

# Imperial County Transportation Commission *Public Transit Fare Analysis 2019 – FINAL REPORT*



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# 1 Study Overview

The Imperial County Transportation Commission (ICTC) provides direct management, administration, and oversight to all member transit agencies in Imperial County, including Imperial Valley Transit (IVT). As part of the management and administration of the transit service in the County, the ICTC is responsible for the collection of transit fares. First Transit, as the contracted transit service provider, currently handles the fare collection process.

This fare study will help guide the ICTC in developing strategies and actions for the fare collection system. The study will evaluate the current fare system, identify any challenges and opportunities within the current system, and develop goals for the future system. After the development of the goals, options were developed and evaluated to prioritize the options for implementation.

In the current fare system, there are limited options for customers to purchase fares, which results in most customers purchasing fares with cash onboard buses -- at times reaching capacity in the farebox cash vault. In addition, the current system does not support a streamlined or electronic fulfillment of fare products for larger organizations, such as the Imperial Valley College (IVC).

Through policy and technology changes, some opportunities were identified, including increase ridership and revenue while offering a better customer experience. This Fare Study explores those opportunities in more depth.

## 1.1 Study Goals and Objectives

This section outlines the overall goals for the fare collection system upgrade. These goals were developed in consultation with representatives from ICTC through a fare policy and technology workshop and helped guide the development and evaluation of the alternatives and recommendations.

### 1.1.1 Simplify distribution process

Simplify the distribution process and reduce the cost of fare distribution for institutions, such as colleges and employers.

### 1.1.2 Increase payment options for customers other than cash on bus

Expand payment options for customers to provide new, modern and accessible ways of paying for transit while continuing to collect cash for cash-paying customers.

### 1.1.3 Generate more revenue

Increase revenue through ridership growth.

### 1.1.4 Consolidate and/or simplify fares

Simplified fare to improve the customer experience and operations, potentially reducing fraud and boarding time.

### 1.1.5 Improve route planning through technology and data

The new fare system should be able to help with the improvement of transit service by providing data for service planning and/or incentivizing usage.

## 2 Current Conditions

### 2.1 Fare Policy

This section presents the current fare policy for the Imperial Valley Transit (IVT) system. Each of the IVT services have different fare policies and availability for discounted fares. This section is based on the fare policy presented on the IVT website with ridership and revenue figures provided by ICTC for a 12-month period between July 2018 and June 2019. The fare policy for each service is presented below.

#### 2.1.1 IV Transit

IVT Transit is the regional route network throughout the Imperial Valley. The IV Transit system includes local/regional routes, express routes, fast routes, and direct routes. Each of the services have their own fare policy which is presented on Table 1 along with annual ridership and fare revenue. Transfers are available amongst the IV Transit routes. Discounted 20-trip ticket booklets are available for local/regional routes for both the regular fare and senior/disabled fares and for student express route fares. Information on ticket usage onboard IV Transit buses is not available.

*Table 1: IV Transit Fare Policy*

Fare Category	Routes	Amount Charged	Annual Estimated Ridership	Estimated Annual Revenue
Local	1, 2, 3, 4, 51	\$1.00	103,804	\$103,804.20
Regional		\$1.25	102,960	\$128,700.25
Senior/Disabled Local		\$0.50	40,476	\$20,238.00
Senior/Disabled Regional		\$0.60	95,868	\$57,520.50
IVC Express – Student	21, 22	\$1.25	75,586	\$94,482.50
IVC Express - Non-Students		\$1.75	307	\$537.25
Fast	41, 45	\$2.25	2,377	\$5,348.25
Direct	31, 32	\$2.50	28,994	\$72,485.00

#### 2.1.2 IVT Shuttles

The IVT Shuttles are three fixed routes that provide local circulation in El Centro and Brawley (Blue, Green and Gold Lines). The fare for the IVT shuttles is consistent with the local fare on IV Transit. Transfers and reduced fare media are not available for IVT Shuttles. The fare levels, including annual ridership and fare revenue are presented on Table 2.

