

RTA Policies, Objectives and Procedures (POP) Transit Element

Purpose

The Regional Transportation Authority (RTA) in Pima County, Arizona was established in 2004. The RTA Board is composed of elected officials from the Cities of South Tucson and Tucson; the Towns of Marana, Oro Valley, and Sahuarita; the Pascua Yaqui Tribe; the Tohono O'odham Nation, Pima County, and a governor appointee from the Arizona State Transportation Board. The RTA Board appointed two committees: the Technical/Management Committee and the Citizens Advisory Committee. After a year's work by the Committees, the RTA Board accepted the joint recommendations and approved a 20-year comprehensive, multi-modal transportation plan. The plan and the funding mechanism were approved by the voters of Pima County on May 16, 2006.

The RTA Board is committed to implement the plan in a timely and efficient manner and to meet statutory requirements such as project budgets and schedules. The purpose of this document is to provide a consistent and understandable framework for the implementation of the RTA Plan **Transit Element**. The document is intended to outline existing procedures and processes, streamlining them wherever possible, in order to limit the need for additional requirements that may impede plan implementation.

It is anticipated that each jurisdiction will use the Policies, Objectives and Procedures (POP) document as a guideline for implementation of the RTA Plan **Transit Element**. The RTA Plan **Transit Element** contains eight Transit Improvements:

- 1) Expanded weekday and evening service;
- 2) Expanded weekend service;
- 3) Improved bus frequencies and service area expansion (including Bus Storage and Maintenance Facility and vehicles);
- 4) Expanded special needs service;
- 5) New neighborhood bus circulators;
- 6) Expanded express bus service;
- 7) New high-capacity streetcar system from UA to downtown; and
- 8) New park-and-ride centers.

This section of the policies, objectives, and procedures addresses the **Transit Element** only.

Section I.

POLICIES

Section 1-1: Policies

The following policies of the Regional Transportation Authority are intended to facilitate development and oversight of the voter-approved Regional Transportation Plan. Procedures designed to implement these policies are set forth in subsequent sections. From time to time, the RTA may amend these policies or adopt additional policies. A policy change may or may not alter the procedures contained herein; however, a change in procedure shall not change or supersede an adopted policy.

- 1) It is the policy of the RTA Board to enable RTA member jurisdictions to implement programs and projects contained within the voter-approved RTA plan in a timely and cost-effective manner.
- 2) It is the policy of the RTA Board that policy and transportation objectives of existing regional and local plans form the foundation for project and program implementation.
- 3) It is the policy of the RTA Board that all projects for which funding is to be provided are included in/and consistent with the voter-approved RTA plan as part of the Roadway Improvement Element, Transit Element, Safety Element or the Environmental and Economic Vitality Element.
- 4) It is the policy of the RTA Board to provide the funding for RTA improvements/components consistent with the minimum amount of funding as designated in the voter-approved RTA plan.
- 5) It is the policy of the RTA Board to require that RTA improvements/components are included in and appropriate funding levels are committed in the regional Transportation Improvement Program or local budgetary processes before funding can be made available by the RTA.
- 6) It is the policy of the RTA Board to require that funding needed for RTA improvements/components that exceeds the minimum amount of funding as designated in the voter-approved RTA plan, whether due to increases in construction cost and/or project scope changes, remains the responsibility of the lead agency to identify and provide or program additional funding for, through the TIP development progress or local budgetary processes.

- 7) It is the policy of the RTA Board to require that a lead agency be identified and an Intergovernmental Agreement (IGA) be approved and entered into by the RTA Board and lead agency before requests for funding reimbursement or payment can be processed by the RTA. An IGA may be developed for a single improvement/ component, a single phase of an improvement/component or several related improvements/components, as appropriate. The IGA will identify whether additional IGAs with other agencies may also be needed, such as to provide more detail for subsequent phases of an improvement/component.
- 8) It is the policy of the RTA Board that procedures may be developed on an improvement/component-specific basis within each Intergovernmental Agreement. While an Intergovernmental Agreement may provide more detail or specify a variance from the procedures set forth in this document, they may not change a policy.
- 9) It is the policy of the RTA Board to require that the lead agency manage soft costs associated with RTA projects to the fullest extent possible in order to maximize funding available for actual construction. RTA funding limits for specific cost items may be set forth as necessary in the Intergovernmental Agreement and/or Project Agreement.
- 10) It is the policy of the RTA Board to require the lead agency to provide early and on-going involvement of government entities, stakeholders and the general public in the planning stages for RTA transportation improvements/components to ensure that implementation of improvements/components and programs meets their mutual transportation needs.
- 11) It is the policy of the RTA Board that a corridor study resulting in an adopted right-of-way plan and/or inclusion of a corridor in an adopted major street and roadway plan is required for reimbursement of any right-of-way acquisition using RTA funding and that, once such an alignment is established and approved by jurisdictional governments and the RTA Board; the alignment may not be changed without RTA Board approval. It is also the policy of the RTA Board to encourage jurisdictions to use their powers of exaction to the extent possible to acquire needed rights-of-way for RTA projects.
- 12) It is the policy of the RTA Board to encourage construction planning and phasing which limits the impacts of construction on parallel routes.
- 13) It is the policy of the RTA Board to encourage planning and phasing of safety, intersection, Intelligent Transportation Systems (ITS) and other "program" improvements so that they may be in place in advance of major construction on a nearby parallel corridor so as to facilitate traffic flow that may be impacted by construction of the corridor.

- 14) It is the policy of the RTA Board to encourage sound and cost-effective strategies that employ the latest technologies in planning, construction, and financing, that consider impacts on the environment and that help create a transportation system in which all modes interconnect for seamless travel throughout the region.
- 15) It is the policy of the RTA Board to encourage access management strategies which maintain an appropriate balance between mobility on the transportation facility and access to adjacent property.
- 16) It is the policy of the RTA Board that funding resources which are designed to accelerate project schedules, i.e. additional or advanced local government or private funding participation, Advanced Construction, HELP loans, etc., shall be allowed if approved in advance by incorporation in the Intergovernmental Agreement adopted for the improvement/component. Repayment by the RTA for project advancement is limited to the amount programmed in the TIP or local jurisdictional budgetary process and must be consistent with the schedule identified by the RTA plan; and Intergovernmental Agreement.
- 17) It is the policy of the RTA Board that reimbursable items for regionally funded Transit Improvements/Transit Components are limited to:
 - a. Regional compatibility assets used in operations, reservations, transfers, pass sales, fares, information technology, customer service, signage, and fleet management;
 - b. Intelligent Transportation Systems (ITS);
 - c. Utility relocations in specific cases where prior rights or agreements are in effect;
 - d. Drainage improvements limited to those required for the project and which do not exceed local jurisdictional practices;
 - e. Landscaped buffers and shoulders, and other improvements within reasonable limits (and generally not exceeding typical practice for the local jurisdiction);
 - f. Staff time directly attributable to project;
 - g. Noise, privacy, screen wall, and other buffers, if found to be necessary to meet applicable local, state or federal standards;
 - h. Environmental mitigation;
 - i. Public art, not to exceed 1 percent of the construction cost for transit capital facilities;
 - j. Public Outreach;
 - k. Bus shelters;
 - l. Park-and-Ride centers;
 - m. Transit contract costs (when contract is with a transit provider);
 - n. Operations and maintenance of transit equipment and facilities;
 - o. Capital improvements for Transit Services facilities.
- 18) It is the policy of the RTA Board to exclude payment or reimbursement for any costs incurred prior to July 1, 2006 excluding election costs.

