



**Strategic Plan
Fiscal Year 2013-2014 through
Fiscal Year 2017-2018**

April 2013

Yuma County Intergovernmental Public Transportation Authority Board of Directors 2013



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Yuma County
term ending 2/28/2018



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term ending 2/28/2015



Paul Soto
Cocopah Indian Tribe
term ending 2/28/2016



Brian Golding Sr.
Quechan Indian Tribe
term ending 2/28/2017

Yuma County Intergovernmental Public Transportation Authority Staff 2013



John Andoh
Transit Director



Carol Perez
Administrative Assistant



Stormy Robinson
Temporary Clerk I



Shelly Kreger
Financial Services
Operations Manager

Welcome

When you think of transit, you probably think of buses. But, in reality, transit is a connector, linking people and places in our community...

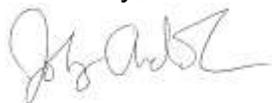
- A bridge to employment.
- The road to education for thousands of students.
- Personal freedom for a person with a disability who can't drive. A ride to work for someone who can't afford a car.
- A social network for an older adult.
- The environmentally responsible way to get from Point A to Point B without driving.

The Yuma County Intergovernmental Public Transportation Authority takes its responsibility to the community very seriously. About half of the 300,000 annual rides provided on Yuma County Area Transit (YCAT) connect people to jobs. More people on buses mean fewer car trips and better air quality for everyone. A thousand students, older adults, and people with disabilities depend on YCAT every day.

It is the desires of the YCIPTA Board of Directors and staff have spent the past several months looking critically at how we serve the community and how we can better meet the needs of a growing region. The result will be YCIPTA Strategic Plan, which represents the foundational steps that we are taking to set a new and more regional direction for the future of this organization. This plan is our road map to a new and more robust transit system for Yuma County.

We invite you to join us on this journey. It's going to be an exhilarating ride!

Sincerely,



John Andoh
Transit Director
Yuma County Intergovernmental Public Transportation Authority

Section 1: Introduction

Purpose of the Strategic Plan

The purpose of the YCIPTA Strategic Plan is to establish an overall vision and mission for Yuma County Area Transit (YCAT), and develop a series of goals and strategies to guide the future development of YCIPTA's services, programs and organization.

The Plan provides a framework through which YCIPTA administrative, operational and communication processes can be reexamined. Through this process, YCIPTA staff will be able to craft the Authority's direction and strategic business plan.

Strategic Plan Organization

The heart of the strategic plan is the Strategic Planning Framework. It represents a set of guiding principles and forms the basis of overall strategic direction for YCIPTA. The framework is organized around the Mission and Vision of YCIPTA. Building upon these elements, the Strategic Planning Framework also consists of Goals and Strategies designed to implement the YCIPTA Vision and Mission.

This Strategic Plan includes an initial set of desired outcomes and indicators that YCIPTA can use to assess performance and progress toward achieving these outcomes.

Section 2: Strategic Plan Framework

The Strategic Plan Framework describes the relationship among the Strategic Plan elements.

- The Mission describes the purpose of YCIPTA and its role within the Yuma County community.
- Values describe the norms and qualities of YCIPTA and are the basis from which each YCIPTA staff member should be operating.
- Reflecting both its mission and values, the Vision guides YCIPTA toward the future.
- The Goals and Strategies describe the direction that YCIPTA will be moving in.

Section 3: Yuma County Intergovernmental Public Transportation Authority Adopted Motto, Mission Statement and Vision Statement

Motto

See Where It Takes You!

The Mission of YCIPTA describes the main functions of YCIPTA and its role within the Yuma County community. The Mission gives the overall “charge” and purpose of the organization. All YCIPTA activities relate to one or more aspects of the mission statement:

Mission Statement

The Yuma County Intergovernmental Public Transportation Authority is committed to providing Yuma County with clean, affordable, reliable, efficient and safe public transportation services that aid in economic development, enhance the quality of life and ensures mobility and independence for our community.

YCIPTA' Vision is a narrative description of the ideal YCIPTA environment. The Vision reflects the priorities and values of the staff and management:

Vision Statement

The Yuma County Intergovernmental Public Transportation Authority provides a cost effective public transportation system that improves the environment, air quality and the quality of life for our residents and visitors in the region.

Section 4: Proposed Values, Goals and Strategies

Proposed Values

The Values of YCIPTA describe the basic behaviors, attributes, principles and beliefs that guide all YCIPTA staff. The Values have been developed in consultation with YCIPTA staff and the Board of Directors. These principles are the bedrock of YCIPTA staff attitudes toward their work, their mission and their relationships.

Integrity	We act ethically and with integrity in all we do.
Quality	We do high quality work and maintain high standards in order to exceed customer expectations.
Accountability	We are accountable and responsible for our actions.
Community	We are a viable part of the community we serve and view quality transit service as an essential aspect of community life.
Service	We focus on our customers by providing friendly, personable service.
Cooperation	We partner with other regional and local agencies to ensure full access to a comprehensive range of community mobility options
Environment	We view public transit as a means of improving air quality and conserving our natural resources.
Stewardship	We are prudent and resourceful stewards of the public dollars with which we have been entrusted.

Proposed Goals

The Goals provide direction for achieving the YCIPTA Vision and Mission. Strategies and objectives are identified for each goal area.

- **Fiscal Sustainability**
Maintain fiscal responsibility to ensure the financial sustainability of existing and new transit services.
- **Operational Excellence**
Ensure that transit in Yuma County is operating safely, effectively, efficiently thus improving the economic vitality of the community.
- **Ridership Growth**
Increase ridership to fully attain community benefits achieved through optimum utilization of the transit system.

