



# **QUECHAN INDIAN TRIBE – TRIBAL TRANSIT PLANNING**

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## **SERVICE STRATEGIES REPORT**

**July 2011**



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## 1. Introduction

This working paper focuses on the development of transportation service strategies for the *Quechan Indian Tribe – Tribal Transit Planning* work. The administrative strategy and service delivery options reflect the findings from the review of Fort Yuma Indian Reservation and Winterhaven demographics and of the availability of existing transportation alternatives as documented as part of the planning process, the peer review insight as documented in *Winterhaven Quechan Reservation Rural Connector: Best Practices* (October 2007), and the feedback from the stakeholder sessions.



The service strategy model will be based on the direct administration of a range of service delivery or operating alternatives by Fort Yuma Indian Reservation Tribal Services. The emphasis is on ensuring Tribal autonomy over the transportation services designed to serve their local and regional needs and the cost-effective use of the agency-based transportation initiatives currently found on the Reservation.

## 2. Mobility Needs

Winterhaven and Fort Yuma Indian Reservation mobility needs were identified through stakeholder consultation that included:

- Two public meetings
- Two meetings with senior nutrition program participants
- Two focus group meetings with Tribal program managers
- A meeting with the CEO, CFO and the Marketing Manager of the Quechan Casino resort (QCR)

Regional and local travel needs were identified. Regional travel needs include:

- Access to California State and Imperial County agencies and services in El Centro (DMV, courts, Imperial County Public Health Department, Imperial County Department of Social Services).
- Access to medical care in El Centro (health specialists, El Centro Regional Medical Center, Pioneer Memorial Hospital).
- Access to medical care in San Diego, Phoenix (Phoenix Indian Medical Center), and Tucson.

Local travel needs include:

- Fort Yuma Indian Reservation social services, including Head Start, Indian Education Center, Family Preservation, Parenting, Senior Nutrition, Child Care, Family Care, Alcohol and Drug Abuse Prevention Program, Language Preservation, Indian Child Welfare Act services, WIC (Special Supplemental Nutrition Program for Women, Infants, and Children), and the Jobs and Education Center.
- Access to health care (Fort Yuma Indian Health Center, Yuma Regional Medical Center, and various specialists in Yuma).
- Job access in Yuma, as well as the Paradise and QCR casinos (Arizona and California), and Tribal Administration.
- Job access for Tribal members and cross-border work force to new Quechan Casino (casino and hotel complex under construction on Hwy 186 south of I-8, opening 2009).
- Tribal member access to grocery stores on the Reservation and in Winterhaven.
- Access to utility payment outlet in Winterhaven.
- Access to classes at Arizona Western College (Yuma).
- Access to higher order retail outlets in Yuma such as Target and Wal-Mart.

In addition, a need for better customer access from Yuma to the Paradise Casino and the Quechan Casino Resort has been identified.

Fort Yuma Indian Reservation Tribal Services accommodates a wide range of regional and local trips for Tribal members enrolled in and eligible for specific social service programs. However, there are no consistent alternatives for non-program related or spontaneous travel. Yuma County Area Transit service does not provide service to the Fort Yuma Reservation, and taxi service from Yuma onto the Reservation is inconsistent and not always available because of the potentially long deadheading required to serve a trip. Imperial Valley Transit provides a limited lifeline service (a single weekly round trip) between Winterhaven and El Centro.



The following service strategies are designed to fill service gaps, serving a broader range of Tribal member trip needs than those currently served by Fort Yuma Indian Reservation Tribal Services. The service strategies are also designed to complement and maximize the cost-effective use of the existing social service program transportation resources.

## 3. Service Strategies

### 3.1 Overview

The public transportation strategy proposed for the Fort Yuma Indian Reservation is based on a delivery model administered by the Quechan Indian Tribe. Tribal administration of the proposed transportation services ensures direct oversight and the delivery of a mix of regional and local transportation services that more truly accommodates the mobility needs and priorities of Tribal members, and enables the creation of job opportunities on the Reservation and the effective coordination of the Reservation's existing pool of transportation resources. While responsible for direct administration, the service strategy proposes that operations/service delivery be contracted out through a competitive/RFP process. This includes the contracting for shared-ride taxi services for the employee focused casino shuttles.

Four service tiers are proposed for the Fort Yuma Indian Reservation Transportation Service. One regional service tier is a scheduled service connecting the Fort Yuma Indian Reservation and Winterhaven with the Imperial County seat (El Centro). The two local service tiers include a scheduled service on the Reservation and a scheduled service between the Reservation and the City of Yuma. In addition, a standalone shuttle is proposed to serve the needs of Quechan Casino Resort employees or those wishing to seek employment at the QCR (as well as guests).