*Table 2: IVT Shuttle Fare Policy*

Fare Category	Amount Charged	Annual Estimated Ridership	Estimated Annual Revenue
Base Fare	\$1.00	10,798	\$10,798.00
Senior/Disabled	\$0.50	20,625	\$10,312.50

### 2.1.3 IVT ACCESS

IVT ACCESS is IVT's American's with Disabilities Act (ADA) complimentary paratransit service. This service is provided for ADA certified passengers. IVT ACCESS provides curb to curb service throughout the IVT service area within a ¼ mile corridor consistent with the fixed route system. Passengers are not required to transfer. Per ADA rules, the fare policy for IVT ACCESS is that fares are double the IV Transit fare. Non-ADA trips are provided on a space available basis. The IVT ACCESS fare policy, along with annual ridership and fare revenue, is presented on Table 3. There are no discounted tickets available for IVT ACCESS.

*Table 3: IVT ACCESS Fare Policy*

Fare Category	Amount Charged	Annual Estimated Ridership	Estimated Annual Revenue
Local ADA	\$2.00	1,432	\$2,864.00
Regional ADA	\$2.50	11,420	\$28,550.00
Personal Care Assistant	\$0.00	4,656	\$ -
Local Non-ADA	\$3.00	18	\$54.00
Regional Non-ADA	\$3.75	337	\$1,263.75
Children Under 5	\$0.00	109	\$ -

### 2.1.4 IVT RIDE

IVT RIDE is a senior and disabled curb to curb service operating within various communities in the Imperial Valley. This service allows IVT ACCESS to provide regional ADA trips with local ADA trips operated by IVT RIDE. There is no transfer policy or discounted ticket books available for IVT RIDE. The fare policy, along with annual ridership and fare revenue is presented on Table 4.

*Table 4: IVT RIDE Fare Policy*

Fare Category	Amount Charged	Annual Estimated Ridership	Estimated Annual Revenue
Brawley Base Fare	\$1.50	1,568	\$2,352.00
Calexico Base Fare	\$1.00	8,617	\$8,617.00
El Centro Base Fare	\$1.25	7,860	\$9,825.00
Imperial Local Base Fare	\$0.75	187	\$140.25
Heber Base Fare	\$0.75	0	0
Imperial, Heber, El Centro Regional	\$1.75	1,453	\$2,542.75
West Shores Local Fare	\$2.00	75	\$150.00
West Shores Regional Fare	\$2.50	172	\$430.00
Children Under 5	\$0.00	100	\$ -
Personal Care Assistant	\$0.00	2,584	\$ -



## 2.1.5 IVT MedTrans

IVT MedTrans is a non-Emergency transportation connecting the Imperial Valley to medical facilities in San Diego County along the Interstate 8 corridor. IVT MedTrans is booked as a single trip with curbside drop-offs at any location within the Interstate 8 corridor in San Diego to various medical facilities. IVT MedTrans classifies riders into three categories. Category A represents the following: infants/toddlers and children up to age twenty-one (21), with severe disabilities and/or medical conditions, individuals who utilize wheelchairs or other mobility equipment and who do not have an adaptive personal vehicle, low income persons who do not have access to a personal vehicle, persons with chronic conditions, who are no longer permitted to drive, veterans with disabilities and chronic medical conditions, adults with life threatening chronic and debilitating disease, persons with mental/cognitive impairment that affects their ability to drive a vehicle, or other Transit dependency. Category B is all other passengers. Personal care assistants are charged a lower rate. The fares, along with annual ridership and fare revenue, are presented on Table 5.

*Table 5: IVT MedTrans Fare Policy*

Fare Category	Amount Charged (One Way) Prior to January 1, 2020	Amount Charged (One Way) After January 1, 2020	Annual Estimated Ridership	Estimated Annual Revenue	Fare Change Recently Implemented
Category A	\$9.25	\$11.25	1,514	\$13,999.88	\$11.25
Category B	\$18.75	\$22.50	320	\$5,990.63	\$22.50
Personal Care Assistant	\$4.25	\$5.25	682	\$2,896.38	\$5.25

## 2.2 Fare Elasticities

In order to determine the impact of fare changes on IVT service users, fare elasticities need to be calculated for each fare category. To determine the impact of fare changes modal ridership before and after fare changes was analyzed compared to the change in fare level. Modal ridership was used for the analysis as this is the information that was readily available from the National Transit Database. NTD modes that are used for modal ridership are Motor Bus (MB) which refers to all of the fixed schedule service and Demand Response which refers to the demand based which are primarily IVT ACCESS and IVT MedTrans. This data shows that historically fixed route ridership declined by 6.63 percent when a fare change occurred while demand response services experienced an 18.86 percent ridership decline. The elasticities are presented below on Table 6. Please note that Table 6 does not reflect the January 1, 2020 fare change for Medtrans.