- 19) It is the policy of the RTA Board to maintain the fiscal integrity of the RTA Board's financing programs and ensure adequate funding is available for RTA programs and projects by:
 - a. Operating on a projected cash flow basis and ensuring reasonable cash balances.
 - b. Using conservative estimates of reasonably expected revenues.
 - c. Adjusting revenues to inflation.
 - d. Judiciously using its authority to issue debt to accelerate the construction of critically needed projects.

- 20) It is the policy of the RTA Board that oversight of progress made towards completion of the RTA plan shall be provided by the Citizens Accountability for Regional Transportation (CART) Committee.

- 21) It is the policy of the RTA Board to review the policies and procedures document on a regular basis to ensure it meets the needs of the RTA, its member entities, stakeholders and the general public. The first review shall occur after one year, or as needed, of initial adoption and approximately every two years thereafter.

- 22) It is the policy of the RTA Board that RTA projects and programs are made highly and consistently identifiable through appropriate means. The RTA Board will develop additional procedures describing the methods for coordinating communications and outreach activities between the RTA and the jurisdictions.

- 23) It is the policy of the RTA Board to require that official communications materials developed by the individual jurisdictions regarding RTA-funded projects prominently and consistently include official representation of the RTA, including the RTA logo and text to define the RTA relationship to the project or program.

- 24) It is the policy of the RTA Board that Transit Element Improvements and Components be implemented in accordance with the POP five key objectives:
 - a. Effective and Efficient Implementation of the RTA Plan Transit Element
 - b. Fiscal Integrity
 - c. Accountability
 - d. Transparency
 - e. Compliance

Section II.

TRANSIT ELEMENT MANAGEMENT AND ADMINISTRATION

Section 2-1: Transit Element Objectives

The POP has five key objectives:

1. Effective and Efficient Implementation of the RTA Plan Transit Element
In order to facilitate the effective and efficient implementation of the RTA Plan, the RTA Board shall:
 - a. Ensure the **Transit Element** is implemented in a manner consistent with the RTA POP including any updates or service changes;
 - b. Provide the means to track Transit Improvement implementation against requirements established in the Transportation Improvement Program (TIP), the RTA plan, the Short-Range Transit Report (SRTR), and local jurisdictional budgetary processes; and
 - c. Implement Transit Improvements with the goal of creating a seamless regional transit system.

2. Fiscal Integrity
In order to ensure the fiscal integrity of the regionally-funded **Transit Element**, the RTA Board shall:
 - a. Establish comprehensive financial and reporting requirements for each Transit Improvement; and
 - b. Coordinate with the RTA staff and the other modal programs on key financial, accounting and reporting policies; procedures, and practices; and
 - c. Inform the Citizens Accountability for Regional Transportation Committee (CART) of revenue forecasts, actual revenues and expenditures as needed for their review of progress made towards completion of the RTA plan.

3. Accountability
In order to provide the means to track and ensure effective and efficient **Transit Element** implementation, the RTA Board shall:
 - a. Employ an Intergovernmental Agreement (IGA) or other legal instrument that details lead agency roles and responsibilities in the implementation of any specific Transit Improvement/Transit Component;
 - b. Provide the means by which each Transit Improvement is implemented, and successful start-up and performance is attained; and
 - c. Establish or review key performance indicators that track Transit Improvement/Transit Component costs and revenue. This task will be completed at least annually.

4. Transparency

In order to provide members of the public, elected officials, stakeholders, participating agencies and others with ready access to information on the **Transit Element**, the RTA Board shall require lead agencies to:

- a. Include substantial public and stakeholder awareness as part of the implementation process for each Transit Improvement, and encourage stakeholders to be involved at the earliest possible stage of implementation; and
- b. Consult with stakeholders and the public on major changes to Transit Improvements/Transit Components in the RTA plan.

5. Compliance

The RTA Board shall require lead agencies to comply with all applicable federal (including Federal Transit Administration (FTA)), state and local requirements in the implementation of the **Transit Element**.

Section III.

TRANSIT ELEMENT PROCEDURES

Section 3-1: Applicability of the RTA POP

1. The requirements established in this document are limited to the RTA Plan **Transit Element** including Transit Improvements identified as:
 - a. Expanded weekday and evening service;
 - b. Expanded weekend service;
 - c. Improved bus frequencies and service area expansion (including Bus Storage and Maintenance Facility and vehicles);
 - d. Expanded special needs service;
 - e. New neighborhood bus circulators;
 - f. Expanded express bus service;
 - g. New high capacity streetcar system from UA to downtown; and
 - h. New park-and-ride centers.
2. RTA Plan Transit Improvements/Transit Components must satisfy all applicable federal (including FTA), state and local requirements in addition to the requirements established in this document. Additionally:
 - a. Federal and/or state funding may be allocated to specific Transit Improvements/Transit Components. The designated lead agency will work to ensure conformity to federal and/or state and RTA policy requirements, as Transit Improvement/Transit Component funds may be commingled with federal and/or state or FTA funds; and
 - b. Where conflicts occur between federal and/or state and RTA Plan requirements, the federal requirements will take precedence.