The proposed service strategy is intended to serve the population living on the Fort Yuma Indian Reservation and in Winterhaven. The scope and level of service proposed for the Fort Yuma Indian Reservation is reflective of the small population to be served and the limited expected demand (the Fort Yuma Indian Reservation population is approximately 2,376 and the Winterhaven population is approximately 530<sup>1</sup>).

### 3.2 Administrative Framework

The administration model summarized in this section is intended to administer the service strategies selected for implementation from the range of alternatives identified in Section 3.3. The range of potential service alternatives identified in Section 3.3 includes:

- A regional lifeline transit service to and from El Centro.
- A local lifeline shuttle service within the Reservation and between the Reservation and the City of Yuma.

<sup>1</sup> Winterhaven's population count also includes the rural population in the area of Imperial County east of the Reservation.

- Quechan Casino shuttles serving employees and customers.
- The central coordination of agency and general population trips.
- The central management of the Tribal Services passenger vehicle fleet.

The family of services adopted by the Fort Yuma Indian Reservation should be managed directly by Tribal staff through the establishment of the Fort Yuma Indian Reservation Public Transportation Office. The Public Transportation Office would assume the role of a “mobility manager,” matching travel needs with the most appropriate service alternative available. To keep overheads low, initial Public Transportation Office staffing levels should be limited to a part time Transportation Program Administrator (0.3 FTE). The Transportation Program Administrator would be responsible for the overall management of the services provided through the Fort Yuma Indian Reservation Public Transportation Office. Periodic planning services could be obtained through an “as required” consulting contract. Figure 3-1 provides a summary of potential Fort Yuma Indian Reservation Public Transportation Office responsibilities. Actual responsibilities will depend on the range of services managed by the Fort Yuma Indian Reservation Public Transportation Office.

**Figure 3-1: Potential Fort Yuma Indian Reservation Public Transportation Office Responsibilities**

Key Area of Responsibility	Description
General Program Management	<p>Prepare monthly, quarterly, and annual performance reports.</p> <p>Present performance reports to Tribal Services management on a monthly basis.</p> <p>Present performance reports to the Tribal Council on a quarterly and annual basis.</p> <p>Prepare and present recommendation reports to Tribal Services management and the Tribal Council on an "as required" basis.</p> <p>Manage consulting services.</p>
Budgeting	<p>Prepare and present annual operating and capital budgets to Tribal Services management and the Tribal Council.</p> <p>Prepare monthly budget variance reports and present to Tribal Services management.</p> <p>Seek out funding opportunities and prepare funding grant applications.</p>
Service Contract Management	<p>Prepare RFP and contract documentation.</p> <p>Solicit proposals and negotiate service agreements.</p> <p>Monitor and ensure contractor compliance with contract specifications.</p>
Tribal Fleet Management	<p>Prepare vehicle specifications for new vehicle procurement.</p> <p>Solicit bids and negotiate final procurement price.</p> <p>Ensure adherence to factory specified vehicle maintenance programs and California State inspection schedules.</p> <p>Ensure adequate fleet cycling to equalize vehicle use (where feasible).</p> <p>Establish a vehicle retirement and replacement program in accordance with effective service life cycle spans by vehicle type based on vehicle age, mileage, and maintenance history.</p> <p>Prepare capital budget in accordance with vehicle retirement and replacement schedule.</p>
Public Relations	<p>Provide public information on available services and associated service policies (telephone, email, regular mail, counter service, and through proactive outreach presentations).</p> <p>Investigate and report back on service complaints.</p>
Volunteer Driver Reimbursement Program	<p>Recruit, screen, and train volunteer drivers.</p> <p>Monitor volunteer compliance with policies and program requirements.</p> <p>Process trip requests and assign trips to participating drivers.</p> <p>Process driver reimbursements.</p>
Agency Trip Coordination	<p>Solicit agency participation.</p> <p>Establish service rates.</p> <p>Maintain a current database of vehicles, agency funding restrictions, client mixing restrictions, and agency travel plans.</p> <p>Process agency trip requests and assign to vehicles traveling to the desired destination and at the time desired.</p> <p>Process interagency invoices and payments for service.</p>



### **Why is Contract Administration Important?**

The delivery of transportation services through a service contract is often less expensive than operating services in-house and facilitates greater flexibility when making service or policy changes. Successful service contracting requires the development of RFP and contract documents that clearly state the scope of service to be provided and levels of performance expected of the service contractor.

Successful service contracting also requires close and consistent monitoring and oversight by the contracting agency. Consistent contract oversight is critical to:

- Ensure the contractor understands the contractual requirements, performance expectations, and service policies.
- Make the contractor a true partner in the delivery of successful public transportation services.
- Ensure that the contractor complies with the contract specifications and performance expectations.

Assuming that the Fort Yuma Indian Reservation Public Transportation Office will contract for some of the services it provides, contract administration will be an important responsibility of the Transportation Program Administrator.