Table 6: Fare Elasticities by Service

IVT Service	Fare Category	2016 Fares	2019 Fares	Fare Change	Ridership Change <sup>1</sup>	Calculated Elasticity <sup>2</sup>
IV Transit	Local	\$0.75	\$1.00	33%	-6.63%	-0.22
	Regional	\$1.00	\$1.25	25%	-6.63%	-0.17
	Senior/Disabled Local	\$0.35	\$0.50	43%	-6.63%	-0.28
	Senior/Disabled Regional	\$0.50	\$0.60	20%	-6.63%	-0.13
	IVC Express – Student	\$1.00	\$1.25	25%	-6.63%	-0.17
	IVC Express - Non-Students	\$1.50	\$1.75	17%	-6.63%	-0.11
	Fast	\$2.00	\$2.25	13%	-6.63%	-0.08
	Direct	\$2.00	\$2.50	25%	-6.63%	-0.17
IVT Shuttles	Base Fare	\$0.75	\$1.00	33%	-6.63%	-0.22
	Senior/Disabled	\$0.35	\$0.50	43%	-6.63%	-0.28
IVT ACCESS	Local ADA	\$1.50	\$2.00	33%	-18.86%	-0.63
	Regional ADA	\$2.00	\$2.50	25%	-18.86%	-0.47
	Personal Care Assistant	\$0.00	\$0.00	0%	-18.86%	0.00
	Local Non-ADA	\$2.50	\$3.00	20%	-18.86%	-0.38
	Regional Non-ADA	\$3.00	\$3.75	25%	-18.86%	-0.47
	Children Under 5	\$0.00	\$0.00	0%	-18.86%	0.00
IVT RIDE	Brawley Base Fare	\$1.25	\$1.50	20%	-18.86%	-0.38
	Calexico Base Fare	\$0.75	\$1.00	33%	-18.86%	-0.63
	El Centro Base Fare	\$1.00	\$1.25	25%	-18.86%	-0.47
	Imperial/Heber Local	\$0.50	\$0.75	50%	-18.86%	-0.94
	Imperial/El Centro/Heber	\$1.00	\$1.25	25%	-18.86%	-0.47
	Imperial/Heber Regional	\$1.50	\$1.75	17%	-18.86%	-0.31
	West Shores Local Fare	\$1.50	\$2.00	33%	-18.86%	-0.63
	West Shores Regional Fare	\$2.00	\$2.50	25%	-18.86%	-0.47
	Children Under 5	\$0.00	\$0.00	0%	-18.86%	0.00
	Personal Care Assistant	\$0.00	\$0.00	0%	-18.86%	0.00
IVT MedTrans	Category A <sup>3</sup>	\$7.50	\$9.25	23%	-6.63%	-0.15
	Category B <sup>4</sup>	\$15.00	\$18.75	25%	-6.63%	-0.17
	Personal Care Assistant <sup>5</sup>	\$3.50	\$4.25	21%	-6.63%	-0.14

Note: MedTrans fares were raised on January 1, 2020 and are not reflected in this analysis

What the elasticities indicate is that for every one percent increase in fares, ridership declines by the percent stated by the elasticity. The elasticity indicates how IVT passengers react to fare changes. These fare elasticity numbers will be applied to the alternative fare scenarios developed for this study to

<sup>1</sup> Based on annual modal ridership data supplied

<sup>2</sup> Elasticity is calculated by multiplying ridership change and fare change together and multiplying that product by 10 which states the impact on ridership for every 10% change in fares

<sup>3</sup> Fare increased to \$11.25 one-way on January 1, 2020

<sup>4</sup> Fare increased to \$22.50 one-way on January 1, 2020

<sup>5</sup> Fare increase to \$5.25 one-way on January 1, 2020

calculate both the ridership and revenue impacts of a fare change. This will include changes based on the implementation of new pass and technology types.

## 2.3 Fare Collection

This section provides an overview of ICTC's existing fare payment system, including on-board technology and equipment, fare structure, sales channels and operations. The current fare system relies mainly on cash collection on board buses with a limited amount of sales coming from IVC and retail outlets selling prepaid tickets. This presents some challenges but also some opportunities to make the future fare system more customer friendly and efficient.

