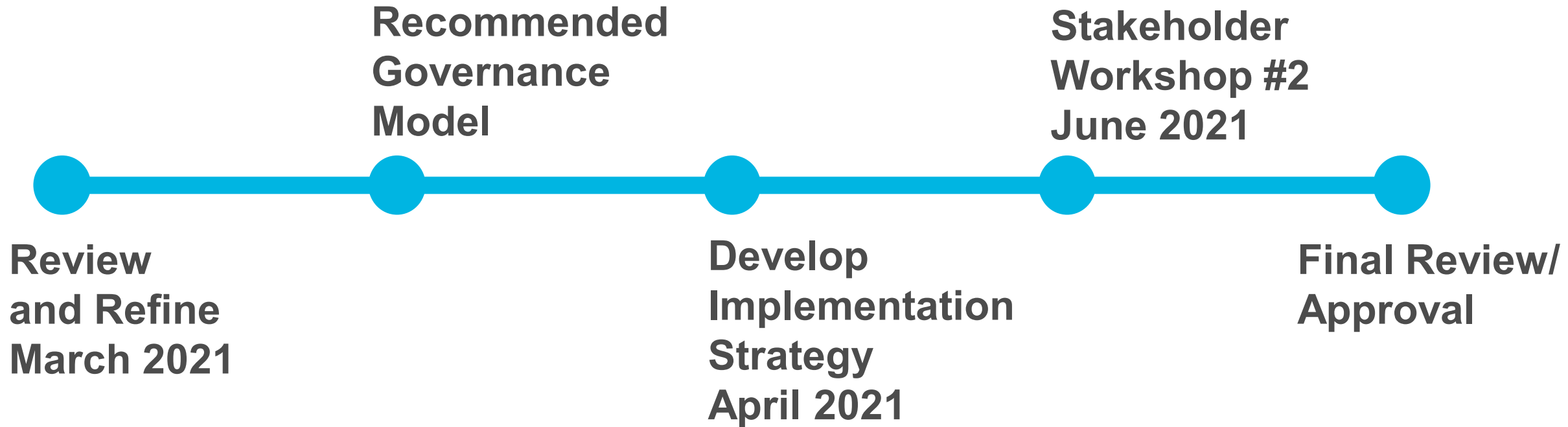
Gila county

Nnee bich'o Nii transit
Bernadette Kniffin - SCAT



Next Steps

Next Steps





Thank you!

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Study Website

<http://www.cagaz.org/Departments/tpt/gilatransitstudy.html>



AECOM

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