### **Why is Transportation Service Coordination Important?**

Proposing a mix of public transportation alternatives recognizes that not all mobility needs can be effectively served by a single alternative. Generally, the broader the mix of available service alternatives, the easier it is to meet the often diverse range of mobility needs of the population to be served. Also, the broader the mix of available service alternatives used in a service strategy, the more important service coordination becomes.

By definition, coordination defines the pooling of resources to serve a common goal. In the case of public transportation, it reflects the cooperative assignment of a range of transportation options to enhance mobility within a service area. *Effective coordination requires a buy-in from service providers and consumers.*

*“Coordination is about shared power, which means shared responsibility, shared management and shared funding.”<sup>2</sup>*

Service coordination is a team approach to problem solving. It is good public administration! Transportation services are coordinated to:

- **Increase the awareness of, and access to, a wider range of potential service options.** By expanding the effectiveness of the “mobility net,” Tribal members know about more options to meet their travel needs.

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<sup>2</sup> Transportation Research Board, TCRP Report 101: ToolKit for Rural Community Coordinated Transportation Services, (2004), p. 4.

- **Reduce service duplication.** Use transportation services that are already scheduled between a common trip origin and destination. This will save staff time, fuel, and wear and tear on agency or staff vehicles.
- **Free up agency staff time.** Many social service agencies provide transportation services service by default. They transport their clients if no other alternatives are available, or if they are unaware of what is available. By finding another alternative that meets the needs of their clients, staff time is freed up to focus on non-transportation services. A transportation coordination center can also act as a clearinghouse for agency invoicing and produce management reports tracking trip making, cancellations, and payment – freeing up more administration time.
- **Increase transportation service productivity and reduce trip costs.** Efficiency is increased when trip costs are split over two or more passengers. Agencies or individuals can buy more service or use the savings for other program priorities.
- **Increase access to funding.** A transportation coordinator could assume responsibility for grant writing and consistently apply for a wide variety of funding. This would save agency staff time required for grant applications and increase the funding base for client needs, freeing other funding for an agency's core, non-transportation programs. With an increased funding base, the transportation coordinator could negotiate a lower fee per trip from each participant agency.
- **Improve access to transportation alternatives.** Customers have access to a wider range of transportation alternatives and have a better chance of making a trip.

### **3.3 Service Delivery Alternatives**

The following provides an overview menu of the public transportation alternatives proposed for the Fort Yuma Indian Reservation. Included in the proposed service mix are:

- **A regional lifeline transit service to and from El Centro** – intended to increase the number of weekly bus trips between the Fort Yuma Indian Reservation and Winterhaven and the Imperial County seat, El Centro.
- **A local lifeline shuttle service within the Reservation and between the Reservation and the City of Yuma** – intended as a local circulator operating on the Reservation (including Winterhaven) and as a shuttle connecting the Reservation and Winterhaven with the City of Yuma.
- **Quechan Casino Resort shuttle serving employees (and guests)** – intended to serve casino, hotel, and restaurant workers, as well as customers living in or visiting the local area.
- **Tribal transportation coordination - the central coordination of agency and general population trips** – the coordination of existing Tribal Services passenger vehicles to increase productivity and mobility alternatives for agency clients and the general population, and to reduce the cost per passenger trip.

- **Centralized fleet management - the central management of the Tribal Services passenger vehicle fleet** – intended to serve as a “motor pool” to manage efficient and effective use of the Tribal Services passenger fleet.

### 3.3.1 Fort Yuma – El Centro Bus Service

#### Objective

The objective of the proposed service is to increase the number of trips between the Fort Yuma Indian Reservation and Winterhaven communities and key destinations in El Centro for medical, personal business, and shopping trips. The service could be used by Tribal program staff to arrange travel for clients to El Centro, as well as the general public.

#### Alternative Description

The proposed Fort Yuma – El Centro Bus Service would operate once a week between the Fort Yuma Indian Reservation and Winterhaven communities and El Centro. The new service would complement the existing Imperial Valley Transit service by not operating on the same day.



The proposed Fort Yuma – El Centro Bus Service would operate as both a flexroute and limited stop express.

- **Local service in Fort Yuma and Winterhaven:** The service would operate as a demand response flexroute in the Fort Yuma and Winterhaven communities, providing curb-to-curb service in response to passenger pick up and drop off requests. For El Centro-bound trips, passengers would have to make a telephone request for a pick up near their house, or board the bus as a walk-on at the current Imperial Valley Transit bus stop in Winterhaven. *Walk-ons would not have to make a telephone request.* On return trips, passengers would let the driver know where they wanted to get off in Fort Yuma or Winterhaven. Time would be built into the schedule at the beginning and end of each trip to provide demand response curb-to-curb service.
- **Service between Fort Yuma/Winterhaven and El Centro:** Each outbound trip would depart the Imperial Valley Transit bus stop in Winterhaven at a scheduled departure time. The bus would operate as an express service along I-8 with limited fixed route stops at the Imperial Valley Mall, DMV, El Centro Hospital, and the Imperial Valley Courthouse. These would be scheduled stops for both the outbound and inbound trips. Passengers can board the bus at these stops as walk-ons.
- **Service in El Centro:** The proposed service would operate as a limited stop fixed route between the Imperial Valley Mall and the Imperial Valley Courthouse. The service would then proceed north of the Courthouse as a flexroute terminating at