Technology and equipment on board buses are outlined in this section, including fareboxes, automated passenger counters, and CAD/AVL.

### 2.3.1 Fareboxes

All IVT vehicles are equipped with Diamond fareboxes. The fareboxes accepts cash and tickets. First Transit collects cash at the end of the day. While the fareboxes are a simple cash drop box without electronics, they remain reliable equipment that requires little maintenance.

### 2.3.2 Ridership Counter

Vehicles are not equipped with any automated passenger counters. First Transit captures the ridership data and records manually. The ridership information is then provided to ICTC for reporting purposes.

### 2.3.3 CAD/AVL

There is currently no computer-assisted dispatch/automatic vehicle location (CAD/AVL) system in place. ICTC is in the process of implementing a CAD/AVL system with Route Match as the primary vendor.

## 2.4 Revenue Collection Operations

The revenue collection process is handled by the service provider, First Transit. Transit fares, both cash and tickets, are collected by First Transit operators on-board and counted by First Transit contractors.

### 2.4.1 Money room

All cash collected by First Transit is transported to the money room daily. The money room is located at the IVT bus yard offices.

### 2.4.2 Service Provider

First Transit is the transit service provider for IVT, including the fare collection services. ICTC pays First Transit a fixed fee plus a variable hourly fee which could change depending on the services required.

### 2.4.3 Special Programs

The IVC buys mass quantities of tickets from ICTC and gives them to low income students. IVC accounts for 1/3 of the overall ridership. The cost of implementing the program is low, although may be administratively burdensome for IVC.

## 2.5 Challenges and Opportunities

The current system has some challenges and opportunities that have been identified by customers and/or staff. The identified challenges are related to limitations with the current payment method and fare product options. Thus, creates potential for fraud and disputes at the farebox, and effects boarding speed and on-time performance. There is an opportunity for the ICTC to implement institutional programs that could reduce administrative processes and generate more revenue for the agencies.

### 2.5.1 Challenges

#### 2.5.1.1 *Limited payment options*

Currently, only cash is accepted, creating potential barriers for customers to pay for their fares, thus, negatively affecting customer experience. Customers can purchase prepaid tickets at a few retail locations with cash only. While some agencies have increased fare payment options, including websites, mobile apps, and expanded retail networks, ICTC's limited options drives high cash payment onboard buses.

#### 2.5.1.2 *Limited fare product options*

There are limited types of fare products offered by the agency resulting in the majority of customers paying with cash when boarding the bus. This includes the limited fare product options at retail stores, such as the inability for customers to purchase monthly pass products. Also, with limited fare products available, it affects the ability to purchase monthly products at retailers, which could reduce the number of frequent riders, leading to reduced revenue.

#### 2.5.1.3 *Potential fraud and farebox conflicts*

With limited fare product and payment options, fraud and farebox conflicts do arise onboard buses. Some riders attempt to use Pesos (Mexican currency) to board the vehicle, while others use discounted fare products without carrying the proper eligibility ID. Conflicts at the farebox results in longer boarding times, affecting on-time performance.

### 2.5.2 Opportunities

#### 2.5.2.1 *Increase payment options*

When given the option, many customers would prefer to purchase their fare in advance. There are fare distribution channels currently available in the marketplace, whether through a retail store, mobile app, employer, or otherwise, that would allow customers to purchase their fare in advance and using a payment method other than cash. With smart phone penetration at over 70% in the US, many agencies in the US have explored the option of introducing a mobile application to customers as a fare distribution channel due to its relatively low cost of implementation and maintenance. There are several service providers who can provide turnkey solutions for the mobile ticketing application. These service providers generally utilize a commission model as a pricing structure for the operation and maintenance of the mobile ticketing application. Generally, these vendors charge an average of about 10% (including payment processing) commission.

### *2.5.2.2 Increase fare product options*

While selling ticket books at retail stores is a fairly straight-forward and effective process, for those customers who ride transit frequently, such as commuters, offering monthly passes may help build loyalty and increase ridership, as well as reduce the amount of customers paying with cash or tickets each time they board a vehicle. Each monthly pass purchased significantly reduces the amount payment transactions on bus per month, reduces dwell times and increases customer loyalty and satisfaction. With some retail outlets already in place, the process of ICTC offering additional fare products should not be difficult and presents an opportunity to improve the distribution fare media.