- **Community Engagement**
Improve visibility, image and awareness of YCIPTA.
- **Organizational Effectiveness**
Strengthen organizational capabilities and resources to improve overall performance and customer satisfaction.
- **Regional Transit**
Achieve a position of regional leadership from which YCIPTA can pursue initiatives enabling it to more effectively serve its customers.

Proposed Strategies

Each Goal has a set of Strategies which are designed to support forward movement and progress toward achieving the YCIPTA Mission and Goals, and position YCIPTA to meet future challenges. Each Strategy is supported by a set of Objectives (Measurable Actions). Progress on implementation of the Strategic Plan will be measured through a set of outcome-based Performance Measures.

1. Fiscal Sustainability

- Define short- and long-term financial needs
 - Identify ways to sustain current system from collapse
 - Use the transit plan and transit study to project future funding needs
 - Identify financial resources needed to support the strategic plan
- Bring in new revenue
 - Seek out new and unique revenue generators
 - Coordinate with Yuma County regarding a Transportation Excise Tax in FY 2014 or FY 2016
- Maximize productivity, efficiency, and use of assets
 - Explore possible revenue streams
 - Enhance organizational efficiency through training and development
- Evaluate funding options
 - Determine eligible funding options under the state statute
 - Evaluate an opt-in, opt-out equitable funding model
 - Work with AzTA and Yuma County to establish a statewide funding source
- Assure adequate funding
 - Review transit case studies
 - Engage jurisdictions in the funding discussion
 - Assess political/business/civic leader support for funding options

2. Operational Excellence

- Focus on safety and customer satisfaction
 - Assess current safety and customer programs to identify strengths and weaknesses
 - Recruit employees with system safety skill sets
 - Provide training to enhance safety and customer service skills
- Benchmark and meet performance goals
 - Create a work team to develop operational goals, metrics and reporting in accordance with MAP-21 requirements
 - Research, establish, and implement industry best practices
 - Develop an annual process to review and set operational goals

- Leverage technology to improve service
 - Implement AVL to make real-time bus information available to customers
 - Implement new farebox technology systemwide
- Establish a culture of inclusion
 - Implement a comprehensive employee involvement strategy
 - Develop an outreach program that creates increased procurement outcomes for DBEs, MBEs, WBEs, SBEs, and disability-owned businesses
 - Collaborate with other Arizona transit systems and chambers of commerce to create outcomes for DBEs, MBEs, WBEs, SBEs, and disability-owned businesses
 - Develop goals, tracking mechanisms, and reporting for DBE expenditures
 - Assure that DBE policies are understood by all stakeholder
- Become an employer of choice (First Transit and YCIPTA)
 - Assess organizational training and development needs
 - Offer online and classroom training and development programs to foster a skilled workforce
 - Recognize and reward performance

3. Ridership Growth

- Conduct research to better understand customers
 - Create a scope of work for a marketing plan
 - Conduct market research about current riders
 - Engage employees to understand what bus operators think is driving ridership
- Design service to meet customers' needs
 - Develop a baseline transit plan
 - Prioritize plan recommendations and implement based on funding levels
 - Coordinate with other transit to boost multi-modal transit ridership
- Make it easier to ride
 - Aggressively market new fare media to attract new riders
 - Update all customer information and improve availability
 - Provide real-time information (arrival/departure boards, phone and web-based information)
- Increase marketing to attract customers
 - Launch comprehensive marketing campaign to build ridership
 - Promote pass programs through colleges and universities
- Expand employer pass program partnerships
 - Create employer strategy with input from current pass program participants
 - Target employers that could add significant numbers of riders
 - Conduct research on why employers are not encouraging transit ridership
 - Create employer pass program marketing materials
 - Recognize and reward transit-friendly organization
- Understand tomorrow's customer
 - Secure a subject-matter expert to review current ridership trends and develop ridership projections for the next 5-10 years, based on demographic patterns
 - Identify what future riders will want through proprietary research
 - Review Yuma travel patterns in conjunction with YMPO

4. Community Engagement

- Engage stakeholders in five year transit plan development
 - Solicit broad input for the plan from employees, customers and the community
 - Hold a transportation summit
- Build relationships with key constituencies
 - Identify key stakeholders and create a database
 - Inventory board and staff contacts/relationships and cross reference with targeted stakeholders
 - Offer bus rides and facility tours for elected officials and community leaders
 - Send regular updates to targeted stakeholders
- Educate the community about YCAT's benefits
 - Create "YCAT at the Crossroads" summary (transit plan and case for transit)
 - Conduct a community and employee education campaign (what YCAT is, how we compare, YCAT's plan, funding needs)
 - Share stories of workers who ride YCAT
 - Promote YCAT as a people connector (social aspects)
 - Place speakers at key business and community events and meetings
 - Seek publicity related to regional transit initiatives
- Improve the image of transit
 - Launch the "See Where It Takes You" campaign
 - Change the negative image of YCAT
 - Make transit cool (branding, image, amenities)
- Encourage support for transit
 - Communicate the need for transit
 - Partner with grassroots groups with similar interests
 - Secure transit partners
 - Implement aggressive community outreach (community councils, organization meetings, presence at events, etc.)
 - Use media relations to spread the word (editorial boards, public affairs programs, guest columns, story pitches)
 - Seek feedback through social media