Wal-Mart (Wal-Mart is open 24 hours). Between the Courthouse and Wal-Mart on outbound trips, passengers would tell the driver where they needed to be dropped off. Routing would be determined by the sequence of drop off requests. Potential stops could include, but would not necessarily be limited to, Imperial Valley College, Pioneers Memorial Hospital, Kmart, and Costco. The bus would go out of service at Wal-Mart for a minimum of 60 minutes to allow passengers to shop before catching the return trip. Passengers who originally requested a demand response stop between the Courthouse and Wal-Mart would have to let the driver know that they needed to be picked up on the driver's return trip or on the later trip. Wal-Mart would serve as a scheduled stop and passengers could board the bus as walk-ons without an advance request.

- **Reservations for Demand Response Service:** Walk-on passengers could inform the driver directly where they want to get off the bus and, in the case of locations at unscheduled stops in El Centro (north of Main), passengers could inform the driver if they needed a pick up on one of the return trips. Drivers would maintain a trip log of drop off locations and return trip pick up requests. Passengers could also request a return trip pick up by calling the service dispatch (Fort Yuma Indian Reservation Public Transportation Office). For all other demand response pick up requests, passengers would have to pre-book the service through dispatch. Dispatch would maintain a dispatch log of all trip requests and communicate these to the driver at the beginning of a trip. To facilitate some trip making spontaneity, advance bookings should be allowed up to one hour before a scheduled bus trip (assuming there is room on the bus to accommodate a same day booking).

Figure 3-2 provides a possible schedule for the proposed Fort Yuma – El Centro Bus Service with running times and scheduled stops. The schedules provided in Figure 3-2 are timed to have the first bus arrive at the El Centro DMV five minutes before it opens (8:00 am on weekdays).

**Figure 3-2: Concept Schedule for the Proposed Fort Yuma – El Centro Bus Service**

	Start Fort Yuma Local Loop	Finish Fort Yuma Local Loop	Dpt Winterhaven	Imperial Valley Mall	DMV	El Centro Hospital	Imperial County Courthouse	Arr Wal-Mart	Dpt Wal-Mart	Imperial County Courthouse	El Centro Hospital	DMV	Imperial Valley Mall	Arr Winterhaven	Start Fort Yuma Local Loop	Finish Fort Yuma Local Loop
	6:25 AM	7:00 AM	7:00 AM	7:50 AM	7:55 AM	8:00 AM	8:05 AM	8:35 AM	9:35 AM	10:05 AM	10:10 AM	10:15 AM	10:20 AM	11:10 AM	11:10 AM	11:45 AM
	1:00 PM	1:35 PM	1:35 PM	2:25 PM	2:30 PM	2:35 PM	2:40 PM	3:10 PM	4:10 PM	4:40 PM	4:45 PM	4:50 PM	4:55 PM	5:45 PM	5:45 PM	6:20 PM



**Summary of Service Concept -- Annual Revenue Hours and Operating Costs**

Based on the concept schedule provided in Figure 3-2, approximately:

- 12 service hours are required per week.
- 624 service hours are required annually.

The following service concept summary and cost analysis assumes the contracting out of service to a private contractor responsible for providing, operating and maintaining the buses. Figure 3-3 provides a summary of this service concept. The operation of the Fort Yuma – El Centro Bus Service should be rolled into the same service agreement as the Fort Yuma Indian Reservation Shuttle service to increase the annual service hours and make the RFP and service contract more attractive to competitive bidding.

**Figure 3-3: Summary of the Fort Yuma – El Centro Bus Service Concept**

Strategy	Overview	Population Served	Areas Served	Schedule	Annual Revenue Hours	Annual Operating Costs (fully loaded includes provision of vehicle)
REGIONAL CONNECTOR / LIFELINE  Ft. Yuma Indian Reservation - El Centro Bus Service	Increase the number of trips between the Ft. Yuma Indian Reservation and Winterhaven communities and key destinations in for medical, personal business, and shopping trips.  Would operate as both a flexroute and a limited stop express.	General public  Tribal members/ program participants	Ft. Yuma Indian Reservation  Winterhaven  QCR (upon request)  El Centro	Service: one day/wk	624  (12 hrs/wk)	Shuttle bus (@)

\* fully loaded cost including 15% Tribal administrative overhead

**Vehicle Requirements**

The proposed service assumes a single bus pull-out with one backup bus. It is also assumed that the buses used in the proposed Fort Yuma – El Centro Bus Service would also be used in the proposed local shuttle service. The buses would have to be fully ADA compliant, with a capacity for at least 20 or 22 seated passengers or a combined capacity of 15 to 16 seated passengers and two wheelchairs. Seating should be front facing for better passenger ride comfort, especially on the runs to El Centro.