### *2.5.2.3 Bulk fulfillment and institutional programs*

A “universal pass” program for students and employers could be introduced to increase ridership and offer loyalty for frequent riders. By offering annual passes, and the ability to purchase through a mobile ticketing app, students and other participants at institutions will enjoy a simplified pass fulfillment process, and a modern fare media via a pass on their smart phone. Streamlining the delivery method for these institutions could reduce the amount of administrative processes done by IVC and other institutional partners. In addition, data analytics could be available to show the amount of usage for each type of pass product.

### *2.5.2.4 Maintain and/or enhance boarding speed*

New fare media and/or products could potentially improve on-time performance by reducing boarding wait time. Showing a mobile ticket or monthly pass to a bus operator can be a relatively quick process, typically only a few seconds; therefore, the more riders switching from cash and tickets at the farebox, to mobile ticketing or a monthly pass, the better for on-time performance.

## **2.6 Round 1 Outreach (2019)**

The public input activities summarized in this section include stakeholder interviews and two rounds of bilingual public workshops.

Public outreach efforts focused on discussing current fares and sensitivity to future fare changes, as well as soliciting initial feedback on potential fare payment methods, such as a mobile application (app). Approximately 242 people participated in the public outreach activities. Ideas and issues raised by participants during this outreach phase will help guide the development of the Fare Study.

The public outreach efforts offered multiple opportunities for any interested parties to participate and provide input. The chart below summarizes these participation opportunities, their focus, and the number of participants.

Table 7: ICTC Short Range Transit Plan – Overview of Community Participation Activities

Participation Opportunity	Focus	Number of Participants
Stakeholder Interviews Thursday, August 1, 2019 Friday, August 2, 2019 1503 N Imperial Ave Suite 104, El Centro, CA 92243	Focus-group format meetings scheduled conveniently throughout the day for five identified stakeholder groups. Several sessions held from 8:00 a.m. until 5 p.m.	7
Round 1 Bilingual Public Workshops Wednesday, October 23, 2019 Thursday, October 24, 2019	The project team held mobile workshops at several locations in Imperial County to hear perspectives on public transportation directly from riders and other stakeholders.	
	<i>Calexico: 3<sup>rd</sup> and Paulin Bus Terminal October 23, 2019, 6:30AM to 8:30AM</i>	56
	<i>El Centro: 7th + State Transfer Station October 23, 2019, 8:00AM to 10:00AM</i>	12
	<i>Imperial Valley College: Building 2700 and IVC Bus Stop October 23, 2019, 11:00AM to 2:00PM</i>	117
	<i>Brawley: South Plaza Transfer Station October 23, 2019, 4:15PM to 6:15PM</i>	15
	<i>West Shores: West Shores Senior Club October 24, 2019, 9:30AM to 11:30AM</i>	15
	<i>Calipatria: City Hall and City Hall Bus Stop October 24, 2019, 9:30AM to 11:30AM</i>	3
	<i>El Centro: Public Library October 24, 2019, 4:00PM to 6:00PM</i>	17
	<b>TOTAL PARTICIPANTS</b>	<b>242</b>

### 2.6.1 Stakeholder Interviews

The purpose of the stakeholder interviews was to gather input from representatives of agencies and organizations regarding current fare policies and methods of payment in Imperial County. The planning team conducted in-person interviews on August 1-2, 2019. A total of six stakeholders participated in the process with representatives from the following organizations:

- San Diego State University (SDSU) – Brawley
- Caltrans
- Southern California Association of Governments

- Imperial Valley College
- First Transit
- Imperial County Transportation Commission

Discussion questions and key points raised during the stakeholder interviews are provided in Appendix A.

### 2.6.2 Round 1 Bilingual Public Workshops

The purpose of the bilingual public workshops was to collect feedback on potential modifications to the transit fare payment method. Seven workshops were held at various locations within IVT service area. Workshop locations included bus stops and venues near bus stops or transfer terminals. Direct interaction with riders allowed the study team to hear from people who use IVT services but may not be inclined to attend formal outreach events. Facilitators provided an overview of potential transit cost modifications in English and Spanish and asked if participants had any concerns about the potential modifications. Facilitators also provided an overview of potential future payment methods and participants were asked to place a dot on their preferred payment method. The planning team engaged 235 individuals as part of this activity.