5. Organizational Effectiveness

- Position YCIPTA as an authority on public transportation in Yuma County
 - Develop the Board to be well verse on public transit issues
 - Develop YCIPTA as the "public transit entity" of Yuma County
 - Encourage the Board to be active in public transit related committees and organizations
 - Leverage board influence for funding and legislative support
 - Increase coverage of board activities in external publications.
- Provide comprehensive board orientation
 - Document and refine board orientation process
 - Conduct orientation for 100% of board members
 - Provide continuing education opportunities for board members regarding public transit issues
- Redefine committee structure and roles
 - Review and update committee structure
- Oversee implementation of the strategic plan
 - Adopt a strategic focus

- Base strategic decisions on data
- Create a tracking process to measure the progress of the plan and progress in achieving the mission

6. Regional Transit

- Assess regional transportation trends and future needs
 - Understand what other regional transportation initiatives are underway and their impact on future ridership
 - Ask what each constituency needs and identify benefits
 - Identify champions for each constituency
- Build collaboration among transit providers and funders in the region
 - Strengthen relationship with YMPO, ICTC and ADOT
- Secure multi-jurisdictional support
 - Involve elected officials
 - Build broad-based political support
 - Coordination with Indian Nations in YCIPTA service area
- Create a multi-modal regional transit network
 - Create a long-range, integrated, regional transportation plan that meets the needs of future riders
 - Provide amenities that future customers will want
 - Build and promote the case for regional transit

Section 5: Strategic Plan

The following pages describe each of the six Strategic Goals, their related strategies and how YCIPTA progress toward achieving those Goals will be monitored through Performance Measures, including desired outcomes and success indicators.

1. Fiscal Sustainability

GOAL: Maintain fiscal responsibility to ensure the financial sustainability of existing and new transit services.

To continue to provide high-quality affordable transit services, YCIPTA must maintain its financial stability. To maintain existing transit services it must operate within the limits of current funding sources. As it investigates the feasibility of offering new and/or expanding existing programs, it must explore new funding sources while minimizing YCIPTA's exposure to financial risk. For this reason, assessing the feasibility of new projects must include the projected financial impacts on the rest of the organization. Financial sustainability also suggests the need to establish financial reserves to address different contingencies that may arise in the future.

STRATEGIES & OBJECTIVES

- Define short- and long-term financial needs
 - Identify ways to sustain current system from collapse
 - Use the transit plan and transit study to project future funding needs
 - Identify financial resources needed to support the strategic plan
- Bring in new revenue
 - Seek out new and unique revenue generators
 - Coordinate with Yuma County regarding a Transportation Excise Tax in FY 2014 or FY 2016
- Maximize productivity, efficiency, and use of assets
 - Explore possible revenue streams
 - Enhance organizational efficiency through training and development
- Evaluate funding options
 - Determine eligible funding options under the state statute
 - Evaluate an opt-in, opt-out equitable funding model
 - Work with AzTA and Yuma County to establish a statewide funding source
- Assure adequate funding
 - Review transit case studies
 - Engage jurisdictions in the funding discussion
 - Assess political/business/civic leader support for funding options

PERFORMANCE MEASURES

Desired Outcome

- Continued financial viability while expanding service offerings and options

Success Indicators

- Percentage of new or expanded services meeting productivity targets
- Increase in new funding support through grants and partnerships
- Approval of Transportation Excise Tax
- Maintenance of designated amounts in a reserve fund
- Percentage of facility and maintenance improvements funded through outside grants or other funding
- Productivity targets applied consistently by staff (e.g., cost/passengers, passengers/hour, cost/hour, etc.)

2. Operational Excellence

GOAL: Ensure that transit in Yuma County is operating safely, effectively, efficiently thus improving the economic vitality of the community.

To the extent that transit can successfully reduce congestion, improve air quality, and enhance mobility for the individual commuter, it contributes to both the real and perceived quality of life within a community. As regions and individual communities compete to attract new businesses and workers, while retaining their existing economic base, the presence of a smooth and efficient local transit network becomes a vital community and economic development tool.

Working pro-actively to anticipate future growth patterns, YCIPTA can more effectively facilitate the integration of transit into future land use development. Asking each city how transit can fit into the future vision of their city can facilitate the development of more transit-friendly communities, while also contributing directly to the economic development plans of these cities. YCIPTA can then tailor routes and services to support the development vision of each city, rather than provide one standard solution for all cities. At the same time, it can work with these cities to encourage the design and development of communities that make transit a more attractive choice for commuters. In the near-term, it can also re-configure routes and services in response to current densities and ridership demand, rather than provide geographic area wide coverage regardless of need.

Furthermore, working in conjunction with First Transit, YCIPTA can position YCAT to be viewed a safe, convenient efficient and effective way to travel through employee training, development and a strong emphasis on safety.

STRATEGIES & OBJECTIVES

- Focus on safety and customer satisfaction
 - Assess current safety and customer programs to identify strengths and weaknesses
 - Recruit employees with system safety skill sets
 - Provide training to enhance safety and customer service skills
- Benchmark and meet performance goals
 - Create a work team to develop operational goals, metrics and reporting in accordance with MAP-21 requirements
 - Research, establish, and implement industry best practices
 - Develop an annual process to review and set operational goals
- Leverage technology to improve service
 - Implement AVL to make real-time bus information available to customers
 - Implement new farebox technology systemwide
- Establish a culture of inclusion
 - Implement a comprehensive employee involvement strategy
 - Develop an outreach program that creates increased procurement outcomes for DBEs, MBEs, WBEs, SBEs, and disability-owned businesses
 - Collaborate with other Arizona transit systems and chambers of commerce to create outcomes for DBEs, MBEs, WBEs, SBEs, and disability-owned businesses
 - Develop goals, tracking mechanisms, and reporting for DBE expenditures
 - Assure that DBE policies are understood by all stakeholder

