



SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

**WINTERHAVEN / QUECHAN RESERVATION RURAL
CONNECTOR**

FINAL REPORT

JULY 2008



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1. Introduction

This report addresses the existing conditions, and mobility needs of Winterhaven/ Fort Yuma Reservation residents. The report also recommends service strategies for the study area that can be cost-effectively implemented.

As illustrated in Figure 1-1, the study area consists of the Quechan Reservation, the Town of Winterhaven (CA), and the City of Yuma (AZ). Home to the Quechan Indians, the Fort Yuma Reservation is located along both sides of the Colorado River near Yuma, Arizona. The reservation borders the states of Arizona and California, as well as Mexico. Encompassing 45,000 acres, the reservation is bisected on the south by Interstate 8.

The study area presents distinct jurisdictional challenges. The area is closest to the city of Yuma in Arizona, yet its public services and civic institutions are provided and managed in the Imperial County seat located in El Centro, California, sixty miles away. Flexible, responsive, and locally based connections would need to address both regional and local needs.

More importantly any service recommendations would have to be based on community participation and tribal sovereignty:

“In seeking to understand what works and what does not, context is everything. Each tribe has its own culture, history, geographic considerations, population density and size, and extent of road mileage and other transportation facilities for which is responsible, among other factors that may enter into its decisions and affect its capabilities.”

To this end community involvement was a cornerstone of the efforts in producing this report. Numerous meetings were facilitated with tribal leaders, and representatives from tribal agencies.

This report is organized into four sections. The first two sections provide a profile of existing conditions and services in the Winterhaven / Fort Yuma Reservation study area. The first section presents demographic data, including population and socio-economic characteristics of the study area. Population projections to the year 2020 are also provided. The second profiles the Yuma County Area Transit (YCAT) services, including both fixed route and Dial-a-Ride.

The third section details the mobility needs of the study area residents. This description is based on input from community leaders, and various stakeholder groups. Finally, the fourth section focuses on the development of transportation service strategies for the *Winterhaven Quechan Reservation Rural Connector Study*.

The service strategy model will be based on the direct administration of a range of service delivery or operating alternatives by Fort Yuma 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.

¹ Transportation Research Board, NCHRP Synthesis 366: Tribal Transportation Programs, (2007), p. 33.

Figure 1-1: Study Area

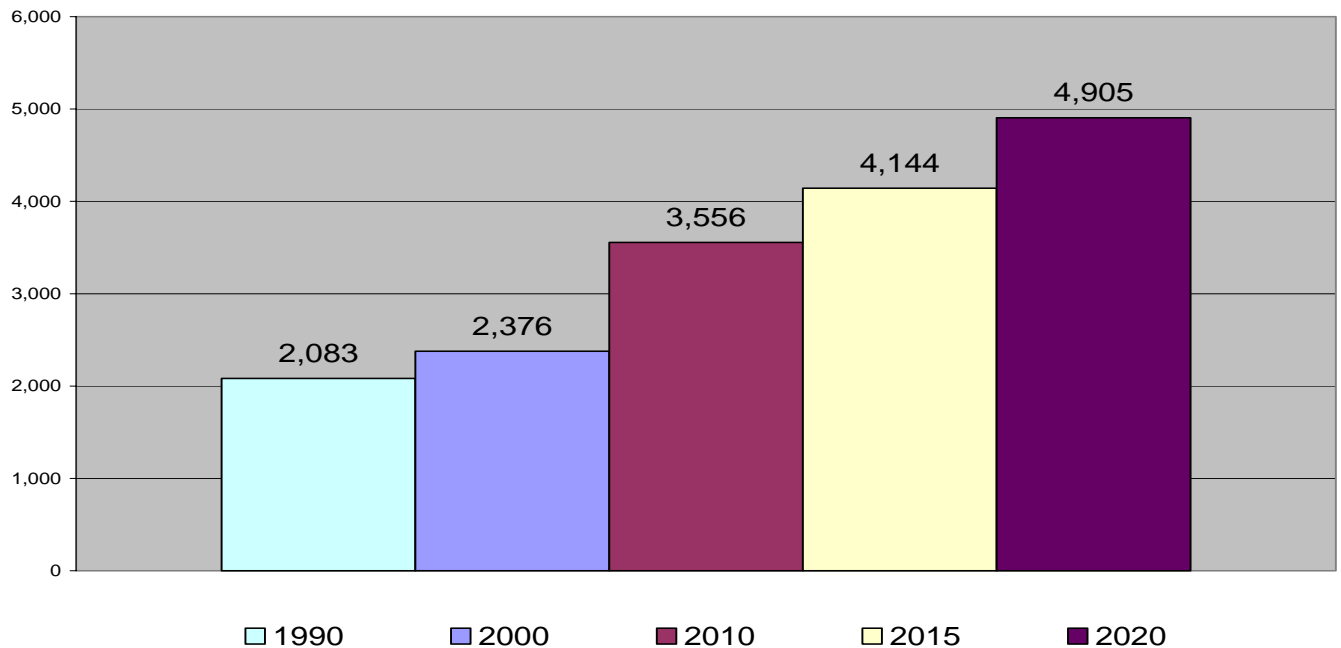


2. Community Demographic Profile

2.1 Population

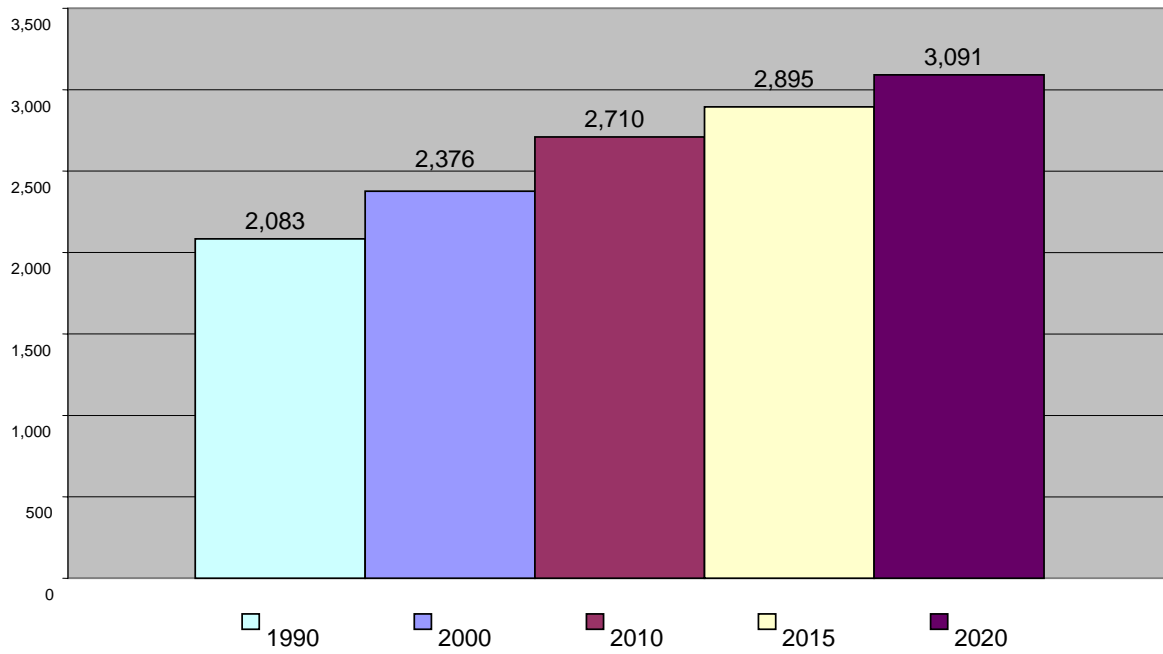
Projecting population growth for low-density, rural areas can be very difficult. Nonetheless there are valuable sources for this type of data, including the US Census and regional Councils of Government (COGs) such as SCAG. This report presents two future population growth forecasts. The first is based on the reservation continuing to be a constant proportion of census tract projections, and the second applies the observed growth rate for 1990-2000 to future growth. Both forecasting methods are technically sound but rely on different assumptions. SCAG's regional growth assumptions factor in significant immigration (Figure 2-1). The second extrapolation technique assumes no major new job creation or other population attractor (Figure 2-2).