Appendix B includes:

- Discussion questions;
- Fare payment preference summary;
- Key comments; and
- Workshop exhibit boards with participant prioritization (dots) of potential fare payment modifications

It is important to note that the dot prioritization activity was not intended as a “voting” activity and the feedback provided through this activity should be considered a snapshot of initial preferences by those individuals that participated. These preferences should not be generalized, nor portrayed as broadly indicative of IVT passengers or the general public.

### 2.6.3 Major Discussion Themes of Round 1 Outreach

During both the stakeholder interviews and the Round 1 bilingual public workshops, the study team developed guiding questions (see Appendices) as prompts to address certain key topics with the public to ensure consistent, comprehensive discussion of issue areas. These topics ranged from current fare policies, options for new methods of payment, and sensitivity to change in fares. Even with a wide range of topics, the following major discussion themes emerged during outreach activities. These major discussion themes are not listed in any order of priority or importance:

- Overwhelmingly complementary of the service and felt that current fares were fair (“cheaper than gas” was a common comment)
- Most felt the fare increases would not affect their ability to ride the bus; however, some had concerns about their ability to pay if the fare increased

- Many were interested in continuing to pay with cash; particularly those that don't ride regularly. Many also supported a "U-Pass" (i.e., a universal pass for the college community) and the continued use of ticket books. Some passengers also noted challenges in providing exact change at times.
- Some supported a Tap Card and unlimited ride passes with fare capping. Some also supported daily, weekly, bi-weekly, or monthly options.
- Students mentioned U-Pass should be systemwide. Some students would like the U-Pass to have a photo on it.



## 3 Fare Alternatives

These options are steps that ICTC may take to improve the current fare system. These options are formulated based on best practices from other similar sized agencies in North America.

### 3.1 Technology and Equipment

- Launch mobile ticketing app for institutions and general public
- Introduce a cloud-based contactless smart card system
- Upgrade farebox

### 3.2 Operations

- Expand retail network

### 3.3 Fare Policy

Four fare policy options were developed for the study. These options are described below:

- Maintain the current fare policies and passes, with no change in fares charged
- Consolidate fare categories that create a single local/shuttle fare and a single Express/Direct/Fast fare with associated passes and free transfers
- Consolidate fare categories that create a single local/shuttle fare and a single Express/Direct/Fast fare with associated passes and an additional “long-distance” fare
- Consolidate fare categories that create a single local/shuttle fare and a single Express/Direct/Fast fare with associated passes and free transfers and an additional “long-distance” fare

A “universal pass” program for colleges and employers should be considered over and beyond the presented fare options. Under this kind of program, a college/university/employer pays a fee to ICTC and all students/employees receive a free-transit pass. This pass option (typically referred to as a “U-Pass”) is not analyzed as part of this study as such a program is based on participation of individual colleges, universities, and/or employers.

Fare-free transit, where passengers do not pay a fare to use the transit system, was also not analyzed as part of this study. Fare-free transit does not generate fare related revenues therefore it does not meet the goals and objectives of the study. Revenue collected through the fare collection system is enough to cover all the costs associated with the current system.

## 4 Alternatives Analysis

These alternatives evaluate the options using the goals developed as evaluation criteria. The results from the analysis will help determine which options should be implemented by ICTC to improve the current fare system.

### 4.1.1 Evaluation of Options

The options are evaluated based on how well they are aligned with the goals of the future fare system that were presented in Section 1.1. Each of the goals are weighted the same, and they are scored based on a 5-point scale. Each option is totaled to determine the relative score of each. The higher the score, the higher the option is ranked overall.

Looking at each of the options, the introduction of the mobile ticketing application scores highly on almost all the criteria as it helps with distribution, providing more payment options, and providing data. The universal pass program will bring more riders and introduce a simple fare product. Expanding the retail network will offer more options to customers and increase distribution through lower cost channels. Simplifying the fare policy will make the fare structure easier to understand and potentially generate more revenue. A smart card system will increase payment options, but the distribution of smart cards will be more complex. Upgrading fareboxes supports continued cash collection but does not help with any of the other goals of upgrading the fare collection system.