- Become an employer of choice (First Transit and YCIPTA)
 - Assess organizational training and development needs
 - Offer online and classroom training and development programs to foster a skilled workforce
 - Recognize and reward performance

PERFORMANCE MEASURES

Desired Outcome

- Increased use of public transit in Yuma County
- Routes that are effective and meets the needs of the community
- Increased DBEs, MBEs, WBEs, SBEs, and disability-owned businesses participating in YCIPTA procurements
- The preferred choice of employment

Success Indicators

- Increased passenger trips
- Routes meeting YCIPTA productivity measures
- Additional DBEs, MBEs, WBEs, SBEs, and disability-owned businesses participating in YCIPTA procurements
- Satisfied employees working for YCIPTA and First Transit
- No preventable accidents
- Number of employees trained in YCIPTA customer satisfaction techniques
- Number of employees able to access information needed to perform job duties

3. Ridership Growth

GOAL: Increase ridership to fully attain community benefits achieved through optimum utilization of the transit system

Attracting more riders to transit will help to better manage congestion, improve air quality and increase the public's return on investment in transit facilities and operations. As a goal, an increase in transit ridership is viewed as critical means for achieving these and other important community purposes, rather than an end in of itself. This perspective comes from understanding that transit services are provided as a way to help solve problems and address issues that would be significantly harder to resolve if these services were not available. It also requires placing the transit services offered by YCIPTA within the larger context of the overall regional transportation system, whose effective and efficient performance is the ultimate objective, rather than that of transit alone.

Bringing about an increase in transit ridership will require improving existing services while also exploring the feasibility of providing new and different services. This approach is intended both to appeal to the current ridership while also developing and packaging new services to attract additional riders. This requires better understanding of the commuting needs of the public, including new residents, while also working closely with local cities to anticipate future growth patterns and determine how transit fits into their future development plans. Ultimately, YCIPTA will strive to meet future growth needs of Yuma County in an environmentally responsible manner.

STRATEGIES & OBJECTIVES

- Conduct research to better understand customers
 - Create a scope of work for an integrated research plan
 - Conduct market research about current riders
 - Engage employees to understand what bus operators think is driving ridership
- Design service to meet customers' needs
 - Develop a baseline transit plan
 - Prioritize plan recommendations and implement based on funding levels
 - Coordinate with other transit to boost multi-modal transit ridership
- Make it easier to ride
 - Aggressively market new fare media to attract new riders
 - Update all customer information and improve availability
 - Provide real-time information (arrival/departure boards, phone and web-based information)
- Increase marketing to attract customers
 - Launch comprehensive marketing campaign to build ridership
 - Promote pass programs through colleges and universities
- Expand employer pass program partnerships
 - Create employer strategy with input from current pass program participants
 - Target employers that could add significant numbers of riders
 - Conduct research on why employers are not encouraging transit ridership
 - Create employer pass program marketing materials
 - Recognize and reward transit-friendly organization

- Understand tomorrow's customer
 - Secure a subject-matter expert to review current ridership trends and develop ridership projections for the next 5-10 years, based on demographic patterns
 - Identify what future riders will want through proprietary research
 - Review Yuma travel patterns in conjunction with YMPO

PERFORMANCE MEASURES

Desired Outcome

- YCIPTA ridership is increased because services complement and serve emerging land use patterns and resident needs

Success Indicators

- Ridership increased by 3% per year (or no less than the annual growth rate of the overall population of Yuma County.)
- Number of community partnerships for expanded transit services
- Percentage of communities in new growth areas having access to public transit

4. Community Engagement

GOAL: Improve visibility, image and awareness of YCIPTA.

A re-invigorated marketing and public awareness program is seen as an essential part of the effort to increase transit ridership. This marketing program will be designed to raise overall public awareness of YCIPTA while also improving the image of transit in general. It will do this by positioning the transit experience as a positive one for both the individual commuter and the community at large. This effort to improve the perception of transit will enable YCIPTA to reach out to the discretionary transit rider, while also enhancing the experience of the transit dependent. Reinforcing the image of transit as an approachable, inviting, and reliable form of transportation will also complement and support other key strategic goals.

In this regard, creating a memorable brand that promotes a positive image for YCIPTA, one that conveys YCIPTA as an important solution for people living and working in Yuma County, is an essential step. It will also be important for all who work at YCIPTA to live up to this new image and the heightened visibility it is intended to generate. For this reason, the message conveyed by the brand image must be consistent with the mission, values and vision of YCIPTA and permeate throughout the organization.

STRATEGIES & OBJECTIVES

- Engage stakeholders in five year transit plan development
 - Solicit broad input for the plan from employees, customers and the community
 - Hold a transportation summit
- Build relationships with key constituencies
 - Identify key stakeholders and create a database
 - Inventory board and staff contacts/relationships and cross reference with targeted stakeholders
 - Offer bus rides and facility tours for elected officials and community leaders
 - Send regular updates to targeted stakeholders
- Educate the community about YCAT's benefits
 - Create "YCAT at the Crossroads" summary (transit plan and case for transit)
 - Conduct a community and employee education campaign (what YCAT is, how we compare, YCAT's plan, funding needs)
 - Share stories of workers who ride YCAT
 - Promote YCAT as a people connector (social aspects)
 - Place speakers at key business and community events and meetings
 - Seek publicity related to regional transit initiatives
- Improve the image of transit
 - Launch the "See Where It Takes You" campaign
 - Change the negative image of YCAT
 - Make transit cool (branding, image, amenities)
- Encourage support for transit
 - Communicate the need for transit
 - Partner with grassroots groups with similar interests
 - Secure transit partners
 - Implement aggressive community outreach (community councils, organization meetings, presence at events, etc.)