Section 3-2: Programming the RTA Plan Transit Improvements

1. The RTA Plan has established a **Transit Element** funding limit and general Transit Improvement scopes and priorities.
2. All Transit Improvements/Transit Components must be properly programmed in the approved RTA TIP or local jurisdictional budgetary processes before they may be implemented or funded.
3. An executed IGA between the RTA Board, the lead agency, and other participating agencies is required on all RTA-funded Transit Improvements/Transit Components.
4. Programming of Transit Improvements funded by the RTA Plan must be consistent with the RTA Policies and Procedures, including:

- a. Transit Improvements will initially be programmed based upon the funding specified in the RTA Plan;
 - b. Local funds may be added to the RTA Plan funding on all Transit Improvements/Transit Components;
 - c. The federal appropriation for a high-capacity transit system will be added to the RTA Plan funding for the high-capacity transit project included in the RTA plan;
 - d. Early planning is encouraged to identify Transit Improvement/Transit Component details and to expedite implementation;
 - e. The RTA Board may waive some or all of the preceding requirements on a specific Transit Improvement/Transit Component; and
 - f. Amendments to the TIP, RTA Plan and/or IGA for a specific Transit Component must follow the policy set forth in this document.
5. Inflation will occur throughout the life of the RTA Plan. The original **Transit Element** budget shown in the 2006 RTA list was expressed in 2006 dollars. Although the annual update of the POP will require that the Transit Improvement/Transit Component budgets be adjusted to account for the past year's inflation, the lead agency is encouraged to explore and implement service provision cost efficiencies and savings over time:
- a. The regional funding specified in the original RTA Plan for a Transit Improvement will be adjusted annually for inflation based on the U.S. Gross Domestic Product (GDP).
6. The RTA Board shall maximize programming of forecasted revenues funds for Transit Improvements as follows:
- a. If cash flow allows, existing Transit Improvements will be accelerated in priority order of the designated starting periods;
 - b. If a Transit Improvement is designated to be accelerated and local funds are earmarked for the Transit Improvement, local funds must be available for acceleration;
 - c. If there are surplus funds available upon full completion of the RTA Plan Transit Component, the RTA Board will discuss options regarding additional Transit Improvements; and
 - d. If there is a deficit of **Transit Element** funds to the Transit Improvements, either local or regional funds may be added to makeup any deficiency. If there are no funds available, Transit Improvement delays will occur in the order of scheduling priorities as determined by the May 16, 2006 ballot and the RTA Board.
 - e. If a surplus or deficit occurs, the RTA Board will strive to ensure that the acceleration or delay in projects occurs within a scheduled five-year period programmed into the RTA Plan.
7. Advancing Transit Improvements
A jurisdiction is allowed to advance any Transit Improvement/Transit Component in the RTA Plan provided that the Transit Improvement/Transit Component falls completely within the jurisdictions and the jurisdictions

provides the necessary local funding for early implementation unless otherwise approved by the RTA Board. Also:

- a. The RTA Plan revenue contribution for the Transit Improvement will stay in the original year it is programmed in the RTA Plan. Reimbursement for a Transit Improvement will be the amount listed plus inflation to the year it is programmed; and
- b. The advancement of a Transit Improvement must consider the impact of the proposed change on other Transit Improvements/Transit Components and must consider regional impacts.

8. Deferring a Transit Improvement/Transit Component in the **Transit Element** within the scheduled 5-year period:

- a. To defer a Transit Improvement/Transit Component, the lead agency must submit a written request stating the reason(s) for the new schedule to the RTA Board. The RTA Board must approve a deferral.
- b. The deferral of a Transit Improvement/Transit Component must consider the impact of the proposed change on other Transit Components and must consider regional impacts.
- c. If a Transit Improvement/Transit Component is deferred, other Transit Improvements/Transit Components may be moved in priority order at that time, taking into consideration other regional impacts (local funding availability and RTA Plan funding availability).

9. Reporting:

- a. At a minimum, the RTA Plan progress report will be issued annually. It will provide the status of the Transit Improvements (including costs), revenues for the previous fiscal year, and any changes in the revenue forecast for the duration of the RTA Plan, and an estimation of costs to be incurred in the coming year. At least annually, a summary report will be published in two local newspapers.
- b. The annual report will also include all scheduled Transit Improvements successfully implemented and key performance indicators that were achieved and;
 - 1) The report will specify miles or hours of service implemented, ridership statistics, and benefits of expanded services (if applicable).
 - 2) New information or data concerning Transit Component costs will be discussed.
 - 3) New revenue forecasts and Transit Component costs will be matched to determine where the **Transit Element** stands in terms of financial implementation.
- c. Audits – All participating agencies must cooperate and provide requested information, if available, as part of any audit.
- d. The RTA Plan progress report will be reviewed by the Citizens Accountability for Regional Transportation Committee (CART) prior to its annual release.

Section 3-3: RTA Committee Process

1. Final decisions regarding the RTA Plan rest with the RTA Board. Recommendations may be made from the RTA Transportation Planning Committee (TPC), Citizens Accountability for Regional Transportation Committee (CART) and RTA Management Committee.

2. Other standing committees or newly created committees may advise the RTA Board on priorities in the RTA Plan **Transit Element** which include:
 - a. Expanded weekday and evening service;
 - b. Expanded weekend service;
 - c. Improved bus frequencies and service area and expansion (including Bus Storage and Maintenance Facility and vehicles);
 - d. Expanded special needs service;
 - e. New neighborhood bus circulators;
 - f. Expanded express bus service;
 - g. New neighborhood bus circulators;
 - h. New high capacity streetcar system from UA to downtown; and
 - i. New park-and-ride centers.

Section IV.

TRANSIT ELEMENT AUTHORIZATIONS

Section 4-1: Transit Element Eligibility

1. Funding for Transit Improvements/Transit Components under the **Transit Element** include:
 - a. Expanded weekday and evening service;
 - b. Expanded weekend service;
 - c. Improved bus frequencies and service area expansion (including Bus Storage and Maintenance Facility and vehicles);
 - d. Expanded special needs service;
 - e. New neighborhood bus circulators;
 - f. Expanded express bus service;
 - g. New high-capacity streetcar system from U of A to downtown;
 - h. New park-and-ride centers
2. To be funded under the RTA Plan, all Transit Improvements/Transit Components must:
 - a. Be included in the **Transit Element** of the adopted RTA Plan;
 - b. Be approved by the RTA Board;
 - c. Be included in the lead agency's/sub-agency's locally adopted budget ;
 - d. Include the scope, budget and schedule of the Transit Improvement/Transit Component as it is stated in the most recently adopted TIP or local jurisdictional budget;
 - e. Identify a lead agency by IGA between all the local jurisdictions/sub-agency in which the Transit Improvement/Transit Component is located.
 - f. Include the lead agency in an IGA.
 - 1) Design studies may be initiated under an IGA in order to implement Transit Improvements/Transit Components.
 - 2) The IGA may address other considerations, such as roles and responsibilities for local jurisdictions in a multi-jurisdictional Transit Improvement/Transit Component, or early right-of-way acquisition, as needed in a preliminary manner prior to a full Transit Improvement Agreement.
 - g. Exclude costs incurred prior to July 1, 2006.
3. If an annexation occurs that affects a transit improvement/component/program and local funding, the jurisdictions involved with the RTA project shall negotiate an equitable local share while maintaining any locally pledged amounts.
4. The following information must be provided to the RTA Board for each Transit Improvement/Transit Component. The report must support the RTA Plan and guidelines, and the POP objectives.
 - a. Executive Summary;