Figure 2-1: Fort Yuma Reservation Population Growth 1990-2020 (SCAG projections)



Source: SCAG population projections

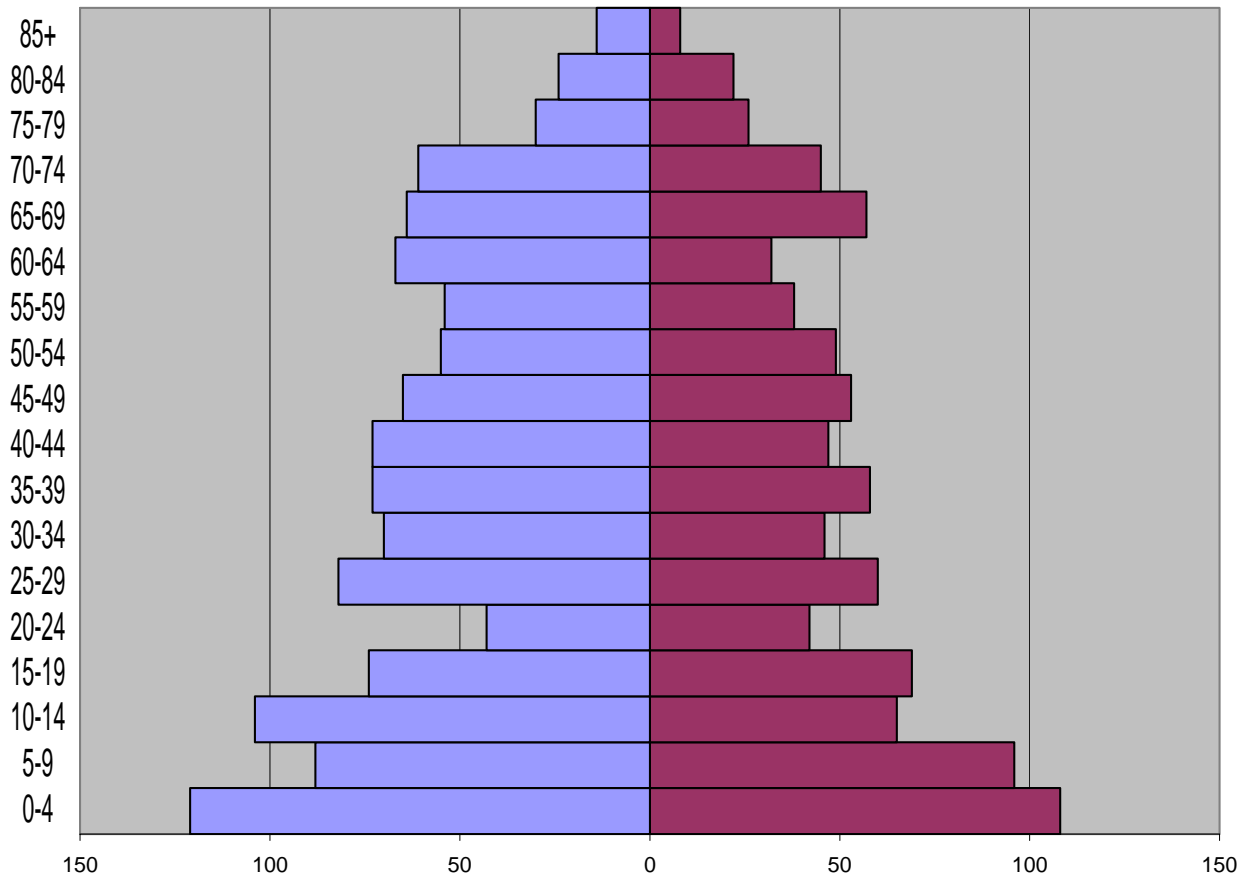
Figure 2-2: Fort Yuma Reservation Population Growth 1990-2020 (based on observed growth rate)



Source: US Census 1990, 2000

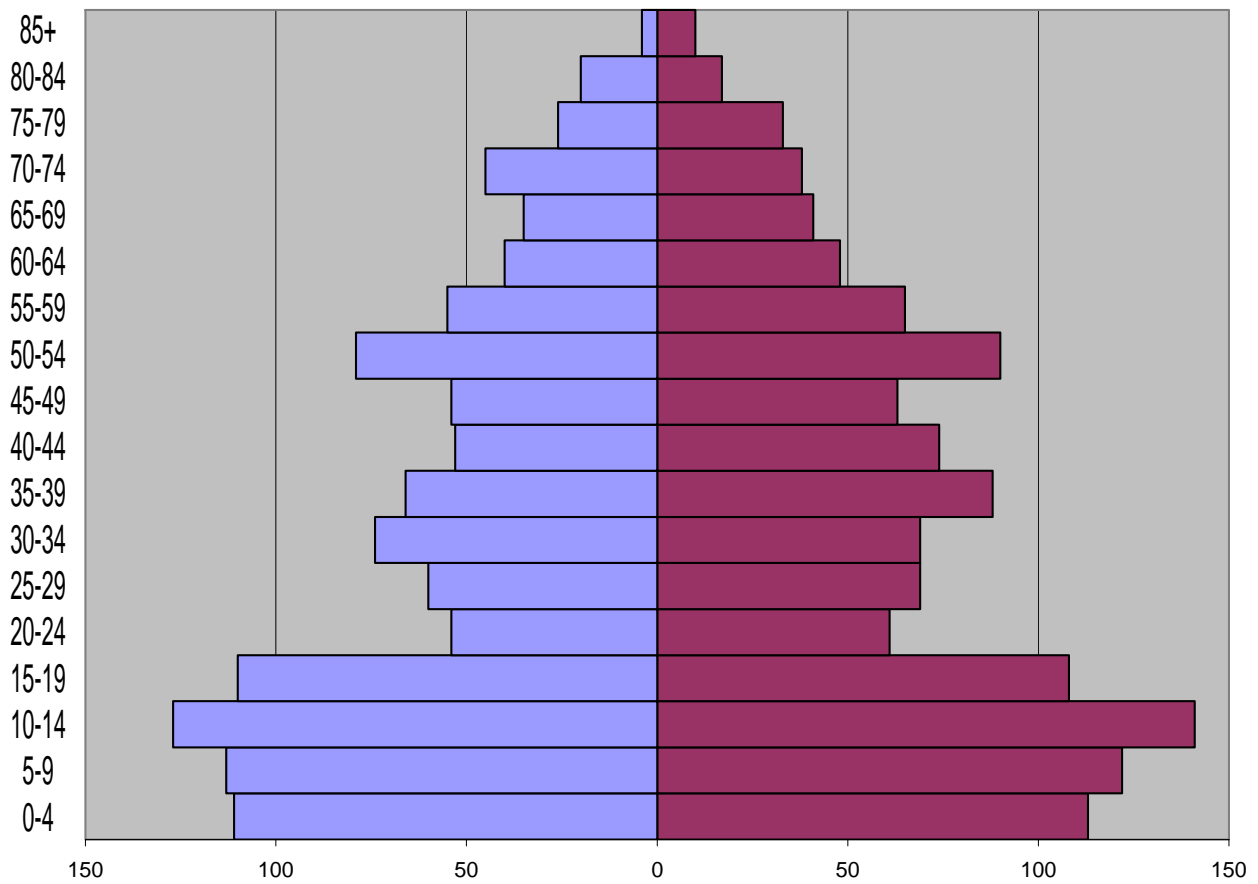
The population pyramids in Figures 2-3 and 2-4 demonstrate the growth on the reservation from 1990-2000, and symbolize the distribution of gender and age in the general population. Successive population pyramids are useful for demonstrating patterns of change in general populations.

Figure 2-3: Fort Yuma Reservation Population Distribution (1990)



Source: US Census 1990

Figure 2-4: Fort Yuma Reservation Population Distribution (2000)



Source: US Census 2000

2.2 Socio-Economic Characteristics

Figure 2-5 summarizes the employment status of residents of the Fort Yuma Reservation, as of the 2000 Census.

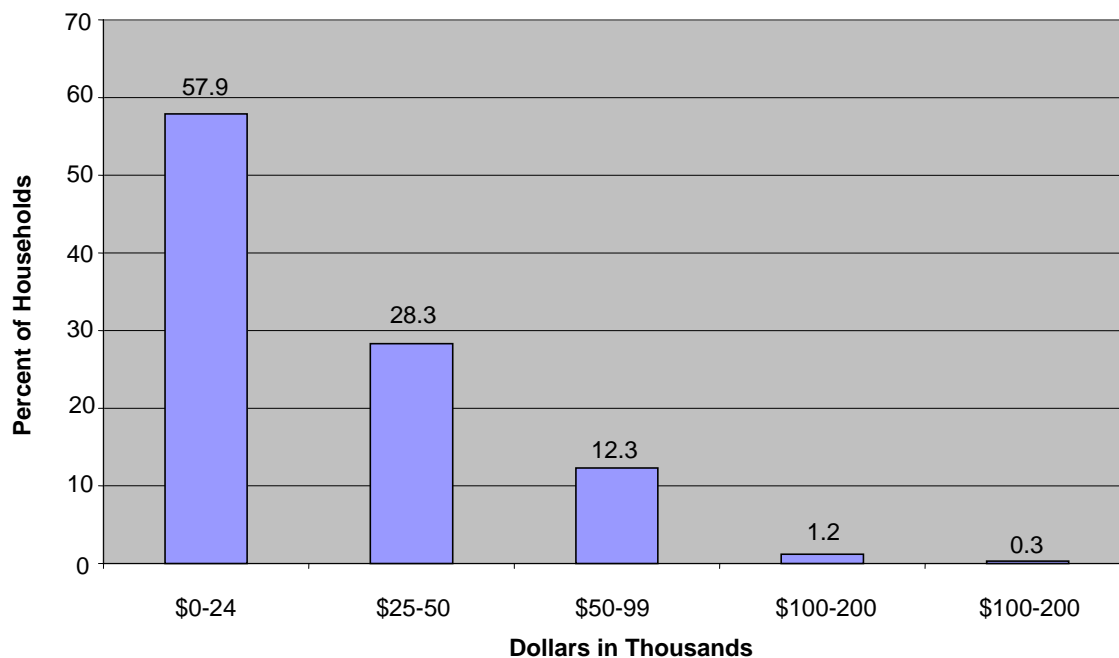
Figure 2-5: Fort Yuma Reservation Employment Data (2000)

Labor Force	731
Employed	587
Unemployed	144
Unemployment Rate	19.8%

Source: US Census 2000 Annual Report

Figure 2-6 shows the percentage of households in various income ranges on the Fort Yuma Reservation.

Figure 2-6: Fort Yuma Reservation Household Income



Source: US Census 2000

The median household income in 2000 was \$20,929; California’s median household income was \$47,493, while Arizona’s was \$40,558. The median household income for the neighboring city of Yuma was \$35,374.