- Use media relations to spread the word (editorial boards, public affairs programs, guest columns, story pitches)
- Seek feedback through social media

PERFORMANCE MEASURES

Desired Outcome

- YCIPTA is recognized as a safe, clean and reliable service that is essential to quality of life in Yuma County

Success Indicators

- Increase in percentage of Yuma County residents with a positive image of YCIPTA
- Increased public awareness of YCIPTA services and contributions
- Awareness of YCIPTA by current and new residents of Yuma County

5. Organizational Effectiveness

GOAL: Strengthen organizational capabilities and resources to improve overall performance and customer satisfaction.

Creating greater cohesion within YCIPTA will enable it to perform more effectively as a single, seamless entity. At the same time, YCIPTA must also retain the operational flexibility and control provided by contracting out transit driver and other services. Critical to YCIPTA's ability to achieve an optimum balance between these two seemingly competing directives is fostering a collaborative environment throughout the organization. Success in this will be dependent upon the ability of all participants to receive and share timely, accurate and useful information. This is especially true for information regarding both organizational and individual performance. Defining clear goals and criteria for how these goals will be measured is an essential first step.

STRATEGIES & OBJECTIVES

- Position YCIPTA as an authority on public transportation in Yuma County
 - Develop the Board to be well verse on public transit issues
 - Develop YCIPTA as the “public transit entity” of Yuma County
 - Encourage the Board to be active in public transit related committees and organizations
 - Leverage board influence for funding and legislative support
 - Increase coverage of board activities in external publications.
- Provide comprehensive board orientation
 - Document and refine board orientation process
 - Conduct orientation for 100% of board members
 - Provide continuing education opportunities for board members regarding public transit issues
- Redefine committee structure and roles
 - Review and update committee structure
- Oversee implementation of the strategic plan
 - Adopt a strategic focus
 - Base strategic decisions on data
 - Create a tracking process to measure the progress of the plan and progress in achieving the mission

PERFORMANCE MEASURES

Desired Outcome

- General public, Board members, contractors and employees at all levels of the organization understand and uphold YCIPTA goals and directions

Success Indicators

- Percentage of General public, Board members, contractors and employees with awareness and understanding of YCIPTA organizational and performance goals
- Alignment of organizational and individual performance indicators
- Alignment of YCIPTA budget with strategic planning goals
- Staff perception of organizational effectiveness
- Public perception of organizational effectiveness

6. Regional Transit

GOAL: Strengthen YCIPTA's leadership position within the region to enhance opportunities for customer service.

YCIPTA provides transit services in Yuma County, but also functions as an integral part of the regional transit and transportation system. The capacity of YCIPTA to effectively and efficiently serve its customers is dependent upon the health and effectiveness of the overall transportation system.

By forming close working partnerships with municipalities and other transit agencies, YCIPTA can provide leadership in support of initiatives designed to improve the capacity of the transportation system to serve the commuting public. The development and management of a high-quality comprehensive transportation system throughout the region requires coordination and integration between all the agencies and organizations involved in the movement of people. YCIPTA is well positioned to facilitate this integration among all the regional mobility players. To effectively carry out this role, YCIPTA will need to anticipate future growth patterns, both within Yuma County and in surrounding areas (such as Imperial County, Indian Reservations and Mexico). It will also need to develop an understanding of how each city in Yuma County will manage its future growth and plan transit services accordingly. By following this integrated transportation/land use planning approach within its own service area, YCIPTA can more effectively encourage its application by other transportation service providers.

Policy development should also more closely examine the potential benefits to be realized from integrating transit and land use planning, while laying out a clear path for doing so. Such integration will certainly require that YCIPTA form even closer working relationships with local cities and other public agencies responsible for land use decisions.

Among policy issues to be considered are the criteria used for allocating transit routes and services in Yuma County. Should YCIPTA continue a geographic/coverage based service regardless of demand or rationalizes allocation of transit services according to the need and ridership demand in each individual community? The outcome to this question may depend on the role transit is anticipated to play in the future community and economic development plans of each city, as well as which of these alternative service allocation methods, or mix of alternatives, can best meet the mobility needs of all who live and work in Yuma County.

Related to this is the need for a service development policy. For instance, should a different fare policy apply to new premium services? Also, should funds generated by fees placed on new developments be funneled to fund transit services to these new communities, or support overall transit services to both established and new communities. The resolution of these and other critical policy choices will provide a firm foundation for implementation of the overall strategic plan, and in coming years ease the decision-making process by both the Board and staff when evaluating changes in service and other critical issues.

STRATEGIES & OBJECTIVES

- Assess regional transportation trends and future needs
 - Understand what other regional transportation initiatives are underway and their impact on future ridership
 - Ask what each constituency needs and identify benefits
 - Identify champions for each constituency
- Build collaboration among transit providers and funders in the region
 - Strengthen relationship with YMPO, ICTC and ADOT
- Secure multi-jurisdictional support
 - Involve elected officials
 - Build broad-based political support
 - Coordination with Indian Nations in YCIPTA service area
- Create a multi-modal regional transit network
 - Create a long-range, integrated, regional transportation plan that meets the needs of future riders
 - Provide amenities that future customers will want
 - Build and promote the case for regional transit

PERFORMANCE MEASURES

Desired Outcome

- High-quality comprehensive transportation system is developed as a result of YCIPTA leadership initiatives

Success Indicators

- Development of joint plans among regional and local entities involved in transportation planning and provision
- Increased availability of transit options across jurisdictional boundaries
- Increased customer understanding and use of trip connections (local to regional bus, etc.)