- b. Introduction and background;
- c. Goals and Objectives;
- d. Resources and Constraints;
- e. Strategy and Actions;
- f. Appendices, to include but not limited to the following:
 - 1) Capital Improvements
 - a) Shared use agreements (e.g. Park and Rides) as appropriate-for the-Transit Improvement/Transit Component (if applicable);
 - b) Cost estimates by Transit Improvement/Transit Component (design, environmental mitigation, right of way and construction) based on time and material-quantity estimates for use in Transit Improvements/Transit Components (if applicable);
 - c) Proposed project funding allocation (i.e. local, federal and/or state, RTA, other);
 - d) Recommendations for phasing of design, environmental mitigation, right-of-way acquisition and construction of the project, etc. (if applicable);
 - e) Regional Compatibility of assets used in operations, reservations, transfers, pass sales, fares, information technology) such as telephones, two-way radios, hardware, etc.) customer service, signage, and fleet management;
 - f) Owners/Lienholders;
 - g) Insurance provisions.
 - 2) Operational Transit Improvements/Transit Components
 - a) Service Type (i.e. fixed-route, complimentary ADA paratransit, demand response (dial-a-ride), deviated fixed-route, etc.);
 - b) Service Standards (i.e. service efficiency, cost effectiveness, service effectiveness);
 - c) Regional Compatibility and consistency in operational procedures(i.e. standardized reservations, transfers, pass sales, fares, information technology (telephones, two-way radios, software, hardware, GPS, etc.), customer service, operational plans, policies and procedures (e.g. drug & alcohol testing, fleet management plans, fleet maintenance plans), uniform system of accounts, signage, maps, etc.;
 - d) Safety/Emergency Response Plans;
 - e) Insurance;
 - f) Staffing Levels.

- 5. Reimbursable items for regionally funded projects are limited to the Transit Improvements listed under the **Transit Element**.
- 6. Notwithstanding findings or recommendations from the General Work Plan or similar study, Transit Improvements/Transit Components or other costs that are not reimbursable from the RTA Plan include:

- a. Expenditures beyond the scope or detail identified in the RTA approved plan if the lead agency and other agency (ies)/jurisdiction(s) listed in the Transit Improvement/Transit Component requests an enhancement to a project funded in the RTA Plan, the local jurisdiction and/or lead agency shall pay all incremental costs associated with the enhancement;
 - b. Right-of-way that is not used in the RTA Plan Transit Improvement/Transit Component, or incorporated into a redevelopment plan. IGAs shall spell out the conditions of reimbursement when such property is placed into a redevelopment plan;
 - c. Any Transit Improvement/Transit Component item that exceeds reasonable limits or typical practice for the local jurisdiction in which the Transit Improvements or Transit Component are located;
 - d. Administrative overhead costs by the lead agency and other agency(ies)/jurisdiction(s) listed in the IGA not attributed to the Transit Improvement/Transit Component;
 - e. Other expenses, such as interest expense, as determined by the RTA Board; and/or
 - f. Costs incurred prior to July 1, 2006.

7. The use of federal and/or state funds or other funding sources may involve further restrictions on the use of RTA Plan funds (e.g. adherence to Federal Transit Administration (FTA) Circular 4220.1E) for all Transit Improvement/Transit Component elements.

8. Local contributions that are earmarked for the RTA Plan could include:
 - a. Development Impact fees (for capital improvements), local sales tax, construction sales tax, farebox revenue or private contributions or any other form of revenues provided from the jurisdictions, region, or federal and/or state; and
 - b. Third party contributions are taken at market value at the time of the donation, mutually agreed upon between the lead agency and other agency(ies)/jurisdiction(s) listed in the IGA and RTA Plan, and have supporting documentation.

9. The IGA for each Transit Improvement must identify all Transit Components for which reimbursement for the regional share is sought from the RTA Board, including the areas of the Transit Improvement/ Transit Component that will be funded locally, or by third parties.

10. The RTA Board has the final determination on the acceptance of the Transit Improvement agencies in meeting objectives of the RTA POP.

11. The project sponsor will be reimbursed in a timely manner per the Intergovernmental Agreement.

Section 4-2: Transit Element Authorizations

1. All Transit Improvements/Transit Components must receive authorization to proceed with an executed Intergovernmental Agreement an IGA or local jurisdictional budgetary process before reimbursements are made.
 - a. The Transit Improvement/Transit Component must be included in the adopted Transportation Improvement Plan (TIP).
 - b. A Memorandum of Understanding (MOU) may be used as a bridge to fulfill a Project Agreement for multi-jurisdictional projects.
 - 1) Design studies may be initiated under an Intergovernmental Agreement to determine project scope, costs and schedule, by a jurisdiction as needed for multi-jurisdiction projects.
 - 2) The Intergovernmental Agreement may address other considerations, such as roles and responsibilities for local jurisdictions in a multi-jurisdiction project, or early right-of-way acquisition, as needed in a preliminary manner prior to a full Intergovernmental Agreement and/or Project Agreement.
2. Prerequisites for Transit Improvement/Transit Component authorization and the development of an Intergovernmental Agreement include:
 - a. The scope, budget and schedule of the Transit Improvement/Transit Component as currently foreseen must match that specified in the RTA and TIP; otherwise the RTA, TIP, and/or local jurisdictional budgets must be amended.
 - b. A lead agency for each project must be identified, agreed to by the local jurisdictions in which the project is located, and established in the Intergovernmental Agreement.
 - c. Funding from a local, regional and, if applicable, federal and/or state level must be identical in the Intergovernmental Agreement.

Section 4-3: Transit Improvement/Transit Component Amendments

1. An amendment to the RTA Plan and the RTA TIP or local jurisdictional budgetary processes, if appropriate, will be needed if a scheduled Transit Improvement/Transit Component in the RTA Plan is:
 - a. failing to meet key performance indicators,
 - b. merged with another Transit Improvement/Transit Component,
 - c. advanced,
 - d. deferred,
 - e. given reallocated money, and/or
 - f. altered so as to cause a change in the scope or schedule of the Transit Improvement/Transit Component.
 - 1) Proposed amendments that, in whole or in part, negatively impact Transit Improvements/Transit Components in the RTA Plan or TIP may not be approved.
 - 2) Amendments are subject to the approval of the RTA Board.