Figure 2-7 summarizes the total figures for individuals below and above the federally defined poverty line.

Figure 2-7: Fort Yuma Reservation Poverty Data (2000)

Total Population	2,378
Below Poverty Line	810
Above Poverty Line	1,568
Poverty Rate	34%

Source: US Census 2000

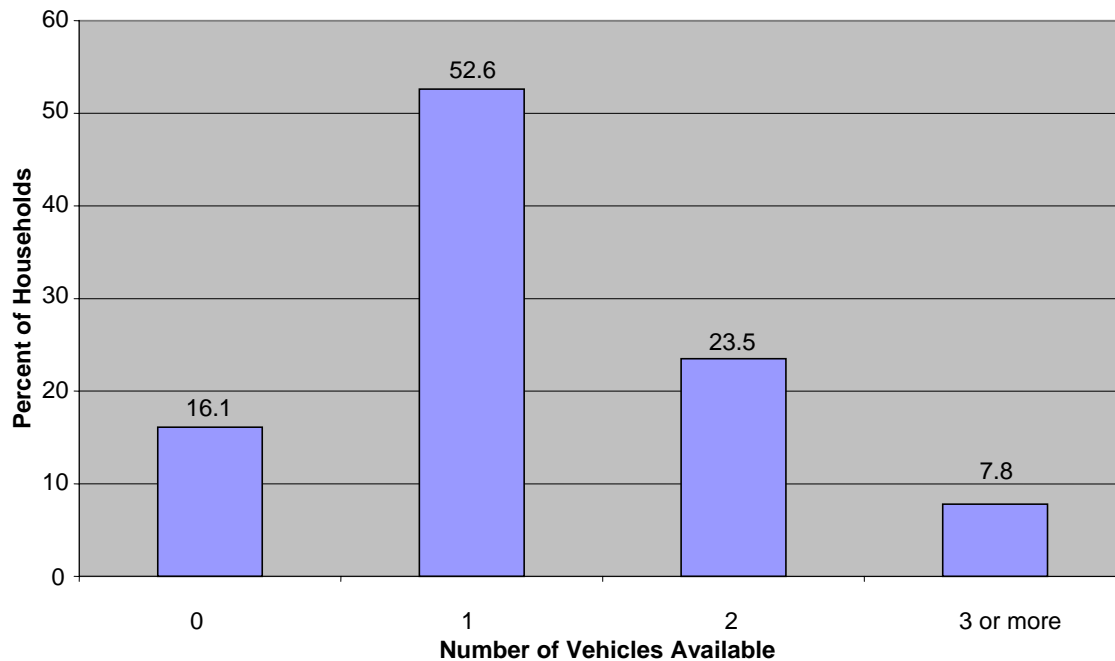
By comparison, California's poverty rate in 2000 was 14.2%, while Arizona's was 13.9%. The poverty rate for the city of Yuma was 14.7%.

2.3 Automobile Ownership and Usage

2.3.1 Automobile Ownership

Figure 2-8 summarizes the number of vehicles available to each household on the Fort Yuma Reservation.

Figure 2-8: Fort Yuma Reservation Vehicle Ownership per Household (2000)



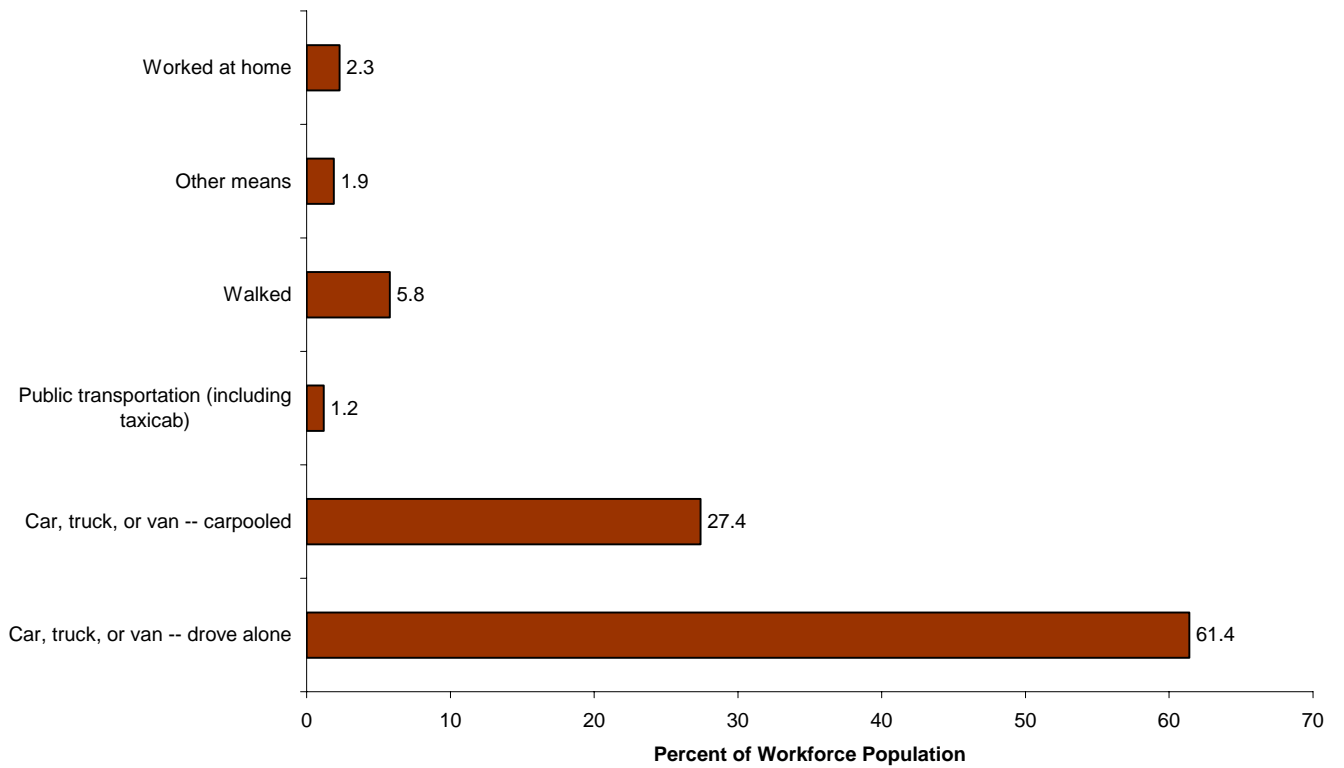
Source: US Census 2000

As the figure demonstrates, the majority of households on the reservation (68.7%) had one or fewer cars available to the residents. By comparison, 46.0% of Arizona households and 43.6% of California households had one or fewer cars available to the residents. In the city of Yuma, 40.4% of households had one or fewer cars available to the residents. If the primary household earner uses the car to drive to work, as discussed in the following section and shown in Figure 2-9, then this leaves the additional residents transit dependent for work, educational, medical, and shopping trips. This issue is compounded when the household has no cars available; 16.1% of Fort Yuma Reservation households fell into this category.

2.3.2 Commute to Work Patterns

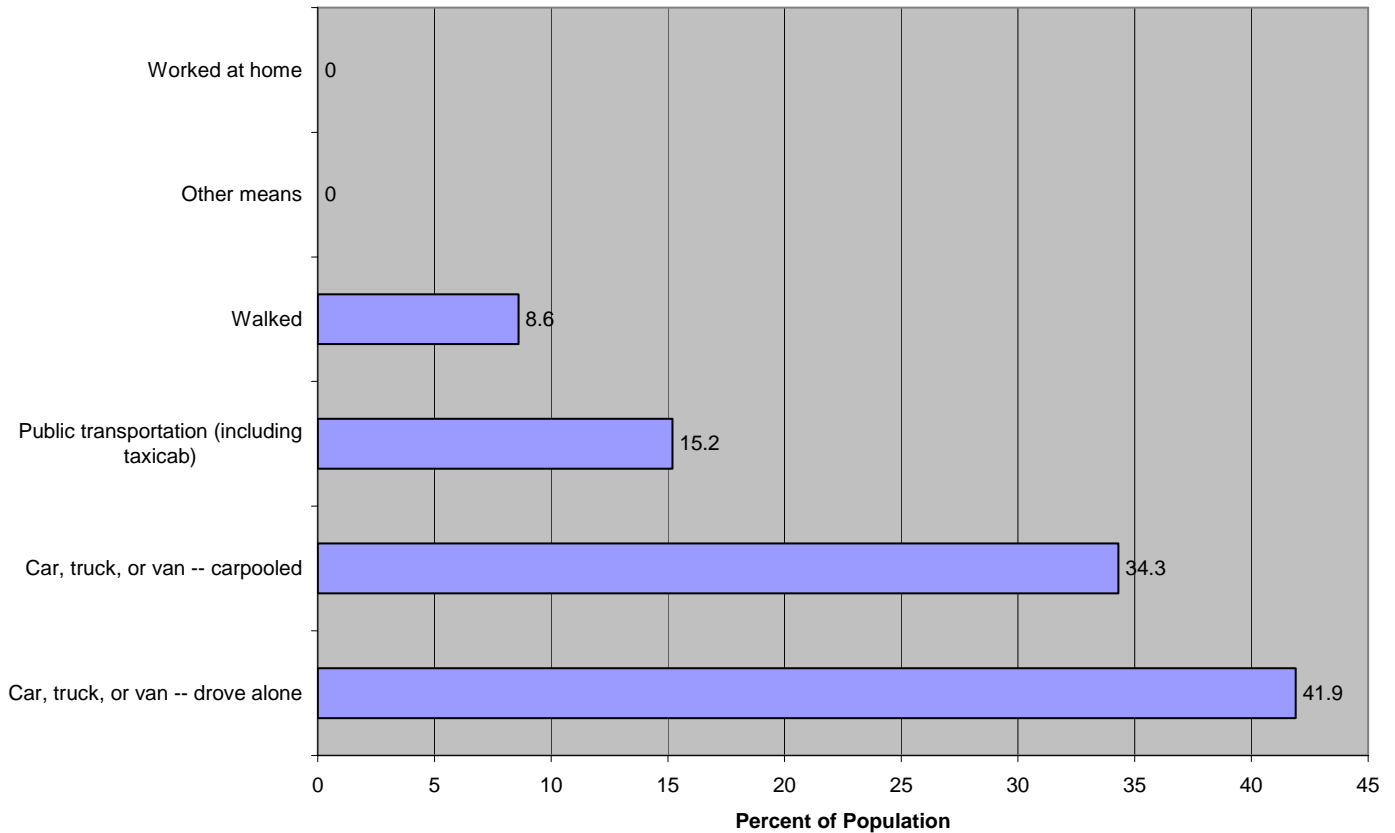
Figures 2.9 and 2.10 provide data on the way residents of the Fort Yuma Reservation and Winterhaven commute to work.