Section 6: Strategic Plan Implementation

Successful implementation of the strategic plan is dependent upon translating its various strategies into detailed programs, budgets, and actions designed to achieve the goals identified in the strategic plan. The following pages introduce the strategic plan implementation process by presenting an overview of the following topics:

- The Relationship Between the Strategic Plan, the Budget, and Annual Work Plan.
- Aligning the Budget with the Strategic Plan
- The Strategic Planning Cycle
- Decision-Making Criteria

Relationship between the Strategic Plan, the Budget and Annual Work Plan

All other planning processes undertaken by YCIPTA, and the plans generated by these processes, should draw upon, reflect and align with its Strategic Plan, including especially the budget and annual work plan.

The Strategic Plan establishes the long-term goals of the organization. It looks ahead three to five years and charts a route toward its ideal future as described by its Vision and Mission

The Budget looks ahead in a 12 month period. It provides a more detailed picture of the route first laid out in the Strategic Plan. It also explains how this route will be navigated by addressing in depth how the technical, financial, and human resources of the organization will be allocated to achieve the goals identified in the Strategic Plan.

The Annual Work Plan encompasses all the tasks drawn from the Strategic Plan which can be achieved within the forthcoming 12 months, and which is funded in the Budget. It also includes more detailed action plans for each department within the organization, and shows how results from these individual departmental/staff plans collectively contribute to achieving the overall organizational goals identified in the Strategic Plan.

Aligning the Budget with the Strategic Plan

The specific goals identified with the fiscal year budget for YCIPTA should correspond with the goals of the Strategic Plan. Following the adoption of a new strategic plan, a transition period may be necessary during which goals or the terms used to define goals are not fully equivalent. To ensure, however, that the Strategic Plan becomes an operational reality for YCIPTA, planning for the next fiscal year should be organized around the goals of the new Strategic Plan. Doing so will mean there is a clear connection between the goals of the Strategic Plan and the resources allocated by YCIPTA for the achievement of those goals.

Strategic Planning Cycle

The relationship between the Strategic Plan, Budget, and Annual Work Plan suggests a top-down approach moving from large general goals at the top to more specific actions at the bottom. This relationship is part of a larger ongoing and iterative planning cycle, in which results from implementation of the strategic plan will inform future updates of the Strategic Plan.

- The first two steps in the planning cycle – confirm agency values, visions, and goals; and identify strategic issues/priorities – lay out the milestones in the development of the strategic plan.
- Implementation of the strategic plan begins with an assessment of fiscal capacity and available resources, as required to develop the business plan and budget.
- This allocation of technical, financial and human resources is required in order to establish the strategic objectives necessary for implementation of the strategic plan in the upcoming 12 to 18 months.
- Completion of the budget sets the stage for work program development, as defined by the resulting annual work plan.
- In turn, the annual work plan enables the respective staff to translate the strategic plan into actions for the coming year.
- Action undertaken by the individual departments and staffers will generate results that need to be evaluated and monitored, determining the extent to which the organization is successfully following the direction established during strategic planning.
- Results generated by completion of these actions will impact both the external and internal environment of the organization, setting the stage for an environmental scan and the updating of the strategic plan.

Decision Making Criteria

The Strategic Plan is designed as a tool to facilitate decision-making. It provides a framework for analysis of new opportunities, proposals, or issues. Thinking strategically means that no programmatic choice or problem resolution should be made in isolation but considered in light of the overall strategic direction of YCIPTA.

To facilitate a strategic decision-making process, the following criteria should be kept in mind. When considering proposed programs, projects or initiatives ask if they consistent with or aligned with the following criteria:

- The mission, values, and vision of YCIPTA as expressed in the Strategic Plan

The overall purpose of YCIPTA and its ideal future as described by the vision laid out in the Strategic Plan can help clarify critical choices facing the organization. Which choice is more likely to help make that vision a reality?

- The goals and objectives defined by the Strategic Plan

Can the opportunity or proposal under consideration be directly linked to a goal or objective in the Strategic Plan? If not, will the pursuit of this new initiative require that

resources be taken away from other initiatives that more directly serve strategic goals and objectives?

- Current priorities and commitments

Does the proposed initiative reflect a continuation of existing priorities and commitments, or does it represent a new agenda for the organization? Are past investments by YCIPTA in technology and other assets compatible with this new commitment?

- Board adopted policies

Does the opportunity under consideration follow from past Board adopted policies or does it represent the potential for setting a new organizational precedent? If it is the latter, is the Board willing to re-visit its current policy?

- Cost effectiveness

From the perspective of ensuring the financial sustainability of YCIPTA which choice is the most prudent in terms of costs, revenue generation, and funding potential?

Keeping these criteria in mind will help ensure a greater degree of congruence and consistency between critical decision-opportunities and the long-term direction of YCIPTA as established in its Strategic Plan.

Section 7: Strategic Plan Objective Timeline

The timeline on the attached document provides an understanding of how long each strategy and objective is going to take and who would be responsible for implementing them. It is anticipated that a short term activity would take one to two years and a medium term activity would take three to five years. Long term would be outside the five year time frame of the strategic plan.