2. The lead agency and other agency(ies)/jurisdiction(s) listed in the IGA, typically initiates the amendment process by making a written request to the RTA Board.
 - a. The request for the RTA Plan and/or RTA TIP amendment must be provided as part of the agenda item for review and consideration throughout the RTA Committee Process.
 - b. The request must explain why it is necessary to change the Transit Improvement/ Transit Component scope, schedule or budget including regional funding and local funding as described in the IGA.
 - c. The request must specifically address and justify the proposed changes in scope, budget or schedule relating to the items specified in Section 4-1, item 4.

3. For RTA Plan Transit Improvements/Transit Components to be subdivided or merged with contiguous or nearly contiguous projects, amendments to the RTA Plan, RTA TIP and IGA for the new Transit Components must be agreed to and executed. Additionally, the following process will be followed:
 - a. A Design Concept Report or equivalent will be used to determine major Transit Improvement capital items within each jurisdiction and to develop recommendations for budget allocations.
 - b. The lead agency and other agency(ies)/jurisdiction(s) listed in the IGA, must agree to the proposed subdivisions, merge and/or any other associated changes.
 - c. The resulting Transit Improvements/Transit Components must show that they provide for the completion of the original Transit Improvements/Transit Components as specified in the RTA Plan.

4. Transit Improvements/Transit Components may be advanced by the lead agency and other sub-agency(ies)/ jurisdiction(s) listed in the IGA. However, the agency requesting such advancement must pay the costs of advancing the Transit Improvement/Transit Component and wait for reimbursement from the RTA Plan in the fiscal year the Transit Component or Transit Improvement are scheduled to receive funding unless otherwise approved by the RTA Board. To do so, it is required that:
 - a. The lead agency and other agency(ies)/jurisdiction(s) listed in the IGA must bear all costs and risks associated with advance design, right-of-way acquisition, construction and related activities for Transit Improvements/Transit Components;
 - b. All parties listed in the IGA must agree to the advancement;
 - c. Impacts on neighboring jurisdictions must be considered and brought to the attention of the neighboring jurisdiction;
 - d. Financing costs and any other incremental costs associated with the advancement are not eligible for reimbursement;
 - e. If the RTA Transit Improvement/Transit Component revenues are lower or higher than expected, then the repayment schedule is subject to Transit Improvement/Transit Component delays or Transit Improvement/Transit Component advancements in the same manner as any other Transit Improvement/Transit Component in the RTA Plan. The lead agency and

other agency(ies)/jurisdiction(s) listed in the IGA may request to revert to the original Transit Improvement/Transit Component schedule as long as all non-recoverable costs incurred or committed are paid for by the lead agency and/or other agency(ies)/jurisdiction(s) listed in the IGA, and there are no other unacceptable adverse impacts associated with the reversion and;

- f. Upon completion of an advanced Transit Improvement/Transit Component, all invoices will be submitted to the RTA staff and payments will follow the schedule established in the IGA, MOU or Transit Improvement Agreement.
 - g. The reimbursement for the advanced Transit Improvement/Transit Component will be in the negotiated fiscal year set forth in the IGA.
5. Transit Improvements/Transit Components may be deferred at the request of the lead agency and other sub-agency(ies)/ jurisdiction(s) listed in the IGA, and/or RTA Board. If a Transit Improvement/Transit Component is deferred, other Transit Improvements/ Transit Components will be moved in priority order for that year, taking into account: availability of Program funds, Transit Improvement/Transit Component readiness, local funding availability (when applicable) and RTA funding.

Section V.

TRANSIT ELEMENTS DETAILS

Section 5-1: Lead Agencies

1. A lead agency must be identified for each Transit Improvement/Transit Component.
 - a. The lead agency shall be an RTA member agency.
 - b. Only one lead agency per Transit Component will be utilized.
 - c. The designation of a lead agency for each Transit Component will be accomplished through a signed IGA with the RTA Board and/or an IGA for each Transit Component that crosses jurisdictional boundaries.
 - d. Each lead agency will implement their Transit Improvement/Transit Component to consistently comply with Federal Transit Administration requirements and in coordination with the FTA grant recipient.
 - e. The lead agency shall retain title to all equipment and facilities.

2. The lead agency will be responsible for all aspects of Transit Component implementation, including, but not limited to, Transit Component management, risk management, design, development, scheduling, staffing, public participation and contract management:
 - a. The lead agency and other agencies/jurisdictions listed in the IGA will be signatories to the IGA;
 - b. The lead agency and the agency (ies)/jurisdiction(s) listed in the IGA must comply with all local, state and federal guidelines and are expected to use generally accepted financial and Transit Component management policies, practices and procedures in the use of funds received from the RTA Plan and in the implementation of the Transit Component;
 - c. The lead agency will be responsible for assuming all risks associated with the Transit Components except those that are assigned to another agency (ies)/jurisdiction(s) and agreed to as such in the IGA;
 - d. The lead agency, and the agency(ies)/jurisdiction(s) listed in the IGA, will indemnify and hold harmless the RTA Board for all aspects of Transit Component implementation and operation.

3. Transit Components in One Jurisdiction
 - a. If a Transit Component falls entirely within one jurisdiction, that jurisdiction is expected to be the lead agency;
 - b. If there is change in jurisdictions because of an annexation that affects a Transit Component, the lead agency designated at the time of Transit Component implementation will continue;
 - c. An alternative agency may be specified as the lead agency if the local jurisdiction in which the Transit Component requests this change;

- d. An agreement between the local jurisdiction and the lead agency must be documented in writing between the respective Town/City Managers, County/Community Administrators or designees;
 - e. A copy of that written agreement must be provided to the RTA Board.
4. Transit Components in Multiple Jurisdictions
- a. In cases where the Transit Component is located in more than one jurisdiction, the Transit Component will be implemented as one single Transit Component with a single lead agency as agreed to by the agency(ies)/ jurisdiction(s) listed in the TIA. The Agreement to this effect between the local jurisdictions and the lead agency must be documented in writing between the respective Town/City Managers, County/Community Administrators or designees;
 - 1) This agreement can be an IGA;
 - 2) A copy of that Agreement must be provided to RTA Board, which must agree to the proposed lead agency designation.