Figure 2-9: Fort Yuma Reservation Commuting to Work Patterns (2000)



Source: US Census 2000

Figure 2-10: Winterhaven, CA Commuting Patterns to Work (2000)



Source: US Census 2000

As the figures show, in both cases the predominant mode is by single occupant vehicle (61.4% for the Fort Yuma Reservation, 41.9% for Winterhaven). These trends are lower than mode choice trends in California (71.8% SOV) and Arizona (74.1% SOV), as well as the neighboring city of Yuma (74.0% SOV).

3. Current Public Transportation Alternatives

This chapter deals with the following transportation services available in the study area:

- Quechan Indian Tribe Tribal Program Transportation.
- Yuma Metropolitan Planning Organization (YMPO), which administers contracts for the operation of fixed route (Yuma County Area Transit, or YCAT) and Dial-a-Ride transit services in the Greater Yuma Area.
- Taxis.
- Imperial Valley Transit, which covers the California side of the study area.

3.1 Quechan Indian Tribe: Tribal Program Transportation

The Quechan Indian Tribe currently has a fleet of 33 passenger vehicles assigned to various Tribal Programs to transport program participants. Vehicles range from passenger sedans to 12 passenger vans. Of the 33 vehicles, 31 are in active service and one is wheelchair accessible. Generally, Tribal Program staff operates the vehicles on an as required basis to transport program participants to medical, educational, nutritional, and day programs. For eligible trips, transportation is provided to locations on the Fort Yuma Reservation and to destinations in Yuma, Tuscan, and El Centro. Figure 3-1 provides a summary of the Quechan Tribal Program fleet.

Figure 3-1: Quechan Tribal Program Passenger Vehicle Fleet

Tribal Program	Number of Vehicles	Make/Model	Year	Capacity
Head Start	4	Ford Bus (Not in use)	1986	NA
		Chevrolet Astro Van	1999	8-pass
		Thomas Bus	2007	NA
		Thomas Bus	2007	NA
Indian Education Center (IEC)	5	GMC Van (Not in use)	1989	12-pass
		Ford Club Wagon	1992	12-pass
		Ford E-350	2003	12-pass
		Chevrolet Van	2006	12-pass
		Ford Passenger Van	2007	8-pass
Tribal Administration	3	Ford Crown Victoria	1998	4-pass
		Chevrolet Astro Van	2000	8-pass
		Chevrolet Impala	2007	4-pass
Family Preservation	2	GMC Safari	1998	8-pass
		Dodge Caravan	2003	7-pass
Parenting	3	Chevrolet Astro Van	1999	8-pass
		Dodge Grand Caravan	2005	7-pass
		Ford Passenger Van	2007	8-pass
Senior Nutrition	4	Chevrolet Astro Van	2000	8-pass
		Dodge Handi-Cap Van	2004	5-pass (seated) 1- wheelchair
		Chrysler Towne & Country Van	2005	7-pass
		Ford Crown Victoria	2006	4-pass
Child Care	1	Chevrolet Astro Van	2000	8-pass
Family Services	1	Mercury Grand Marquis	2002	4-pass
Alcohol & Drug Abuse Prevention Program (ADAPP)	3	Chevrolet Malibu	2005	4-pass
		Chevrolet Uplander	2005	7-pass
		Ford Passenger Van	2007	12-pass
Community Health Representatives (CHR)	4	Chevrolet Impala	2003	4-pass
		Chevrolet Impala	2003	4-pass
		Chevrolet Impala	2003	4-pass
		Chevrolet Venture Van	2003	7-pass
Indian Child Welfare Act (ICWA)	1	Dodge Van	2004	8-pass
Language Preservation	1	Ford Passenger Van	2007	8-pass
General Services Administration	1	Chevrolet Uplander	2005	7-pass
TOTAL	33			

Source: Quechan Indian Tribe Economic Development Administration

3.2 Yuma County Area Transit (YCAT) Bus Routes

Yuma County Area Transit currently runs seven bus routes throughout the Yuma metropolitan area as presented in Figure 3-2. While currently not providing transit services to the Winterhaven/Fort Yuma Reservation area, these locations are presented on the map for illustrative purposes.

Figure 3-2: YCAT Transit Routes



The Palms Shopping Mall serves as the main YCAT transfer site for the Yellow, Green, Blue, and Red Routes. YCAT is operated through a service agreement with Yuma Transit Inc. based on an hourly contract fee of \$33.59 plus retention of all fares collected.

Although YCAT does not currently provide service to the Fort Yuma Reservation, it does contract work in Arizona for the Cocopah tribe on a full cost recovery basis for the operation of both the Yellow and Grey Routes. The Cocopah tribe pays \$33.59 per service hour plus all fuel and maintenance costs associated with the two routes. In the case of the Grey Route, the Cocopah tribe purchased a bus for operations on the route. Tribal members ride free on the Yellow and Grey Routes. The YCAT contractor retains all non-Indian fares collected on the Yellow and Grey Routes. Figure 3-3 summarizes the bus routes and operating characteristics, illustrating the level and span of service of each route.

Figure 3-3: YCAT Bus Routes

Route	Major Destinations	Hours	Headways	Number of Scheduled Trips/Day
Yellow Yuma – San Luis	<ul style="list-style-type: none"> • Palms Shopping Center • Yuma Mesa Shopping Center • Greyhound Bus Station • U.S. Post Office • Yuma Regional Medical Center • Wal-Mart West • County Health Department • Somerton • Cocopah Casino • Gadsden • San Luis 	<u>South Bound</u> 5:55 am – 7:54 pm <u>North Bound</u> 5:55 am – 8:57 pm	65 minutes	<u>South Bound</u> 13 <u>North Bound</u> 14
Green Local Yuma	<ul style="list-style-type: none"> • Palms Shopping Center • Wal-Mart East • Yuma International Airport • Sears • Yuma Regional Medical Center • Wal-Mart West • Yuma Mesa Shopping Center • Greyhound Bus Station 	5:55 am – 10:02 pm	65 minutes	15

Figure 3-3: YCAT Bus Routes (cont'd)

Route	Major Destinations	Hours	Headways	Number of Scheduled Trips/Day
Blue Local Yuma	<ul style="list-style-type: none"> • Palms Shopping Center • DMV • Arizona State University (West Campus) • Wal-Mart/Foothills • EXCEL Group • Marine Corps Air Station • Wal-Mart East • Food Bank 	7:03 am – 10:01 pm	65 minutes	14
Red Local Yuma	<ul style="list-style-type: none"> • Palms Shopping Center • Arizona State University (West Campus) • Social Security Office • Yuma Senior Center • Main Street Library • Yuma County Courthouse • Yuma City Hall • EXCEL Group • Greyhound Bus Station 	6:00 am – 10:06 pm	65 minutes	15
Grey Somerton – Cocopah Casino	<ul style="list-style-type: none"> • Cocopah West Reservation Administration Offices • Somerton King Market • Cocopah East Reservation School • Cocopah Casino 	7:00 am – 6:34 pm	90 minutes	7
Orange Yuma – Wellton	<ul style="list-style-type: none"> • Palms Shopping Center • Arizona State University (West Campus) • Wal-Mart/Foothills • Pioneer Fry's Shopping Center • Yuma Regional Medical Center/Foothills • Wellton Town Hall 	5:55 am – 8:02 pm	2 – 4 hours	5

Figure 3-3: YCAT Bus Routes (cont'd)

Route	Major Destinations	Hours	Headways	Number of Scheduled Trips/Day
<p>Purple Cocopah RV Resort/ Reservation – Cocopah Casino/Cocopah West Reservation Administration Offices</p>	<ul style="list-style-type: none"> • Cocopah RV Resort • Cocopah North Reservation • Cibola High School • Wal-Mart West • Yuma Regional Medical Center • Smucker Park KOFA High School • Cocopah Casino • Cocopah West Reservation Administration Offices • Cocopah East Reservation School • Cocopah Casino 	<p><u>South Bound</u> 7:00 am – 8:41 pm</p> <p><u>North Bound</u> 8:00 am – 9:51 pm</p>	60 minutes	7

Based on information provided by YCAT, Figure 3-4 details the average per mile and per hour costs of providing passenger service across the YCAT system. Figures were based on data provided by YCAT, and calculated using the annual operating budget as presented in the YMPO Transportation Improvement Programs 2007-2011 operating budget.