Strategy and Objective	Time Frame	Persons Responsible
1. Fiscal Sustainability		
<i>Define short- and long-term financial needs</i>		
Identify ways to sustain current system from collapse	Ongoing	Board, Transit Director and Financial Services Operations Manager
Use the transit plan and transit study to project future funding needs	Short Term	Transit Director and Financial Services Operations Manager
Identify financial resources needed to support the strategic plan	Short Term	Transit Director and Financial Services Operations Manager
<i>Bring in new revenue</i>		
Seek out new and unique revenue generators	Ongoing	Transit Director and Financial Services Operations Manager
Coordinate with Yuma County regarding a Transportation Excise Tax in FY 2014 or FY 2016	Short Term	Board, Transit Director
<i>Maximize productivity, efficiency, and use of assets</i>		
Explore possible revenue streams	Ongoing	Transit Director and Financial Services Operations Manager
Enhance organizational efficiency through training and development	Short Term	Transit Director
<i>Evaluate funding options</i>		
Determine eligible funding options under the state statute	Ongoing	Transit Director
Evaluate an opt-in, opt-out equitable funding model	Medium Term	Board, Transit Director
Work with AzTA and Yuma County to establish a statewide funding source	Ongoing	Transit Director
<i>Assure adequate funding</i>		
Review transit case studies	Ongoing	Transit Director and Financial Services Operations Manager
Engage jurisdictions in the funding discussion	Short Term	Board, Transit Director
Assess political/business/civic leader support for funding options	Medium Term	Board, Transit Director
2. Operational Excellence		
<i>Focus on safety and customer satisfaction</i>		
Assess current safety and customer programs to identify strengths and weaknesses	Ongoing	First Transit
Recruit employees with system safety skill sets	Ongoing	First Transit
Provide training to enhance safety and customer service skills	Ongoing	First Transit
<i>Benchmark and meet performance goals</i>		
Create a work team to develop operational goals, metrics and reporting in accordance with MAP-21 requirements	Short Term	Transit Director, YMPO
Research, establish, and implement industry best practices	Ongoing	Management Analyst
Develop an annual process to review and set operational goals	Short Term	Transit Director, First Transit
<i>Leverage technology to improve service</i>		
Implement AVL to make real-time bus information available to customers	Short Term	Transit Director
Implement new farebox technology systemwide	Medium Term	Transit Director
<i>Establish a culture of inclusion</i>		
Implement a comprehensive employee involvement strategy	Short Term	First Transit
Develop an outreach program that creates increased procurement outcomes for DBEs, MBEs, WBEs, SBEs, and disability-owned businesses	Medium Term	Management Analyst
Collaborate with other Arizona transit systems and chambers of commerce to create outcomes for DBEs, MBEs, WBEs, SBEs, and disability-owned businesses	Medium Term	Management Analyst
Develop goals, tracking mechanisms, and reporting for DBE expenditures	Medium Term	Management Analyst
Assure that DBE policies are understood by all stakeholder	Short Term	Management Analyst
<i>Become an employer of choice (First Transit and YCIPTA)</i>		
Assess organizational training and development needs	Short Term	Transit Director, First Transit
Offer online and classroom training and development programs to foster a skilled workforce	Ongoing	Transit Director
Recognize and reward performance	Ongoing	Transit Director, First Transit

3. Ridership Growth		
<i>Conduct research to better understand customers</i>		
Create a scope of work for a marketing plan	Medium Term	Office Clerk I
Conduct market research about current riders	Medium Term	Office Clerk I and Consultant
Engage employees to understand what bus operators think is driving ridership	Short Term	Office Clerk I
<i>Design service to meet customers' needs</i>		
Develop a baseline transit plan	Short Term	Transit Director, YMPO, First Transit
Prioritize plan recommendations and implement based on funding levels	Short Term	Transit Director
Coordinate with other transit to boost multi-modal transit ridership	Ongoing	Transit Director
<i>Make it easier to ride</i>		
Aggressively market new fare media to attract new riders	Medium Term	Financial Services Operations Manager and Office Clerk I
Update all customer information and improve availability	Short Term	Office Clerk I
Provide real-time information (arrival/departure boards, phone and web-based information)	Short Term	Transit Director, Office Clerk I, Consultant
<i>Increase marketing to attract customers</i>		
Launch comprehensive marketing campaign to build ridership	Medium Term	Office Clerk I
Promote pass programs through colleges and universities	Short Term	Office Clerk I
<i>Expand employer pass program partnerships</i>		
Create employer strategy with input from current pass program participants	Ongoing	Transit Director, Office Clerk I
Target employers that could add significant numbers of riders	Ongoing	Transit Director, Office Clerk I
Conduct research on why employers are not encouraging transit ridership	Medium Term	Office Clerk I
Create employer pass program marketing materials	Short Term	Office Clerk I
Recognize and reward transit-friendly organization	Medium Term	Office Clerk I
<i>Understand tomorrow's customer</i>		
Secure a subject-matter expert to review current ridership trends and develop ridership projections for the next 5-10 years, based on demographic patterns	Short Term	YMPO, Transit Director
Identify what future riders will want through proprietary research	Short Term	YMPO, Transit Director
Review Yuma travel patterns in conjunction with YMPO	Medium Term	YMPO, Transit Director
4. Community Engagement		
<i>Engage stakeholders in five year transit plan development</i>		
Solicit broad input for the plan from employees, customers and the community	Short Term	Transit Director, Board
Hold a transportation summit	Short Term	Transit Director, Board
<i>Build relationships with key constituencies</i>		
Identify key stakeholders and create a database	Short Term	Office Clerk I
Inventory board and staff contacts/relationships and cross reference with targeted stakeholders	Short Term	Office Clerk I
Offer bus rides and facility tours for elected officials and community leaders	Medium Term	Office Clerk I
Send regular updates to targeted stakeholders	Medium Term	Office Clerk I
<i>Educate the community about YCAT's benefits</i>		
Create "YCAT at the Crossroads" summary (transit plan and case for transit)	Short Term	Transit Director
Conduct a community and employee education campaign (what YCAT is, how we compare, YCAT's plan, funding needs)	Short Term	Transit Director
Share stories of workers who ride YCAT	Medium Term	Office Clerk I
Promote YCAT as a people connector (social aspects)	Medium Term	Office Clerk I
Place speakers at key business and community events and meetings	Short Term	Intern, Office Clerk I
Seek publicity related to regional transit initiatives	Short Term	Intern, Office Clerk I
<i>Improve the image of transit</i>		
Launch the "See Where It Takes You" campaign	Short Term	Intern, Catamaran Media
Change the negative image of YCAT	Short Term	Intern, Catamaran Media
Make transit cool (branding, image, amenities)	Short Term	Intern, Catamaran Media
<i>Encourage support for transit</i>		
Communicate the need for transit	Ongoing	Transit Director
Partner with grassroots groups with similar interests	Short Term	Office Clerk I
Secure transit partners	Ongoing	Transit Director
Implement aggressive community outreach (community councils, organization meetings, presence at events, etc.)	Short Term	Transit Director, Office Clerk I
Use media relations to spread the word (editorial boards, public affairs programs, guest columns, story pitches)	Ongoing	Transit Director, Office Clerk I
Seek feedback through social media	Ongoing	Administrative Assistant, Office Clerk I