### Potential for Job Creation

Although the operation of the proposed Fort Yuma – El Centro Bus Service is assumed to be contracted out, through competitive bidding the contract could be assigned to an Indian business enterprise. Also, hiring criteria that favors the hiring and training of drivers from the Reservation can be included in the RFP and contract specifications.

## 3.3.2 Local Fort Yuma Indian Reservation Shuttle

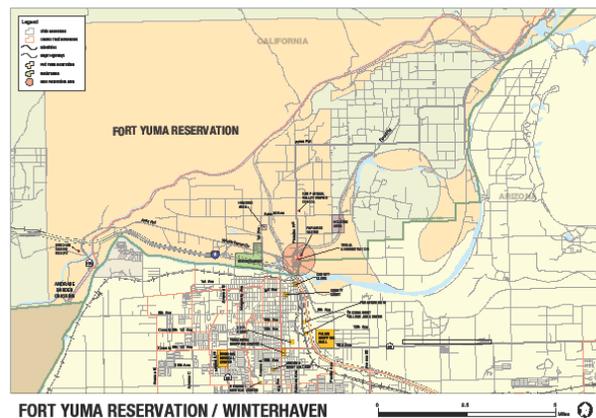
### Objective

The Fort Yuma Indian Reservation Shuttle will act as a local circulator, improving mobility within the Reservation and Winterhaven communities and between these communities and the City of Yuma. Like the proposed Fort Yuma – El Centro Bus Service, this service could be used by Tribal program staff to arrange travel for clients to appointments and services on the Reservation as well as in Winterhaven and the City of Yuma. The service can also be used for trip making by all Tribal members and residents of Winterhaven. On the Fort Yuma Indian Reservation Shuttle service, Senior Nutrition Center trips could be scheduled on the service to reduce operating costs for the Senior Nutrition Center bus.

### Alternative Description

The Fort Yuma Indian Reservation Shuttle would use the same equipment as the proposed Fort Yuma – El Centro Bus Service, operating on different service days. Given the small service population, service should also be limited to two days per week, with service operating from 8:00 am to 6:00 pm on assigned service days.

Although the actual service days should be confirmed with Tribal members, service on a Monday and Friday is suggested.



The proposed Fort Yuma Indian Reservation Shuttle would operate as both a fixed route and dial-a-ride service, starting and finishing at the Fort Yuma Indian Health Center:

- **Outbound from the Fort Yuma Indian Health Center:** The bus would act as a dial-a-ride service in a general northeast to southwest arc through the Reservation to a scheduled stop in Winterhaven. While passengers could board the bus at the Fort Yuma Indian Health Center and the scheduled Winterhaven bus stop, service through the Reservation and the rural area of Imperial County immediately east of the Reservation would be on a demand response basis.
- **Outbound from Winterhaven:** The bus would depart Winterhaven at a scheduled time across the I-8 business route into the City of Yuma. Scheduled stops would include the Yuma Palms Regional Center, the Yuma Regional Medical Center (Avenue A and 24<sup>th</sup> Street), and Wal-Mart East.

- **Inbound to Winterhaven:** The bus would depart Wal-Mart at a scheduled time, with scheduled stops at the Yuma Regional Medical Center and the Yuma Palms Regional Center before returning to the scheduled stop in Winterhaven. Passengers could board the bus at the three scheduled stops in Yuma as walk-on passengers without a telephone reservation. The bus could stop at locations between the scheduled stops in Yuma, such as the Greyhound Bus Station, by request. Those wanting to be picked up on the inbound trip to Winterhaven would have to either request the driver to pick them up later or telephone in their request.
- **Inbound to the Fort Yuma Indian Health Center:** The bus would act as a dial-a-ride service in a general northwest to southeast arc through the Reservation to a scheduled stop at the Fort Yuma Indian Health Center. Passengers could board the bus at the Winterhaven bus stop but would need to request a drop off or pick up in the service area east of Winterhaven.
- **Reservations for Demand Response Service:** Walk-on passengers could inform the driver directly where they wanted to get off the bus and, in the case of locations at unscheduled stops in the City of Yuma, passengers could inform the driver if they needed a pick up on one of the return trips. Drivers would maintain a trip log of drop off locations and return trip pick up requests. Passengers could also request a return trip pick up by calling the service dispatch (Fort Yuma Indian Reservation Public Transportation Office). For all other demand response pick up requests, passengers would have to pre-book the service through dispatch. Dispatch would maintain a dispatch log of all trip requests and communicate these to the driver at the beginning of a trip. To facilitate some trip making spontaneity, advance bookings should be allowed up to one hour before a scheduled bus trip (assuming there is room on the bus to accommodate a same day booking).