Figure 3-4: YCAT Annual Operating Costs (excluding revenue)

Including Orange Line Pilot

Annual Totals	Vehicle Revenue Miles	Unlinked Passenger Trips	Total Revenue Hours
	840,272	253,069	28,030

Funding Source	Annual Budget (FY 2007)	Per mile cost	Per trip cost	Per hour cost
Local	\$211,300	\$ 0.25	\$ 0.83	\$ 7.54
Federal	\$392,547	\$ 0.47	\$ 1.55	\$ 14.00
Total	\$603,847	\$ 0.72	\$ 2.39	\$ 21.54

Excluding Orange Line Pilot

Annual Totals	VRM	UPT	Hrs.
	757,432	248,060	26,181

Funding Source	Annual Budget (FY 2007)	Per mile cost	Per trip cost	Per hour cost
Local	\$162,658	\$ 0.21	\$ 0.66	\$ 6.21
Federal	\$268,842	\$ 0.35	\$ 1.08	\$ 10.27
Total	\$431,500	\$ 0.57	\$ 1.74	\$ 16.48

3.3 Yuma Dial-a-Ride

Yuma Dial-a-Ride is a demand-response service available to residents 60 years of age and older as well as people with a disability (of any age). The Dial-a-Ride service area includes Yuma, San Luis, Gadsden, Somerton, The Foothills, and the Town of Wellton. Dial-a-Ride is 24-hour advanced booked transit providing curb-to-curb service, Monday through Saturday from 5 am to 10 pm. A new fare structure introduced July 15, 2007 presents nine fare zones with fares ranging from \$4.00 to \$15.00 per one-way trip.

3.4 Yuma Taxi Services

Taxi companies are licensed to operate by the City of Yuma. There are approximately 60 licensed taxi companies. Many individual taxi companies operate through a single broker. Taxi fares vary from company to company and are not regulated under a taxi ordinance. Fourteen taxi companies operating under the largest broker charge a \$1.50 flag drop and \$1.50 per mile, as well as a \$0.50 per minute waiting charge. Another company operates on a zonal fare basis charging \$5.00 to \$6.00 for local Yuma trips and \$10.00 to go to either the Fort Yuma Reservation or the Marine Corps Air Station. Most taxi companies concentrate service within the built up Yuma area and are reluctant to deadhead beyond the City limits to pick up a trip as long as there are local trips to serve. This can result in long waits for passengers calling from the reservation.

3.5 Imperial Valley Transit Service

Imperial Valley Transit was established in 1989 to provide public transit to persons living in Imperial County, CA. Imperial Valley Transit is administered by the Imperial County Department of Public Works, funded by the Imperial Valley Association of Governments, and operated through a service agreement with LAIDLAW Transit Services. Today, Imperial Valley Transit operates 20 fixed routes and carries approximately 276,000 passengers annually.

Routes 300/350 El Centro – Holtville²

Imperial Valley Transit operates a single round trip lifeline service between Winterhaven and El Centro on Wednesdays. The Winterhaven service is an extension of the Routes 300/350 service between El Centro and Holtville. The inbound Route 350 departs Winterhaven at 6:08 am and arrives at El Centro City Hall at 7:50 am. The outbound Route 300 trip departs El Centro City Hall at 5:40 pm and arrives in Winterhaven at 7:25 pm. Routes 300/350 serve Holtville, and Imperial Valley College, Kmart, and Costco in El Centro. Transfers with other Imperial Valley Transit routes are possible at various stops in El Centro.

Imperial Valley Transit operates on a zonal fare structure. Travel from Winterhaven to El Centro requires a two zone fare of \$1.20 (regular fare) or \$1.00 for seniors and persons with disabilities. Discounted multi-zone ticket books are available at \$16.00 for 20 trips.

² Routes 300/350 form a couplet with Route 300 operated outbound from El Centro and Route 350 operated inbound from Winterhaven and Holtville.

4. Mobility Needs

Winterhaven and Fort Yuma Reservation mobility needs were identified through stakeholder consultation. Individuals and agencies consulted included:

- Edd McDaniel, Contract Administrator, YMPO (YCAT & Dial-a-Ride)
- Quechan Tribal Council
- Lupe Sanchez, Quechan Business Enterprise Manager
- Ben Velasquez, Quechan Area Relations Manager
- Christina Jackson, HR Director, Paradise Casino
- Michael Jack & Patricia Quahlupe, Quechan Social Services
- Karen Preston, Director of Quechan Head Start
- Allyson Collins, EDA Specialist
- Rebecca Ramirez, Director of Education Programs (Quechan)
- Danette Joaquin, Quechan Family Services
- Alicia Robles, Director, Paradise Child Care
- Earl Daniel, Director, WIA/DOL (Workforce Investment Act/Department of Labor)
- Bernadine Swift Arrow, Director, JOM/Indian Education Center
- Program participants – Quechan Parenting Program
- Program participants – Quechan Senior Nutrition Program

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 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 Hospital, Yuma Regional Medical Center, and various specialists in Yuma).
- Job access in Yuma, as well as in the Sleepy Hollow and Laguna Dam RV Parks, Paradise 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 reservation and in Winterhaven.
- Access to utility payment outlet in Winterhaven.
- Access to classes at Arizona State University (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 existing Paradise Casino and new Quechan Casino has been identified.

Fort Yuma 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 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.

5. Service Strategies

This section focuses on the development of transportation service strategies for the *Winterhaven Quechan Reservation Rural Connector Study*. The administrative strategy and service delivery options reflect the findings from the review of Fort Yuma Reservation and Winterhaven demographics and of the availability of existing transportation alternatives as documented in Section 3, 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 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.

5.1 Overview

The public transportation strategy proposed for the Fort Yuma Reservation is based on a delivery model administered by Fort Yuma Reservation Tribal Services. 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.

Four service tiers are proposed for the Fort Yuma Reservation Transportation Service. The two regional service tiers include a scheduled service connecting the Fort Yuma Reservation and Winterhaven with the Imperial County seat (El Centro), and coordinated services to larger regional centers such as San Diego, Phoenix and Tucson for non-emergency medical appointments³. 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 the new Quechan Casino employees and customers.

The proposed service strategy is intended to serve the population living on the Fort Yuma Reservation, in Winterhaven, and in the sparsely populated rural area of Imperial County immediately to the east of the reservation. The scope and level of service proposed for the Fort Yuma Reservation is reflective of the small population to be served and the limited expected demand (the Fort Yuma Reservation population is approximately 2,376 and the Winterhaven population is approximately 530⁴).

³ The longer distance regional trips would be accommodated through the effective coordination of the existing Tribal Services passenger fleet and the possible use of a volunteer driver program. No scheduled bus service is recommended to San Diego, Phoenix, or Tucson.

⁴ Winterhaven's population count also includes the rural population in the area of Imperial County east of the reservation.

5.2 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 5.3. The range of potential service alternatives identified in Section 5.3 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.
- Quechan Casino shuttles serving employees and customers.
- A volunteer driver reimbursement program.
- A car lease program for employed Tribal members who do not have a car.
- 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 Reservation should be managed directly by reservation staff through the establishment of the Fort Yuma 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 full time Transportation Program Administrator (1.0 FTE) and a full time Transportation Coordinator (1.0 FTE). The Transportation Program Administrator would be responsible for the overall management of the services provided through the Fort Yuma Reservation Public Transportation Office. The Transportation Coordinator would provide clerical support and day-to-day customer services as well as trip booking and scheduling. Periodic planning services could be obtained through an “as required” consulting contract. Figure 5-1 provides a summary of potential Fort Yuma Reservation Public Transportation Office responsibilities. Actual responsibilities will depend on the range of services managed by the Fort Yuma Reservation Public Transportation Office.

Figure 5-1: Potential Fort Yuma 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 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.”⁵

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.
- **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.

⁵ Transportation Research Board, TCRP Report 101: ToolKit for Rural Community Coordinated Transportation Services, (2004), p. 4.

- **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.

5.3 Service Delivery Alternatives

The following provides an overview menu of the public transportation alternatives proposed for the Fort Yuma 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 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 shuttles serving employees and customers** – intended to serve casino, hotel, and restaurant workers, as well as customers living in or visiting the local area.
- **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.
- **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.

- **A volunteer driver reimbursement program** – to provide an option when trip needs cannot be satisfied through the lifeline transit services or coordinated use of the Tribal Services passenger vehicles.
- **A car lease program for eligible Tribal members** – intended to provide a car to Tribal members who do not have an available roadworthy car, but need one to accept and/or keep a job.

5.3.1 Fort Yuma – El Centro Bus Service

Objective

The objective of the proposed service is to increase the number of trips between the Fort Yuma 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 two round trips twice weekly between the Fort Yuma 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.

Although the actual service days should be confirmed with Tribal members, service on a weekday and Saturday are suggested.

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 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 5-2 provides a possible schedule for the proposed Fort Yuma – El Centro Bus Service with running times and scheduled stops. The schedules provided in Figure 5-2 are timed to have the first bus arrive at the El Centro DMV five minutes before it opens (8:00 am on weekdays and 9:00 am on Saturdays).