Section 5-2: Transit Improvement Budgets

1. The regional funding for each Transit Improvement as specified in the plan establishes the maximum amount payable from regional funds for that Transit Improvement.
 - a. Every payment obligation of the RTA is conditioned upon the availability of funds appropriated or allocated for the payment of such obligation.
 - b. The Transit Improvement timeline and costs shall be updated as needed.
 - c. The RTA Plan budget and timeline can change with RTA Board approval to account for surplus or deficit **Transit Element** funds to provide the lead agency with maximum funding resources available.
2. The budget for each Transit Improvement:
 - a. Is limited to the amount specified in the RTA Plan budget for the Transit Improvement;
 - b. Will be established in the IGA; and
 - c. Requires the lead agency to be responsible for all of the Transit Component costs over the regional contribution and, if applicable, to work with the other agency(ies)/jurisdiction(s) listed in the IGA to cover those costs.

Section 5-3: Eligible Costs for Reimbursement

1. Reimbursable expenditures are limited to Transit Improvements/Transit Components meeting the requirements set forth in this document.
2. No reimbursements will be made:
 - a. Prior to the execution of a IGA;
 - b. Prior to the year in which the funds for that Transit Improvement/Transit Component are programmed or would normally be received following

the schedule in the RTA TIP, the RTA, or local jurisdictional budgetary processes.

3. Each Transit Improvement/Transit Component will have a reimbursement timeline specified in the IGA.
4. The lead agency shall send the Transit Component invoices to RTA staff for reimbursements. The lead agency will be responsible for:
 - a. All Transit Component expenditures;
 - b. Providing all Transit Component invoices to the RTA staff for reimbursement.
 - c. Reimbursements will be made for all Transit Component expenditures less fare box revenues.
5. Capital assets acquired for use as an eligible Transit Component cost, but not used in the RTA Plan Transit Component, must be disposed of at market rates and the funds returned to the RTA for reallocation. Rolling stock will revert to the lien holder to be utilized or disposed of following all applicable federal (FTA), state, and local laws.

Section 5-4: Invoicing for Reimbursement of Transit Component Costs

1. All Transit Improvement/Transit Component invoices shall be submitted to RTA staff for authorization for payment.
 - a. The work conducted and/or received must meet all the requirements of the RTA Policies and Procedures as well as any and all other applicable federal, state, regional and local requirements.
 - b. The lead agency must retain and certify all vendor receipts, invoices and any related Transit Improvement/Transit Component records as needed and ensure that they are available for review.
 - c. These vendor receipts or invoices must be available for five (5) years after final payment is made; auditors, RTA or its designees can make reasonable requests.
 - d. Receipts and invoices for Transit Improvements/Transit Components submitted by the lead agency jurisdiction may have a longer retention period.
 - e. A duly authorized representative of the lead agency must sign all invoices and any related documents, as required.
 - f. Earmarked contributions to Transit Improvements/Transit Components as agreed upon by the lead agency must be documented.
 - g. When Transit Improvement/Transit Component milestones are reached, all invoices become due at the time of that Transit Improvement/Transit Component milestone completion.
 - h. Other stipulations may apply as determined appropriate by the RTA Board in consultation with the lead agency.
 - i. Up to date status reports as required by the RTA.

2. The signature of the duly authorized representative certifies that the invoice and any related documents are true and correct per the terms of the Transit Improvement Agreement.
 - a. The duly authorized representative for the lead agency may be the respective Town/City Managers, County/Community Administrator or designee or representative of the organization that has signing authority and is designated in the IGA for that specific Transit Improvement/Transit Component.
3. In the first week of each month, the lead jurisdiction will present to the RTA staff an invoice for cost incurred on any eligible Transit Improvements/Transit Components.
 - a. The invoice will contain sufficient background information regarding payments made to contractors, vendors or any other eligible costs incurred. A referenced IGA number must also be supplied with the payment request.
 - b. RTA staff will review the cost and assure that the request is within the parameters set with the IGA. If there are questions or a need for additional information, the submitting agency will be notified within ten business days of the receipt of the invoice by RTA staff.
 - c. A request of payment from the RTA staff to the fiscal agent will be made within five days of the invoice submittal provided additional documentation is not warranted.
 - d. The RTA staff will work with the fiscal agent (bank) to expedite all claims and will make payments directly to the lead agency within two days of being notified by the RTA staff.

Section 5-5: RTA Working Capital/Investments

1. The RTA fiscal agent will invest all proceeds in interest bearing accounts, limited to the following items:
 - a. Obligations issued or guaranteed by the United States or any of its agencies, sponsored agencies, corporations, sponsored corporations or instrumentalities;
 - b. Collateralized repurchase agreements purchased from securities dealers that make markets in those securities listed in paragraph a;
 - c. Bonds or other evidences of indebtedness of this state or any of the counties or incorporated cities, towns or duly organized school districts;
 - d. Commercial paper whose issuer is rated in one of the two highest rating categories for short-term obligations by any two nationally recognized statistical rating organizations;
 - e. Bills of exchange or time drafts known as bankers acceptances which are drawn on and accepted by a commercial bank;
 - f. Negotiable certificates of deposit issued by a nationally or state chartered bank or savings and loan association or accredited credit unions; and
 - g. Bonds, debentures, notes or other evidences of indebtedness which are issued by entities organized and doing business in the United States and

which carry as a minimum one of the Baa ratings of Moody's investors service or one of the BBB ratings of Standard and Poor's rating service or their successors.

Section 5-6: Updates for Work for Reimbursement

1. Prior and/or advanced right-of-way acquisitions and/or work that is part of a designated Transit Component is eligible for reimbursement if:
 - a. It is specified in an IGA;
 - b. It is purchased/completed after July 1, 2006, for design, environmental and related planning studies and right-of-way acquisition.
2. Reimbursements for prior and/or advanced right-of-way acquisition and/or work will be payable only to the agency that paid for the right-of-way acquired and/or work, unless that agency assigns the payment to another party or other terms are developed in the IGA for the Transit Component.
3. The IGA will identify the appropriate priorities for reimbursement for prior right-of-way acquisition and/or work if more than one agency is requesting such reimbursement for that Transit Component.

Section 5-7: Reallocation of Surplus Transit Improvement/Transit Component Funds

1. Surplus Transit Improvement/Transit Component funds from the RTA Plan will not be reallocated by the RTA Board unless and until:
 - a. Construction has been completed and the work satisfies the original intent, and the scope of the Transit Improvement/Transit Component as defined in the IGA, and there are remaining regional funds that were allocated to the Transit Improvement/Transit Component;
 - b. If applicable, right-of-way or other capital assets acquired with RTA Plan funds but not used in the Transit Component will be disposed of at market rates and the funds returned to the RTA.
2. An amendment to the RTA Plan will be required to change the amount of RTA funding and/or local earmarked funds, to be reallocated to other uses.