Figure 3-4 provides a preliminary schedule for the proposed Fort Yuma Indian Reservation Shuttle with estimated running times and scheduled stops. The schedules provided in Figure 3-4 are timed to allow sufficient time for medical appointments, personal business, recreation, and shopping.

**Figure 3-4: Concept Schedule for the Proposed Fort Yuma Indian Reservation Shuttle**

Start at Fort Yuma Indian Hospital	Outbound Reservation Loop	Dpt Winterhaven	Palms Shopping Center	Yuma Regional Medical Center	Arr Wal-Mart East	Dpt Wal-Mart East	Yuma Regional Medical Center	Palms Shopping Center	Dpt Winterhaven	Inbound Reservation Loop	End at Fort Yuma Indian Hospital
8:00 AM	8:30 AM	8:30 AM	8:50 AM	9:00 AM	9:10 AM	9:30 AM	9:40 AM	9:50 AM	10:10 AM	10:40 AM	10:40 AM
11:00 AM	11:30 AM	11:30 AM	11:50 AM	12:00 PM	12:10 PM	12:30 PM	12:40 PM	12:50 PM	1:10 PM	1:40 PM	1:40 PM
2:00 PM	2:30 PM	2:30 PM	2:50 PM	3:00 PM	3:10 PM	3:30 PM	3:40 PM	3:50 PM	4:10 PM	4:40 PM	4:40 PM
5:00 PM	5:30 PM	5:30 PM	5:50 PM	6:00 PM	6:10 PM	6:30 PM	6:40 PM	6:50 PM	7:10 PM	7:40 PM	7:40 PM



**Summary of Service Concept -- Annual Revenue Hours and Operating Costs**

Based on the concept schedule provided in Figure 3-4, approximately:

- 23.3 service hours are required per week.
- 1,213 service hours are required annually.

The following service concept summary and cost analysis assumes the contracting out of service to a private contractor responsible for providing, operating and maintaining the buses. Figure 3-5 provides a summary of this service concept. The operation of the Fort Yuma Indian Reservation Shuttle should be rolled into the same service agreement as the Fort Yuma – El Centro Bus Service and Quechan Casino Shuttle service to increase the annual service hours and make the RFP and service contract more attractive to competitive bidding.

**Figure 3-5: Summary of the Fort Yuma Indian Reservation Shuttle Service Concept**

Strategy	Overview	Population Served	Areas Served	Schedule	Annual Revenue Hours	Annual Operating Costs (fully loaded- includes provision of vehicle)
RURAL CONNECTOR  Local Ft. Yuma Indian Reservation Shuttle	Local circulator, improving mobility within the reservation and Winterhaven communities and between these communities and the City of Yuma .Designated for medical appointments, Personal, business, recreation, and shopping.  Would operate as both a fixed route and dial_a-ride service.	All Tribal members  Tribal program clients  Winterhaven residents  Senior center nutrition trips	Ft. Yuma Indian Reservation  Winterhaven  Yuma	8:00 am to 7:40 pm  two days/week	1,213  (23.3 hrs/wk)	Shuttle bus

\* fully loaded cost including 15% Tribal administrative overhead

**Bus Requirements and Capital Costs**

The proposed service assumes a single bus pull-out with one backup bus. It is also assumed that the buses used in the proposed Fort Yuma – El Centro Bus Service would also be used in the proposed Fort Yuma Indian Reservation Shuttle. The buses would have to be fully ADA compliant with a capacity for at least 20 or 22 seated passengers or a combined capacity of 15 to 16 seated passengers and two wheelchairs. Seating should be front facing for better passenger ride comfort.



**Potential for Job Creation**

Although the operation of the proposed Fort Yuma Indian Reservation Shuttle is assumed to be contracted out, through competitive bidding the contract could be assigned to an Indian business enterprise. Also, hiring criteria that favors the hiring and training of drivers from the Reservation can be included in the RFP and contract specifications.

**3.3.3 Quechan Casino Resort Shuttle**

The Quechan Casino Resort Shuttle would operate as a shared-ride taxi service intended to serve casino, hotel and restaurant employees in both providing regularly scheduled, reliable transportation for existing employees as well as providing QCR access for those wishing to seek employment.



Figure 3-6 provides a summary of the QCR shuttle service concept.