5. Organizational Effectiveness		
<i>Position YCIPTA as the authority on public transportation in Yuma County</i>		
Develop the Board to be well verse on public transit issues	Ongoing	Board, Transit Director
Develop YCIPTA as the "public transit entity" of Yuma County	Short Term	Transit Director
Encourage the Board to be active in public transit related committees and organizations	Short Term	Board
Leverage board influence for funding and legislative support	Short Term	Transit Director
Increase coverage of board activities in external publications	Ongoing	Transit Director
<i>Provide comprehensive board orientation</i>		
Document and refine board orientation process	Ongoing	Transit Director
Conduct orientation for 100% of board members	Ongoing	Transit Director
Provide continuing education opportunities for board members	Ongoing	Transit Director
<i>Redefine committee structure and roles</i>		
Review and update committee structure	Short Term	Board, Transit Director
<i>Oversee implementation of the strategic plan</i>		
Adopt a strategic focus	Short Term	Board
Base strategic decisions on data	Ongoing	Board, Transit Director
Create a tracking process to measure the progress of the plan and progress in achieving the mission	Medium Term	Board, Transit Director
6. Regional Transit		
<i>Assess regional transportation trends and future needs</i>		
Understand what other regional transportation initiatives are underway and their impact on future ridership	Medium Term	Transit Director, Management Analyst
Ask what each constituency needs and identify benefits	Short Term	Intern
Identify champions for each constituency	Short Term	Transit Director, Management Analyst
<i>Build collaboration among transit providers and funders in the region</i>		
Strengthen relationship with YMPO, ICTC and ADOT	Short Term	Transit Director, Financial Services Operations Manager
<i>Secure multi-jurisdictional support</i>		
Involve elected officials	Medium Term	Board, Transit Director
Build broad-based political support	Medium Term	Board, Transit Director
Coordination with Indian Nations in YCIPTA service area	Ongoing	Board, Transit Director
<i>Create a multi-modal regional transit network</i>		
Create a long-range, integrated, regional transportation plan that meets the needs of future riders	Short Term	Transit Director, YMPO
Provide amenities that future customers will want	Short Term	Transit Director
Build and promote the case for regional transit	Short Term	Transit Director



Yuma County Intergovernmental Public Transportation Authority

2715 East 14th Street, Yuma, AZ 85365-1900, Telephone: 928-539-7076
Fax: 928-783-0309, email: info@ycipta.az.gov, Web: www.ycipta.az.gov

Five Year Outlook

July 1, 2013 to June 30, 2018

1. Complete Five Year Transit Plan
2. Formalize Bus Stop Standards and Discuss with Each Municipality
3. Develop Marketing Plan
4. Increase Advertising Revenues to over \$100,000 and Seek an Aggressive Contractor
5. Implement Transportation Excise Tax at 1/10 of a percent
6. Purchase Maintenance Facility
7. Issue new Transit Operations and Maintenance Request For Proposals
8. Continue Staff Development and Fill Vacancies
9. Implement YCAT Vanpool
10. Implement a Mobility Management Program with Travel Training Component
11. Increase Ridership to 3,500 Passenger Trips
12. Plan with Attention to “Green” Opportunities and Long-Term Sustainability
13. Build Cooperative Relationships Regionally to Expand and Enhance YCIPTA’s Positive Impact
14. Forge New Partnerships with Yuma Public and Private Schools.

Ten Year Outlook

By June 30, 2028

1. YCIPTA will be a Seamless, Inclusive Regional Transit System that is Fully Supported by Member Entities
2. Work with Community Agencies Towards the Development of a Multimodal Transit Center
3. Replacement of Buses and Transition to a Heavy Heavy Duty Transit Fleet Using Hybrid Diesel Fuel Technology
4. Enhance Senior and Persons with Disabilities Transportation
5. Update Five Year Transit Plan, Financial Plan and Capital Plan.

Yuma County Intergovernmental Public Transportation Authority Board Of Directors
Robert L. Pickels, Chairman - Yuma County, Greg Wilkinson, Vice Chairman - City of Yuma
Dr. Larry Gould - Northern Arizona University, Dr. Glenn Mayle – Arizona Western College,
Ralph Velez - City of San Luis, Paul Soto – Cocopah Tribe, Brian Golding, Sr – Quechan Tribe,
Rodney Rinehart – Town of Wellton, Bill Lee – City of Somerton

John Andoh, Transit Director