Section VI.

LEGAL AGREEMENTS

Section 6-1: General

The Regional Transportation Authority will manage the RTA program funds in accordance with A.R.S. §348-5307.

Section 6-2: Lead Agency

1. A lead agency will be identified for each Transit Component.
 - a. Lead agency designations and IGA must be approved by the RTA Board of Directors. The lead agency must adhere to all **Transit Element** Policies and Procedures and provide appropriate documentation to the RTA Board as required by the Transit Improvement Agreement.
 - b. Any lead agency that cannot fulfill its responsibilities may have its lead agency designation removed and the RTA will assume the Lead Agency responsibilities, or assign another lead agency for the remainder of the Transit Improvement/Transit Component Only the RTA Board of Directors may make that determination.
 - c. The Lead Agency/jurisdiction(s)/and any subcontractors agree to follow any/all applicable state, federal (including but not limited to FTA), and local laws.

Section 6-3: Intergovernmental Agreements

1. A Transit Improvement may include multiple Transit Components, or a complete Transit Improvement.
2. If Transit Component costs have been incurred and are eligible for reimbursement following the stipulations described herein, an IGA must be in place before invoices are submitted for reimbursement.
3. An IGA between the RTA Board and the designated lead agency, and other local agencies as appropriate, is required for every Transit Component before reimbursable expenditures may be initiated.
 - a. An IGA shall be entered into if the impacted jurisdiction(s) chooses to designate a different lead agency for said jurisdiction(s).
 - b. The scope, regional funding and schedule specified in the Transit Improvement Agreement must match that specified in the RTA Plan for transit.
 - c. Transit subdivisions must be approved as described herein by the RTA Board and, as appropriate, the RTA TIP Committee amended showing those subdivided Transit Components before IGAs can be executed for any of the subdivided Transit Components.

- d. The IGA can be amended by the RTA Board with concurrence with the local agency(ies) prior to the Transit Improvement Agreement completion, through the process outlined in this document.
4. Each IGA will be based on a standard agreement provided by the RTA staff, and be mutually agreed upon by the RTA Board and the lead agency. IGA will be customized for each Transit Improvement/Transit Component.
5. Any material changes to the standard IGA or template for a specific Transit Component must be identified in a clear and concise manner in the summary section of the IGA for that Transit Component.
6. The IGA will be comprehensive. The IGA will typically address at a minimum the following:
 - a. The Transit Improvement's/Transit Component's scope, schedule and budget including regional, local funding and federal and/or state funding if applicable, and cost breakdowns;
 - b. The Lead Agency and other agency(ies) jurisdiction(s) involved in the Transit Improvement/Transit Component;
 - c. Applicable Design Standards for capital Transit Improvements/Transit Components;
 - d. Environmental Overview, if applicable;
 - e. Overall Transit Improvement/Transit Component development process including, as needed, environmental, utility and right of way clearances for construction;
 - f. Review and approval requirements and local jurisdiction actions;
 - g. Annexation (as needed);
 - h. Cost estimates, fare revenue estimates (if applicable), accounting, financial and legal elements including milestones;
 - i. Risk and indemnification;
 - j. Any additional audit that is above and beyond the standard audits of a jurisdiction, the cost incurred shall be the responsibility of the RTA;
 - k. Completion schedule (if not an on-going service);
 - l. Specific routing details, headways, fleet requirements for bus route Components;
 - m. Route performance expectations for operations Components; and
 - n. Details of how the lead agency and/or jurisdiction will meet service standards.
7. Upon approval of the IGA an update will be given to the RTA Board regarding the status of Transit Components, including active IGAs and new IGAs that will be executed during that fiscal year.
8. The lead agency and other agency(ies)/jurisdiction(s) listed in IGA will be signatories to the IGA:
 - a. To indicate their agreement to the lead agency designation and the terms of the agreement.

- b. To indicate their acceptance of their roles and responsibilities in IGA, if any, acting in effect as a subcontractor to the lead agency.
- 9. RTA plan and/or RTA TIP amendments are required to go through the RTA Board for any changes involving material cost, scope or schedule changes to the project.

Section VII.

RTA COMMUNICATIONS

Section 7-1: RTA Communications

- 1) The goal of the RTA with respect to overall RTA communications is to maintain and build on the credible image of the RTA as the fiscal manager and monitoring agent of the RTA plan and implementation. In order to accomplish this goal, the RTA communications procedures include:
 - a) The RTA in conjunction with the jurisdictions will create an official RTA brochure, which includes elements of the RTA plan, for public education. The RTA will update the RTA brochure as needed.
 - b) The official RTA Web site is www.RTAmobility.com. Jurisdictions are encouraged to add a link on their Web sites to the RTA Web site.
 - c) The content of primary communications materials prepared by individual jurisdictions that pertain to RTA projects and programs should be distributed to RTA staff for review. Communications materials may include, but are not limited to, signs, brochures, press releases, PowerPoint presentations, Web site information, reports, agenda templates, DVD presentations, electronic documents. This generally refers to first-time issue of any of these materials, major revisions or other major materials as developed. RTA staff will commit to a prompt turnaround for review, generally 24 to 48 hours depending on volume of materials.
 - d) The RTA logo should be the primary logo used in communications materials for RTA funded projects, including but not limited to those noted in a) above and construction signs. RTA logo placement should either be located in the top left corner or centered at the top. Jurisdictional logos may be used in conjunction with the RTA logo and may be placed in the top right corner or centered beneath the RTA logo. The RTA will provide jurisdictions with a formatted RTA logo, as needed upon request, for use in its materials. The RTA also will provide a construction sign template.
 - e) The RTA will serve as the primary source of information regarding the RTA plan. Issues or potential issues and/or questions from within the jurisdictions, the media and/or the public that are posed to individual jurisdictions pertaining directly to the RTA funded projects and programs should be directed to RTA staff if the jurisdictional staff is unable to answer the question, such as a legal or oversight question. As questions are posed, please advise RTA staff for reference purposes.
 - f) Individual jurisdictions should communicate the general intent of any jurisdiction-sponsored event that is focused on RTA projects or programs to RTA staff and notify RTA staff of time, date and location of event for RTA staff attendance and possible assistance.