**Figure 3-6: Summary of the QCR Shuttle Service Concept**

Strategy	Overview	Population Served	Areas Served	Schedule	Annual Revenue Hours	Annual Operating Costs (fully loaded—includes provision of vehicle)
Quechan Casino Resort (QCR) Shuttle	Employee shuttle would be provided at shift start and finish times between the Reservation and the Quechan Casino Resort for casino, hotel, and restaurant day workers.  Initially – contract for shared-ride taxi	Workers / Tribal Members  (enhance employment opportunities for Tribal members)	Ft. Yuma Indian Reservation  Quechan Casino Resort	Daily, at shift start and finish times  7 days/wk  AM & PM runs (2 hrs/day)	728	

\* fully loaded cost including 15% Tribal administrative overhead



### 3.3.4 Tribal Transportation Coordination - Central Coordination of Trips (Mobility Manager)

#### Objective

The objectives of central coordination are to increase the effectiveness and efficiency of the proposed Fort Yuma – El Centro Bus Service, Fort Yuma Indian Reservation Shuttle, and the use of Tribal program passenger vehicles. The importance of coordination was outlined in *Section 3.2 Administrative Framework*.

#### Alternative Description

In its mobility manager role, the proposed Fort Yuma Indian Reservation Public Transportation Office would coordinate trip requests with available services. Central trip coordination assumes the willingness of the various Tribal programs with vehicles to transport others in addition to their clients.

The mobility manager would essentially serve as a ride match coordinator between those providing transportation and those needing transportation. The mobility manager would maintain a database of scheduled services and trips planned with program vehicles and match travel requests from Tribal programs, Tribal members, and residents of Winterhaven with existing scheduled services (Fort Yuma – El Centro Bus Service and Fort Yuma Indian Reservation Shuttle) and trips already being made with Tribal program vehicles.

The travel alternative database will include transit schedule and routing information, Tribal program travel listings (including planned travel dates and times, vehicle capacity and type, and client confidentiality restrictions), and volunteer driver availability and vehicle capacity information.

Benefits include:

- **A transit first policy:** Wherever possible and appropriate, trip requests would be assigned to scheduled Fort Yuma – El Centro Bus Service and Fort Yuma Indian Reservation Shuttle service. This would increase ridership and productivity and reduce the cost per passenger trip on these services, and potentially reduce the use of Tribal program vehicles, staff resources for transportation, and overall client transportation costs. The mobility manager would proactively work with Tribal program staff, Tribal members, and Winterhaven residents to plan travel, appointments, or Tribal programs when transit is available.
- **Coordinated ridesharing:** Tribal program staff will provide the mobility manager with travel itineraries. The mobility manager will:
  - Identify any potential travel alternatives at the same time and suggest, where feasible, the possible pooling of resources. This type of trip coordination would reduce duplication and Tribal program travel budgets. Programs could share the costs of one vehicle instead of making two parallel trips.
  - Record program travel plans and try to match trip requests with the already recorded travel plans of others. If there is a successful match, individual or program travel costs could be reduced by splitting the costs of the trip between agencies. In the case of Tribal member or Winterhaven resident trip assignments, a fare could be charged to reduce the program's travel costs.

- **Increasing travel options:** The mobility manager increases the potential range of travel options for program clients and individuals through the maintenance of a travel plan database and the review of available options. A volunteer driver pool may provide backup for critical, non-discretionary trips for medical appointments or personal business.

The mobility manager could also serve as an invoicing and reimbursement clearinghouse for the Tribal program participants.

### **Coordination Costs**

Mobility manager coordination costs could be offset with an administration fee per trip assignment or a monthly administration fee assessed for each Tribal program participant.

### **Bus Requirements and Capital Costs**

There are no specific fleet or capital budget requirements with this strategy. Trips will be coordinated over existing vehicle resources.

### **Job Opportunities**

There will be job opportunities through the creation of the Fort Yuma Indian Reservation Public Transportation Office (Section 3.2).

## **3.3.5 Centralized Fleet Management - Central Management of the Tribal Services Passenger Vehicle Fleet**

### **Objective**

The objective is to serve as a “motor pool” to manage the efficient and effective use of the Tribal Services passenger vehicle fleet. Fleet management includes:

- The coordination of the preventative maintenance program and ongoing mechanical maintenance of the fleet.
- The assignment of spare vehicles as required or the arrangement of alternative travel arrangements of program clients when a program’s prime service vehicle is not available.
- Administration of a vehicle retirement and replacement program in accordance with individual vehicle age, mileage, and mechanical fitness.
- Vehicle procurement and the coordination of grant writing.
- The cycling of vehicles into service to ensure the uniform use of vehicles and the equalization of operating miles over the fleet.