Figure 5-2: 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
Weekday	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
Saturday	7:25 AM	8:00 AM	8:00 AM	8:50 AM	8:55 AM	9:00 AM	9:05 AM	9:35 AM	10:35 AM	11:05 AM	11:10 AM	11:15 AM	11:20 AM	12:10 PM	12:10 PM	12:45 PM
	2:00 PM	2:35 PM	2:35 PM	3:25 PM	3:30 PM	3:35 PM	3:40 PM	4:10 PM	5:10 PM	5:40 PM	5:45 PM	5:50 PM	5:55 PM	6:45 PM	6:45 PM	7:20 PM

Annual Revenue Hours and Operating Costs

Based on the concept schedule provided in Figure 5-2, approximately:

- 4.33 service hours are required to complete a round trip.
- 8.66 service hours are required per service day.
- 17.32 service hours are required per week.
- 900 service hours are required annually.

The following cost analysis assumes the contracting out of service to a private contractor responsible for the operating and maintenance of buses owned by the Fort Yuma Reservation, and the administration of the service by the proposed Fort Yuma Reservation Public Transportation Office. Figure 5-3 provides a cost summary assuming different levels of service (one and two service days per week), different bid prices (Imperial Valley Transit’s current service rate serves as the high bid example), and an assumed Fort Yuma Reservation Public Transportation Office administration cost of \$10.00 per service hour⁶. For twice weekly service, annual operating costs could range from approximately \$51K to \$101K in FY 2008/09. The operation of the Fort Yuma – El Centro Bus Service should be rolled into the same service agreement as the Fort Yuma Reservation Shuttle service to increase the annual service hours and make the RFP and service contract more attractive to competitive bidding.

Figure 5-3: Fort Yuma – El Centro Bus Service Annual Operating Cost Projections (FY 2007/08 – FY 2012/13)

	Annual Revenue Hours	Contractor Bid Prices/Service Hour	Total Hourly Cost with Fort Yuma Reservation Administration Cost/Service Hour	FY 2007/08 (Base Year)	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13
One Day Service Per Week	450	\$45.00	\$55.00	\$24,750	\$25,740	\$26,512	\$27,308	\$28,127	\$28,971
		Imperial Valley Transit Hourly Costs \$98.41	\$108.41	\$48,785	\$50,736	\$52,765	\$54,876	\$57,071	\$59,354
Two Days Service Per Week	900	\$45.00	\$55.00	\$49,500	\$51,480	\$53,539	\$55,681	\$57,908	\$60,224
		Imperial Valley Transit Hourly Costs \$98.41	\$108.41	\$97,569	\$101,472	\$105,531	\$109,752	\$114,142	\$118,708

Note: Assumes 4% annual inflation.

⁶ Fort Yuma Reservation Public Transportation Office administration costs per unit of service are difficult to calculate at this time, because overall Fort Yuma Reservation Public Transportation Office costs will be spread over the full mix of services administered by the office. Administrative costs per hour of bus service could be more or less depending of the volume of service administered.



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 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.

A small 29 foot low floor bus would be ideal for a service that will serve an elderly market. Medium duty, small low floor buses with a 12 year life span cost approximately \$125K to \$130K. Lighter duty step up, cut-away mini-buses with a combined seated and wheelchair capacity of 16 and two start at around \$60K. The lighter duty cut-aways have a seven to ten year life span.

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.

5.3.2 Local Fort Yuma Reservation Shuttle

Objective

The Fort Yuma 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 Reservation Shuttle service, senior center nutrition trips could be scheduled on the service to reduce operating costs for the senior nutrition bus.

Alternative Description

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

- **Outbound from the Fort Yuma Indian Hospital:** 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 Hospital 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 Palms Shopping Center, the Yuma Regional Medical Center (A Avenue and 24th), 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 Palms Shopping 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 Hospital:** 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 Hospital. 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 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 5-4 provides a possible schedule for the proposed Fort Yuma 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 5-4: Concept Schedule for the Proposed Fort Yuma 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

Annual Revenue Hours and Operating Costs

Based on the concept schedule provided in Figure 5-4, approximately:

- 3.00 service hours are required to complete a round trip.
- 11.66 service hours are required per service day.
- 23.32 service hours are required per week.
- 1,213 service hours are required annually.

The following cost analysis assumes the contracting out of service to a private contractor responsible for the operating and maintenance of buses owned by the Fort Yuma Reservation, and the administration of the service by the proposed Fort Yuma Reservation Public Transportation Office. Figure 5-5 provides a cost summary assuming different bid prices and an assumed Fort Yuma Reservation Public Transportation Office administration cost of \$10.00 per service hour⁷. For twice weekly service, annual operating costs could range from approximately \$69K to \$137K in FY 2008/09. The operation of the Fort Yuma 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 5-5: Fort Yuma Reservation Shuttle Annual Operating Cost Projections (FY 2007/08 – FY 2012/13)

	Annual Revenue Hours	Contractor Bid Prices/Service Hour	Total Hourly Cost with Fort Yuma Reservation Administration Cost/Service Hour	FY 2007/08 (Base Year)	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13
Two Days Service Per Week	1,212.64	\$45.00	\$55.00	\$66,695	\$69,363	\$71,444	\$73,587	\$75,795	\$78,069
		Imperial Valley Transit Hourly Costs \$98.41	\$108.41	\$131,462	\$136,721	\$142,190	\$147,877	\$153,792	\$159,944

Note: Assumes 4% annual inflation.

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 Reservation Shuttle. The buses would have to be fully ADA compliant

⁷ Fort Yuma Reservation Public Transportation Office administration costs per unit of service are difficult to calculate at this time, because overall Fort Yuma Reservation Public Transportation Office costs will be spread over the full mix of services administered by the office. Administrative costs per hour of bus service could be more or less depending of the volume of service administered.



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.

A small 29 foot low floor bus would be ideal for a service that will serve an elderly market. Medium duty, small low floor buses with a 12 year life span cost approximately \$125K to \$130K. Lighter duty step up, cut-away mini-buses with a combined seated and wheelchair capacity of 16 and two start at around \$60K. The lighter duty cut-aways have a seven to ten year life span. Capital costs are spread over the two bus services. Note capital costs could be reduced if the senior center bus could be used as the common Fort Yuma – El Centro Bus Service and Fort Yuma Reservation Shuttle backup bus.

Potential for Job Creation

Although the operation of the proposed Fort Yuma 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.

5.3.3 Quechan Casino Shuttle

Objective

The Quechan Casino Shuttle would operate three distinctly different services, including an airporter shuttle, an employee shuttle, and a daily casino customer shuttle.

Alternative Description

The airporter shuttle would provide a pre-booked shuttle between the Yuma International Airport and the Quechan Casino Hotel. Inbound reservations would be made at the time rooms are booked and outbound reservations would be made through the front desk. If required, an employee shuttle would be provided at shift start and finish times between the Andrade border crossing and the Quechan Casino for casino, hotel, and restaurant day workers from Mexico. The third service under the Quechan Casino Shuttle service would serve daily customers.

The casino customer shuttle would be scheduled seven days a week, serving select Yuma hotels and RV parks as well as RV parks on Fort Yuma Reservation and in Winterhaven. The casino customer shuttle would be divided into two separate routes to reduce on-board travel time for passengers.

Route 1 could serve customers living or staying in the City of Yuma. A short loop could be designed to operate on 5th Street out to the Cocopah Bend RV Park on Strand and return along 8th Street. Stops would be established at hotels and RV parks along this loop and additional time could be build into the schedule to serve other close by hotels and RV parks on a demand response basis. Route 1 would travel to and from Yuma on Hwy 186, I-8, and 4th Avenue.

Route 2 could focus on the RV parks located on the Fort Yuma Reservation and in Winterhaven. A loop could be operated along Yuma Road, 1st Avenue, and Winterhaven Drive,

with bus stops established at Sleepy Hollow RV Park, McCoy Mobile Home & RV Park, Rivers Edge RV Resort, and Sans End RV Park. Sleepy Hollow could be served at the beginning and end of each trip to reduce on-board travel time for guests at Sleepy Hollow. Routing to and from Winterhaven could be via I-8 and Winterhaven Drive.

Four trips could be operated on each route seven days a week during the high tourist season only. A regularly scheduled shuttle service with scheduled stops would eliminate the need for casino customers to make telephone requests. Figure 5-6 provides a concept schedule for a possible customer shuttle.

Figure 5-6: Concept Schedule for the Proposed Quechan Casino Customer Shuttle

Route	Dpt Quechan Casino	Sleepy Hollow RV Park	McCoy Mobile Home & RV Park	Rivers Edge RV Resort	Sans End RV Park	OG RV Resort Park	Cocopah Bend RV Park	Rolle's Lynda Vista RV Park	Sleepy Hollow RV Park	Arr Quechan Casino
Route 1	9:00 AM	9:05 AM	9:20 AM	9:25 AM	9:30 AM				9:40 AM	9:45 AM
Route 2	10:00 AM					10:25 AM	10:35 AM	10:45 AM		11:10 AM
Route 1	12:00 PM	12:05 PM	12:20 PM	12:25 PM	12:30 PM				12:40 PM	12:45 PM
Route 2	1:00 PM					1:25 PM	1:35 PM	1:45 PM		2:10 PM
Route 1	5:00 PM	5:05 PM	5:20 PM	5:25 PM	5:30 PM				5:40 PM	5:45 PM
Route 2	6:00 PM					6:25 PM	6:35 PM	6:45 PM		7:10 PM
Route 1	8:00 PM	8:05 PM	8:20 PM	8:25 PM	8:30 PM				8:40 PM	8:45 PM
Route 2	9:00 PM					9:25 PM	9:35 PM	9:45 PM		10:10 PM

The three Quechan Casino Shuttle services would use a common pool of vehicles and be operated directly through the Quechan Casino. Drivers could be casino employees and assume other duties when not operating one of the Quechan Casino Shuttle services. Shuttle vehicles should be dedicated Quechan Casino vehicles and branded specifically in casino marketing graphics.