- g) Media inquiries to individual jurisdictions pertaining to the RTA should be communicated to the RTA communications staff for advance notice and/or reference purposes.

Section VIII.

DEFINITIONS

Section 8-1: Definitions

5-Year Construction Period

All 51 of the itemized projects on the May 2006 proposition 1 ballot measure have been identified to begin construction in five-year periods. Period 1 reflects projects from FY2007 through 2011. Period 2 reflects projects from FY2012 through 2016. Period 3 reflects projects from FY2017 through 2021. Period 4 reflects projects from FY2022 through the end of the tax, 2026.

2006 dollars Both revenue forecast and project costs are initially presented in 2006 dollars. The future revenue receipts in the later years of the program are valued in 2006 dollars, which represents the buying power of future revenues in 'today's dollars'. Similarly, construction and operating costs are stated initially in 2006 dollars. The project's estimated costs are reflected in what the cost would be today although the project may not start until many years later. Each year, the revenues and expenditures will be adjusted for the current year using the United States Gross Domestic product (GDP).

Acceleration

When projects are advanced ahead of the TIP programmed year. Acceleration of projects must be approved by the RTA Board.

ADOT Arizona Department of Transportation

Advancement

Advancement of a project means that its implementation is moved earlier in time than previously scheduled in the PAG RTP and/or TIP, with the interest and any other incremental costs associated with the earlier implementation borne by the lead and/or local agencies requesting the advancement. Reimbursement for the project will remain in the year(s) in which the project was scheduled before the proposed advancement.

ARS Arizona Revised Statutes

Certification Report

Periodic report produced, at least, annually for the public. The report is to include the previous year's revenues and project expenditures. In addition the report will annually review the revenue forecast and adjust project cost based on inflation and update on the status of the

Program, current revenue and cost projections based on the latest available information.

CIP Capital Improvement Program

CART Committee

Citizens Accountability for Regional Transportation Committee: A 21-member volunteer citizens committee serving 4, 5, or 6-year terms. The committee is tasked to review and monitor the implementation of the RTA plan and report their findings to the RTA Board.

Design Concept Report

Commonly referred to as 15% design. A design report normally outlines the alignment of a construction project and identifies major features of the project.

Enhancement

An addition to a project that exceeds generally accepted engineering or design standards for a specific project or facility. The Intergovernmental Agreement and/or Project Agreement will specify project enhancements.

Environmental and Economic Vitality Element

The 3 items specified in the May 2006 proposition 1 ballot measure (see appendix B)

Environmental Costs

Most roadway and construction projects will need environmental analysis and review. Costs may be borne by RTA funds to accomplish the required level of the environmental study.

Expanded Service

Transit service within the region that augments existing service levels, such as longer evening and weekend hours of service provision.

Extended Service

Transit service within the region that is in addition to existing service levels, such as new routes.

Financial Review Process

The process is summarized in an annual report that describes the actual revenue collections for the year along with an updated revenue forecast for the remaining years of the tax and plan. The Financial Review process also balances the revenues with an annual update of costs incurred and estimated costs on future projects.

FHWA Federal Highway Administration

Gross Domestic Product

GDP is the market value of all the goods and services produced by labor and property located in the United States. It equals GNP minus the net inflow of labor and property incomes from abroad.

Intergovernmental Agreement

“Intergovernmental Government Agreement” (IGA), which describes the project scope and all funding associated with the project. The project agreement is necessary to receive RTA funds and describes the process for the lead agency to receive RTA funding. An IGA may be developed for a single project, a single phase of a project or several related projects, as appropriate. The IGA will identify whether additional IGAs with other agencies and/or a separate, more specific Project Agreement may also be needed, such as to provide more detail as subsequent phases of a project.

Regional Transportation Improvement Program (TIP)

A formalized five-year program that describes each regional transportation improvement that is planned. In order for a regional transportation project to be funded the project must be included in the current TIP. The TIP also includes funding budgets and fiscal year that construction is to be started.

RTA Committee Structure

To efficiently utilize limited resources, many of the standing Pima Association of Governments (PAG) committees may be asked to evaluate projects and assist in the implementation of projects. For example, the PAG TIP subcommittee may be asked to evaluate Intersection Safety and Capacity Improvement Projects. Voting membership in the PAG committees as they pertain to RTA matters may be adjusted to reflect only RTA member jurisdictions as appropriate.

Project Agreement

A document as needed in addition to an IGA that formalizes the funding and project limits and in some cases provides additional detail or detail that was not available at the time of development of the IGA. The project agreement is between the ‘lead agency’ and the RTA. In many cases it may be identical to the “Intergovernmental Agreement” An IGA may be developed for a single project, a single phase of a project or several related projects, as appropriate. The IGA will identify whether additional IGAs with other agencies and/or a separate, more specific Project Agreement may also be needed, such as to provide more detail as subsequent phases of a project.

Regional Funds

Funds from the State of Arizona, Federal Highway Administration (FHWA), or Federal Transit Administration (FTA) that are distributed to either PAG or the RTA for transportation improvements. Typically, these funds include 12.6% and 2.6% funds from the State; and, STP funds and transit grants from either FHWA or the FTA.

Roadway Improvement Element

The 35 roadway projects specified in the May 2006 proposition 1 ballot measure (see appendix B)

RTA Projects

The 35 roadway projects, 5 safety element items, 3 environmental and economic vitality items and the 8 transit improvements or subordinate components outlined in the ballot measure (see appendix B).

Safety Element

The 5 safety items specified in the May 2006 proposition 1 ballot measure (see appendix B).

Short Range Transit Report (SRTR)

A report produced annually that outlines current transit system operating characteristics and planned improvements for the subsequent 5 year period.

Soft Costs

Costs related to those items in a project that are necessary to prepare and complete the non-construction needs of the project. Soft costs include such items as architectural engineering, design, engineering, permits, inspections, consultants, environmental studies, and regulatory demands needing approval before construction begins. Soft costs do not include construction, telecommunications, furnishings, fixed equipment, and expenditures for any other permanent components of the project.

Transit Element

The 8 transit improvements specified in the May 2006 proposition 1 ballot measure (see appendix B).

Transit Improvement

Any of the eight items specified in the May 2006 proposition 1 ballot measure, such as expanded weekday or evening service, expanded weekend service, and new park-and-ride centers.

Transit Component

A fundamental, subordinate piece of a Transit Improvement, such as routes that will be expanded under the Expanded Weekday and Evening

Service Transit Improvement, or an individual Park-and-Ride lot contained in the new Park-and-Ride Centers Transit Improvement.