### **Alternative Description**

The Fort Yuma Indian Reservation Public Transportation Office would work closely with individual Tribal program coordinators to ensure that all passenger vehicles are used appropriately in accordance with the mandated requirements of specific funding grants and that all vehicles are cycled in and out of service for maintenance and to minimize the overuse of particular vehicles. In its mobility manager role, the Fort Yuma Indian Reservation Public Transportation Office would arrange for the use of the vehicle from another program or make alternative transportation arrangements in the event that a vehicle is not available. Fleet management would include the administration of vehicle maintenance files and the recording of individual vehicle maintenance histories. The latter becomes critical in the objective establishment of a fleet retirement schedule. In conjunction with the individual program administrators, the Fort Yuma Indian Reservation Public Transportation Office would seek potential funding sources for replacement or additional vehicles, and would coordinate the preparation and submission of grant applications.

### **Coordination Costs**

Fleet management costs could be offset with a monthly administration fee assessed for each Tribal program participant.

### **Vehicle Requirements and Capital Costs**

Vehicle requirements would be determined on an annual and five year plan basis by the Fort Yuma Indian Reservation Public Transportation Office and the individual Tribal programs. The use of available program-specific grants would be maximized.

### **Job Opportunities**

There will be job opportunities through the creation of the Fort Yuma Indian Reservation Public Transportation Office (Section 3.2).

## 4. Summary of Service Concepts

The following summarizes the key characteristics of the service strategies offered in Chapter 3.

Strategy	Overview	Population Served	Areas Served	Schedule	Annual Revenue Hours	Annual Operating Costs (fully loaded – includes provision of vehicle)
<b>RURAL CONNECTOR</b>  Local Ft. Yuma Indian Reservation Shuttle	Local circulator, improving mobility within the reservation and Winterhaven communities and between these communities and the City of . Designed for medical appointments, personal business, recreation, and shopping.  Would operate as both a fixed route and dial-a-ride service	All Tribal members  Tribal program clients  Winterhaven residents  Senior center nutrition trips	Ft. Yuma Indian Reservation  Winterhaven  Yuma	8:00 am to 7:40 pm  two days/week	1,213  (23.3 hrs/wk)	Shuttle bus

Strategy	Overview	Population Served	Areas Served	Schedule	Annual Revenue Hours	Annual Operating Costs (fully loaded – includes provision of vehicle)
<b>Quechan Casino Resort (QCR) Shuttle</b>	Employee shuttle would be provided at shift start and finish times between the Reservation and the Quechan Casino Resort for casino, hotel, and restaurant day workers.  Initially – contract for shared-ride taxi	Workers / Tribal Members  (enhance employment opportunities for Tribal members)	Ft. Yuma Indian Reservation  Quechan Casino Resort	Daily, at shift start and finish times  7 days/wk  AM & PM runs (2 hrs/day)	728  ( )	\$

Strategy	Overview	Population Served	Areas Served	Schedule	Annual Revenue Hours	Annual Operating Costs (fully loaded includes provision of vehicle)
<b>REGIONAL CONNECTOR / LIFELINE</b>  Ft. Yuma Indian Reservation - El Centro Bus Service	Increase the number of trips between the Ft. Yuma Indian Reservation and Winterhaven communities and key destinations in for medical, personal business, and shopping trips.  Would operate as both a flexroute and a limited stop express.	General public  Tribal members/ program participants	Ft. Yuma Indian Reservation  Winterhaven  QCR (upon request)  El Centro	Service one day/wk	624  (12 hrs/wk)	Shuttle bus

Strategy	Overview
<b>TRIBAL TRANSPORTATION COORDINATION: Central Coordination of Trips (Mobility Manager)</b>	Designed to increase the effectiveness and efficiency of the proposed – Regional Connector (Lifeline) / El Centro Bus Service, Local Connector / Fort Yuma Reservation Shuttle, and the use of Tribal program passenger vehicles.  The mobility manager would serve as a ride match coordinator between those providing transportation and those needing transportation.
<b>CENTRALIZED FLEET MANAGEMENT of the Tribal Services Passenger Vehicle Fleet</b>	Designed to serve as a “motor pool” to manage the efficient and effective use of the Tribal Services passenger vehicle fleet.  Would ensure that all passenger vehicles are used appropriately in accordance with specific funding grants, and that all vehicles are cycled through service for maintenance and to minimize the overuse of particular vehicles.



## 5. FTA Grant Application – *A Way Forward*

- ✓ Availability of \$15,075,000 in funding provided by FTA's Public Transportation on Indian Reservations Program (*Tribal Transit Program*)
- ✓ Grants can be awarded to recipients located in rural and small urban areas (with populations under 50,000)
- ✓ May be used for:
  - Public transportation capital projects,
  - Operating costs of equipment and facilities (start-up service, enhancement or expansions of existing services)
  - Planning
  - Acquisition of public transportation services, including service agreements with private providers
- ✓ Projects selected for funding under the TTP can be funded up to 100 percent federal share of project costs.
  
- FTA Grant:
  - Due September 26, 2011
  - Targeting for \$0k
  - Staffing impact: approx .3 FTE
- Draft Application – to Council: (August/September 2011) for review & approval