*Table 8: Rating of Each Option Based on the Goals*

Options	Goals					TOTAL
	Simplify Distribution Process	More Payment Options	Generate More Revenue	Consolidate and/or Simplify Fares	Improve Services	
Introduce Mobile Ticketing App	5	5	5	3	4	22
Pilot Universal Pass Program	4	3	5	4	3	19
Expand Retail Network	5	5	4	3	1	18
Simplify Fare Structure and Transfer Pol	3	1	4	5	5	18
Introduce Smart Card System	2	4	3	3	4	16
Upgrade Fareboxes	1	1	1	1	1	5

### 4.1.2 Results

Options that scored 70% of total eligible points or higher are considered a high priority option, while options that score between 50% and 70% are considered medium priority, and the rest of the options are low priority. Below are the options prioritized based on the evaluation.

Table 9: Prioritization of Options

<b>High Priority</b>
Introduce Mobile Ticketing App
Pilot Universal Pass Program
Expand Retail Network
Simplify Fare Structure and Transfer Policy
<b>Medium Priority</b>
Introduce Smart Card System
<b>Low Priority</b>
Upgrade fareboxes

## 4.2 Cost Analysis

This cost analysis will be used to evaluate the cost impacts of the high priority options, specifically the implementation of the mobile application and the expansion of the retail network.

### 4.2.1 Cost of Fare Collection (High Priority)

Below is a cost of fare collection table comparing the revenue and cost of the current fare system and the projected revenue and cost of the future fare system. The current (2019) revenue and cost data were provided by ICTC. The cost to collect percentage is the cost of collection divided by the revenue. The future revenue and cost projections were calculated using other comparable agencies as references. The future revenue and cost are forecasted to represent a slight increase in revenue and a potential reduction of cost for collecting cash and tickets with the introduction of a mobile ticketing app and expansion of the retail network. Mobile application costs were calculated based on a 10% commission on revenue (including payment processing). The commission for retail stores to sell passes is currently at 1% and is expected to remain the same in the future scenario. This cost analysis did not include the costs for introducing a smart card system because it is considered a medium priority option and the analysis only includes all the high priority options.

Table 10: Cost Collection Table

	Current			Future		
	Revenue	Cost	Cost to Collect %	Revenue	Cost	Cost to Collect %
<b>Cash and Tickets</b>	\$ 483,115.00	\$ 80,000.00	17%	\$300,000 (60%)	\$ 56,000.00	19%
<b>Mobile</b>				\$150,000 (30%)	\$ 15,000.00	10%
<b>Retail</b>				\$50,000 (10%)	\$ 500.00	1%
<b>TOTAL</b>	\$ 483,115.00	\$ 80,000.00	17%	\$500,000 (100%)	\$ 71,500.00	14%

Based on the revenue and cost projection of the new fare system, moving sales of fare to other sales channels (mobile and retail) results in a reduction to the cost to collect. Due to the lower cost of collect of mobile and retail, the overall cost to collect is lower in the future scenario although the cost to collect for cash is higher. The current cost to collect percentage is 17%, whereas in the future scenario, the cost

to collect is reduced to 14%. The current 17% was calculated based on current (2019) revenue and cost figures. Future costs are lower because of moving cash to lower costs channels.

#### 4.2.2 Cost of Fare Collection (Medium Priority)

Introducing a smart card system will require capital investment as on-board equipment will have to be installed. Bus validators and data routers will have to be installed on all in-service vehicles to facilitate fare collection. The combination of validators and data routers will cost the agency between \$5000 and \$7500 per vehicle. For a fleet of 25 vehicles, the overall cost of the hardware will be approximately \$125,000-\$187,500, not including installation. Some vendors might include the costs of hardware installation into the operating and maintenance costs while others will require an additional installation fee.

In addition, operating and maintenance costs for a smart card system will be between 12% and 18%, depending on a variety of factors such as fleet size and annual revenue. The operating and maintenance costs for the system will be significantly higher than introducing a flash pass mobile application.

### 4.3 Fare Policy Analysis

The fare policy analysis looked at the impact to ridership and revenue of fare policy changes. Ridership was provided by ICTC for each service by fare category. The Simpson-Curtin fare elasticity model was applied, using the elasticities on Table 6, to ridership in each fare category. The results of this analysis are presented on Table 11. Detailed impacts by fare type for each policy option is presented in the appendix.