Annual Revenue Hours and Operating Costs

Annual Quechan Casino Shuttle service hours are difficult to estimate. Like most hotel airporter services, shuttles are available as required during active airport hours. Employee shuttles are limited to shift start and finish times. Figure 5-7 provides a summary of annual service hours and operating costs for the customer shuttle based on the schedule provided in Figure 5-6. An hourly cost of \$65.00 per service hour is assumed for base year FY 2007/08.

Figure 5-7: Quechan Casino Shuttle Annual Operating Cost Projections (FY 2007/08 – FY 2012/13)

Annual Revenue Hours	Operating Cost/Service Hour	FY 2007/08 (Base Year)	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13
1,600	\$65.00	\$104,000	\$108,160	\$111,405	\$114,747	\$118,189	\$121,735

Note: Assumes 185 service days per year and 8.64 service hours per day.

Note: Assumes 4% annual inflation.

Bus Requirements and Capital Costs

The proposed service assumes a single bus pull-out to accommodate the employee and customer shuttles with one backup bus, as well as a small mini-van as the main service vehicle for the airporter service. The employee and customer shuttles' backup bus could serve as the airporter backup and be available for larger group loads or if wheelchair capacity is required. The buses 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. Lighter duty step up, cut-away mini-buses with a combined seated and wheelchair capacity of 16 and two start at around \$60K. The lighter duty cut-aways have a seven to ten year life span. The mini-van would cost approximately \$30K and have a five year life span.

Potential for Job Creation

As a fully in-house operation, up to two full time and four part time positions would be created. All positions could be filled by Tribal members.

5.3.4 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 Reservation Shuttle, and the use of Tribal program passenger vehicles. The importance of coordination was outlined in *Section 5.2 Administrative Framework*.

Alternative Description

In its mobility manager role, the proposed Fort Yuma 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, trips planned with program vehicles, and a volunteer driver pool (Section 3.3.6), 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 Reservation Shuttle) and trips already being made with Tribal program vehicles. The volunteer driver pool would be used as backup where scheduled transit or a program vehicle is not available or where a volunteer driver is a less expensive alternative.

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 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 would 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 Reservation Public Transportation Office (Section 5.2).

5.3.5 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 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 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 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 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 Reservation Public Transportation Office (Section 5.2).

5.3.6 Volunteer Driver Reimbursement Program

Objective

The objective of a volunteer driver reimbursement program is to act as a mobility safety net to accommodate trips that cannot be satisfied through the lifeline transit services or coordinated use of the Tribal Services passenger vehicles.

Alternative Description

Volunteer driver reimbursement programs are widespread and have a long history throughout North America. Volunteer driver programs are organized in primarily rural areas where there is insufficient population to support fixed route or demand response transit service. Examples of county-funded volunteer driver programs in California include Riverside, Trinity, Tehama, and Glenn Counties.

The proposed Fort Yuma Reservation volunteer driver program will be administered through the Fort Yuma Reservation Public Transportation Office. General characteristics of the proposed volunteer driver reimbursement alternative include:

- The Fort Yuma Reservation Public Transportation Office's mobility manager will be responsible for driver recruitment and screening. Drivers would have to have a valid California license and vehicle registration and be fully insured to operate a private vehicle in California. Any vehicles provided would have to meet minimum standards, including functional heating, air conditioning and ventilation systems, clean, accessible seatbelts, functional doors and windows, an accurate speedometer, windows that are crack free, functioning interior lights, two side mirrors, safe tires, and fully functional headlights, turn signals, and windshield wipers. Efforts should be made to recruit a pool of bilingual drivers.
- The mobility manager will maintain records of all trips, mileage charges, sponsoring agencies, trip origins and destinations, appointment times, driver and passenger names, and the number of persons carried on each trip. The mobility manager will be responsible to produce monthly management reports and billing statements, as well as maintain copies of driver's licenses and insurance policies.
- The Fort Yuma Reservation will be required to maintain insurance coverage including Comprehensive General Liability, Business Auto Liability (as a secondary policy to the volunteer driver's primary coverage), and Umbrella/Excess Liability. In the case of an accident or injury claim, the volunteer driver's insurance provides the initial coverage and the reservation's insurance acts as a secondary policy to cover any claims above the volunteer driver's coverage.
- Driver reimbursement can be based on gas vouchers or mileage reimbursements⁸. All mileage claims will be verified by the mobility manager. The Fort Yuma Reservation Public Transportation Office will establish maximum distance standards for travel to all key regional destinations. Mileage claims will be based on these maximums.
- Eligibility should be limited to members of households without access to an automobile and/or Tribal program participants.
- A passenger contribution rate should be established to help offset costs. In the case of Tribal program participants, the program may subsidize 100% of the reimbursement cost, whereas for trips by non-program participants, the passenger may be requested to cover a portion or all of the reimbursement cost.

⁸ Currently, the allowable public service mileage reimbursement rate in California is \$0.485/mile.

Benefits of a volunteer driver reimbursement program include:

- Increase in the availability of transportation options for program and individual travel.
- Provision of “exclusive” ride service for those who are not well enough to travel by a scheduled shared ride service. Volunteer driver programs are often organized to provide non-emergency medical transportation service.
- Encourages grass-roots community participation.
- Helps offset travel costs for driver participants.
- Can establish a framework for an informal ridesharing program for a broad range of travel needs.

Alternative Costs

Participating Tribal programs could establish travel budgets that include funding for volunteer driver reimbursements. Coordination and administration costs could be offset with an administration fee per trip assignment or a monthly administration fee assessed for each Tribal program participant. User fees could help offset reimbursement costs.

Vehicle Requirements and Capital Costs

There would be no direct vehicle procurement or maintenance costs for the Fort Yuma Reservation. Vehicles would be provided by the participating volunteer drivers.

Job Opportunities

Given the volunteer nature of this alternative, there would be no direct operating jobs. However, volunteer drivers could use the mileage reimbursement as a form of income to at least offset the costs of owning and operating a private vehicle.

5.3.7 Car Lease Program for Eligible Tribal Members

Objective

With the exception of the Quechan Casino Employee Shuttles, none of the Fort Yuma Transportation public transportation alternatives are intended to effectively serve journey to work trip needs. The car lease program is designed to support Tribal members who do not have a private vehicle to better secure and hold a job.

Alternative Description

This limited program would be targeted to Tribal members who are licensed to drive, but have difficulty finding and keeping a job because they do not have a car available.

Based on the determination of need, the Fort Yuma Public Transportation Office would purchase a small fleet of sedans to lease to eligible Tribal members for primarily commuting to and from work. Eligibility will be based on either having a job or an offer for employment for a job that requires a one way commute of five miles or more. Lease charges would be based on the individual's ability to pay. Two year leases would be offered. Lessees would be responsible for insurance, fuel, and maintenance, and would be required to verify employment on a monthly basis. The Fort Yuma Reservation will be required to maintain insurance coverage including Comprehensive General Liability, Business Auto Liability (as a secondary policy to the lessee's primary coverage), and Umbrella/Excess Liability. In the case of an accident or injury claim, lessee's insurance provides the initial coverage and the reservation's insurance acts as a secondary policy to cover any claims above the lessee's coverage.

Annual Administration Costs

Lessees would be responsible for ongoing vehicle operating costs. Ongoing Fort Yuma Public Transportation Office costs would reflect general administration and periodic vehicle prep work when a vehicle lease is being initiated or terminated.

Vehicle and Capital Costs

A capital budget of up to \$75K⁹ is suggested to initiate the program with three sedans for potential leasing. Hybrid vehicles are suggested to reduce fuel costs. Capital costs will be offset with lease charges, based on an individual's ability to pay.

Job Creation

While this alternative does not directly create any jobs, it is intended to facilitate employment opportunities for lessees.

5.3.8 User Subsidized Taxi Voucher Program

Objective

Like the proposed volunteer driver reimbursement program, the User Subsidized Taxi Voucher Program would act as a mobility safety net to accommodate Tribal member trips that cannot be satisfied through the lifeline transit services, coordinated use of the Tribal Services passenger vehicles, or volunteer driver reimbursement program. The User Subsidized Taxi Voucher Program could also be an alternative to scheduled bus services if there is insufficient demand to justify the continued operation of bus services.

⁹ Based on the cost of 2008 Honda Civic Hybrids.

Alternative Description

Taxi voucher programs are established as user subsidized programs to provide a higher level of affordable public transportation service for seniors, persons with disabilities, and low income individuals who need affordable transportation to access goods, services, and jobs. This is especially true in low density areas with widely dispersed housing and employment, or in areas and at times not served by public transit.

In most voucher programs, registrants are provided a limited number of discounted taxi vouchers to be used with participating taxi companies. Program registrants can book service directly with the participating taxi company of their choice. Vouchers are used for full or partial payment for the trip based on the taxi meter charges. Program participants are responsible for the cost difference between the voucher value and the actual meter charge. Taxi voucher programs are designed to allow a level of spontaneous same day demand response travel. Participating taxi companies submit vouchers collected to sponsoring agencies for reimbursement.

A User Subsidized Taxi Voucher Program for the Fort Yuma Reservation would be administered through the Fort Yuma Public Transportation Office's Mobility Manager to coordinate its effective delivery. The Fort Yuma Public Transportation Office would:

- Establish minimum standards or expectations for taxi company participation – vehicle condition, response times, insurance minimums, maximum charge ceilings, and billing procedures.
- Recruit participating taxi companies.
- Distribute vouchers to eligible program participants for travel when other tribal transportation alternatives are not available.
- Establish and control annual budgets.
- Monitor taxi company service performance and quality.

Eligibility could be based on the lack of travel alternatives available to individual Tribal members or households. There should not be trip purpose restrictions. The distribution of vouchers should be at the discretion of the Mobility Manager on a case by case basis. Annual budgets should be established, with monthly ceilings controlling expenditures. Monthly limits on the number of vouchers each participant receives are advisable to keep costs down. This may also encourage cost savings through ride sharing.

While a voucher program would be designed primarily for local travel, individuals could use the vouchers for regional trips (assuming either the Fort Yuma Public Transportation Office was willing to subsidize longer trip costs, or the voucher recipient could afford the additional costs above the value of the vouchers issued).

Alternative Costs

The majority of program costs will be related to direct trip costs as reflected in taxi fares. These could reflect the current \$1.50 flag drop charge and \$1.50 per mile rate, or be based on a negotiated flat rate with the participating taxi companies. Local one way trips between the Fort

Yuma Reservation and the City of Yuma could range from \$10.00 to \$25.00. Voucher values could be set at \$5.00 and \$10.00. Administration costs could be absorbed in general Fort Yuma Public Transportation Office overheads. Other minor costs would include voucher printing costs.

Assuming 1,000 local one way trips between the Fort Yuma Reservation and the City of Yuma per year, program operating costs could be in the \$25,000 range. Annual costs and trip making could go up as fewer alternatives become available to Tribal members. Program costs could be lowered through the reduction of the user subsidy from 100% to anywhere from 50% to 80%, depending on what the voucher recipient could afford.

Vehicle and Capital Costs

There would be no vehicle or capital costs associated with this program. Vehicles would be provided by participating taxi companies and vehicle capital costs would be reflected in taxi charges.

Job Creation

This alternative does not create any jobs.

6. Summary

Figure 6-1 summarizes the key characteristics of the service strategies offered in Chapter 5.

Figure 6-1: Summary of Service Strategies

Strategy	Overview	Population Served	Areas Served	Schedule	Annual Revenue Hours	Annual Operating Costs (FY 2007/08)	Job Creation
Fort Yuma-El Centro Bus Service	<ul style="list-style-type: none"> • Increase the number of trips between the Fort Yuma Reservation and Winterhaven communities and key destinations in El Centro for medical, personal business, and shopping trips. • Would operate as both a flexroute and a limited stop express. 	<ul style="list-style-type: none"> • General public • Tribal program clients 	<ul style="list-style-type: none"> • Fort Yuma • Winterhaven • El Centro 	<ul style="list-style-type: none"> • Two round trips, twice weekly (recommend one weekday, one Saturday trip) 	900	<ul style="list-style-type: none"> • \$24,750 – \$48,785 (one day/week) • \$49,500 – \$97,569 (two days/week) 	<ul style="list-style-type: none"> • Indian business enterprise could bid for contract. • Hiring criteria could favor reservation drivers.
Local Fort Yuma Reservation Shuttle	<ul style="list-style-type: none"> • Local circulator, improving mobility within the reservation and Winterhaven communities and between these communities and the City of Yuma. Designed for medical appointments, personal business, recreation, and shopping. • Would operate as both a 	<ul style="list-style-type: none"> • All Tribal members • Tribal program clients • Winterhaven residents • Senior center nutrition trips 	<ul style="list-style-type: none"> • Fort Yuma • Winterhaven • Yuma 	<ul style="list-style-type: none"> • 8:00 am to 6:00 pm, two days/week (recommend Monday and Friday; should be different from the Fort Yuma-El Centro days, which 	1,213	<ul style="list-style-type: none"> • \$66,695 – \$131,462 	<ul style="list-style-type: none"> • Indian business enterprise could bid for contract. • Hiring criteria could favor reservation drivers.

	fixed route and dial-a-ride service.			uses the same vehicles)			
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Strategy	Overview	Population Served	Areas Served	Schedule	Annual Revenue Hours	Annual Operating Costs (FY 2007/08)	Job Creation
Quechan Casino Shuttle (three distinct services)	<ul style="list-style-type: none"> • Airporter shuttle would provide a pre-booked shuttle between the Yuma International Airport and the Quechan Casino Hotel. 	<ul style="list-style-type: none"> • Tourists 	<ul style="list-style-type: none"> • Yuma International Airport • Quechan Casino 	<ul style="list-style-type: none"> • On-demand (pre-booked) 	1,600	• \$104,000	<ul style="list-style-type: none"> • Up to two full time and four part time positions would be created. All positions could be filled by Tribal members.
	<ul style="list-style-type: none"> • Employee shuttle would be provided at shift start and finish times between the Mexican border and the Quechan Casino for casino, hotel, and restaurant day workers. 	<ul style="list-style-type: none"> • Mexican day workers 	<ul style="list-style-type: none"> • Andrade border crossing • Quechan Casino 	<ul style="list-style-type: none"> • Daily, at shift start and finish times 			
	<ul style="list-style-type: none"> • Daily casino customer shuttle would serve select Yuma hotels and RV parks as well as RV parks on Fort Yuma Reservation and in Winterhaven. 	<ul style="list-style-type: none"> • Casino patrons 	<ul style="list-style-type: none"> • RV parks in Fort Yuma and Winterhaven, Yuma hotels and RV parks • Quechan Casino 	<ul style="list-style-type: none"> • Two routes, four trips each, seven days a week during the high tourist season only 			

Strategy	Overview	Population Served	Areas Served	Schedule	Annual Revenue Hours	Annual Operating Costs (FY 2007/08)	Job Creation
Central Coordination of Trips (Mobility Manager)	<ul style="list-style-type: none"> • Designed to increase the effectiveness and efficiency of the proposed Fort Yuma – El Centro Bus Service, 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. 	<ul style="list-style-type: none"> • Tribal program participants • Tribal members • Winterhaven residents 	<ul style="list-style-type: none"> • Greater Yuma region 	<ul style="list-style-type: none"> • As needed 	NA	<ul style="list-style-type: none"> • Costs could be offset with an admin fee per trip, or a monthly admin fee assessed for each Tribal program participant. 	<ul style="list-style-type: none"> • There will be job opportunities through the creation of the Fort Yuma Reservation Public Transportation Office.
Central Management of the Tribal Services Passenger Vehicle Fleet	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Tribal program participants 	<ul style="list-style-type: none"> • Greater Yuma region 	NA	NA	<ul style="list-style-type: none"> • Costs could be offset with a monthly admin fee assessed for each Tribal program participant. 	<ul style="list-style-type: none"> • There will be job opportunities through the creation of the Fort Yuma Reservation Public Transportation Office.



	through service for maintenance and to minimize the overuse of particular vehicles.						
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Strategy	Overview	Population Served	Areas Served	Schedule	Annual Revenue Hours	Annual Operating Costs (FY 2007/08)	Job Creation
Volunteer Driver Reimbursement Program	<ul style="list-style-type: none"> • Designed to act as a mobility safety net to accommodate trips that cannot be satisfied through the lifeline transit services or coordinated use of the Tribal Services passenger vehicles. • Encourages grass-roots community participation. • Helps offset travel costs for driver participants. 	<ul style="list-style-type: none"> • Members of households without access to an automobile and/or Tribal program participants 	<ul style="list-style-type: none"> • Greater Yuma region 	<ul style="list-style-type: none"> • As needed 	NA	<ul style="list-style-type: none"> • Costs could be offset with an admin fee per trip, a monthly admin fee assessed for each Tribal program participant, or passenger contribution. 	<ul style="list-style-type: none"> • No direct operating jobs. However, volunteer drivers could use the mileage reimbursement as a form of income to at least offset the costs of owning and operating a private vehicle.
Car Lease Program for Eligible Tribal Members	<ul style="list-style-type: none"> • Designed to support Tribal members who do not have a private vehicle to better secure and hold a job. • Lease sedans for work commutes to eligible Tribal members. 	<ul style="list-style-type: none"> • Tribal members with no car who have a job (or job offer) that requires a one way commute of five miles or more 	<ul style="list-style-type: none"> • Greater Yuma region 	NA	NA	<ul style="list-style-type: none"> • Lessees would be responsible for ongoing vehicle operating costs. • Ongoing Fort Yuma Public Transp. Office costs would reflect general admin and periodic vehicle 	<ul style="list-style-type: none"> • While this alternative does not directly create any jobs, it is intended to facilitate employment opportunities for lessees.

Strategy	Overview	Population Served	Areas Served	Schedule	Annual Revenue Hours	Annual Operating Costs (FY 2007/08)	Job Creation
User Subsidized Taxi Voucher Program	<ul style="list-style-type: none"> • Mobility safety net for trips that cannot be satisfied through other programs. • Could also be an alternative to scheduled bus services. • No trip purpose restrictions – eligibility limited to those who lack travel alternatives. 	<ul style="list-style-type: none"> • Tribal members 	<ul style="list-style-type: none"> • Greater Yuma region • Possibly longer regional trips 	NA	NA	<ul style="list-style-type: none"> • Roughly \$25,000 for direct trip costs. • Minor voucher printing costs. • Admin costs absorbed into general Public Transportation Office overhead. 	<ul style="list-style-type: none"> • None.