*Table 11: Fare Policy Options*

Fare Policy Option	Annual Ridership Impact		Annual Revenue Impact	
	Net Ridership Change	Percent Ridership Change	Net Revenue Change	Percent Revenue Change
Maintain current fares	0	0%	\$0	0%
Simplified fare structure with free transfers	-19,786	-3.77%	\$81,207	13.79%
Simplified fare structure with additional zone fare	-19,907	-3.79%	\$82,550	14.02%
Simplified fare structure with additional zone fare and free transfers	-22,819	-4.35%	\$85,804	14.57%

### 4.4 Round 2 Outreach (2021)

Round 2 Outreach occurred from March 15 to April 5, 2021. Given public health guidance associated with the COVID-19 pandemic, recorded presentations (English and Spanish) were posted to the ICTC website [and location references were published on Imperial Valley Transit Social Media pages](#) in place of in-person meetings. The public was encouraged to provide feedback via a simple online comment form.

No comments were received on the draft recommendations during Round 2 Outreach. The presentations are available here:

- English Presentation: <http://www.imperialctc.org/media/managed/transitandnonmotorized/2021-03-19-fares-study-en.mp4>
- Spanish Presentation: <http://www.imperialctc.org/media/managed/transitandnonmotorized/2021-03-19-fares-study-es.mp4>

## 5 Preferred Alternative

The recommendations below will help ICTC achieve the goals of simplifying distribution, providing more options, generating more revenue, consolidating and simplifying fare structure, and improve service through better data. As shown in the cost analysis, the introduction of mobile and the expansion to the retail program will reduce the overall cost to collect while enhancing customer experience and increasing revenue.

### 5.1 Technology and Equipment

#### 5.1.1 Introduce a mobile ticketing application for Android and iOS users

For customers with smart phone and a credit or debit card (including prepaid debit cards), a mobile app is a very attractive and popular choice for riders. By introducing an Android and iOS mobile app where a customer can validate their fare product (tickets and/or passes) and show the digital ticket to the bus operator, agencies typically see an increase in customer satisfaction, simplified distribution, and a reduction in dwell times through a decrease of cash payment when boarding bus. Additionally, mobile application is considerably less expensive than introducing a smart card system, both in terms of capital investment and operating cost. It is worth noting, however, that some agencies have experienced an increase in fare evasion where the mobile app digital ticket is fake, and some bus operators do not inspect mobile tickets for authenticity.

While a mobile ticketing pilot with IVC is a good opportunity to test the technology, a pilot with the general public is recommended as they will likely utilize a mobile ticketing app solution too, further reducing cash fare payments and dwell times on bus.

#### 5.1.2 Maintain current fareboxes

The current fareboxes require minimal maintenance and are adequate based on current usage. While the cash vaults may reach capacity at times, ICTC should contact the farebox manufacturer to confirm the largest cash vaults are installed. Replacing fareboxes will require a large capital investment and does not align with the goals of the fare system.

### 5.2 Operations

#### 5.2.1 Utilize the mobile application to provide passes to IVC

A mobile ticketing application can streamline the way institutional programs are administered, reducing processing time and costs. The back office of the mobile ticketing application should provide an easy-to-use process for the institutions to administer the program for customers.

The agency will upload a list, usually in a spreadsheet format, to the mobile application back office to facilitate the bulk fulfillment. The list will usually consist of the email of the customers and the pass that will be delivered. The frequency of the upload could be determined by the agency and/or the institution, such as annually for annual universal passes or monthly for monthly fare products. Once the list is received by the back office, the passes will be delivered to the customers' mobile application for use.

The agency will receive information from the mobile application provider on the order and the agency can invoice the institution using the transaction information provided.

### 5.2.2 Expand retail network through new product offerings and additional locations

The retail network is a cost-effective way to increase the reach of where transit fare products are available for purchase. Making new fare products available at retail locations, such as a monthly pass, will help provide more options to customers and reduce the number of transactions at the fareboxes. For cash paying customers, expanding the retail network, and those closest to the busiest bus stops with the highest cash usage, provides a viable alternative. Exploring the possibility of expanding the network to more locations, especially to areas with high cash users, will allow for more customer to access transit fare without paying on-board, reducing boarding time.

## 5.3 Fare Policy

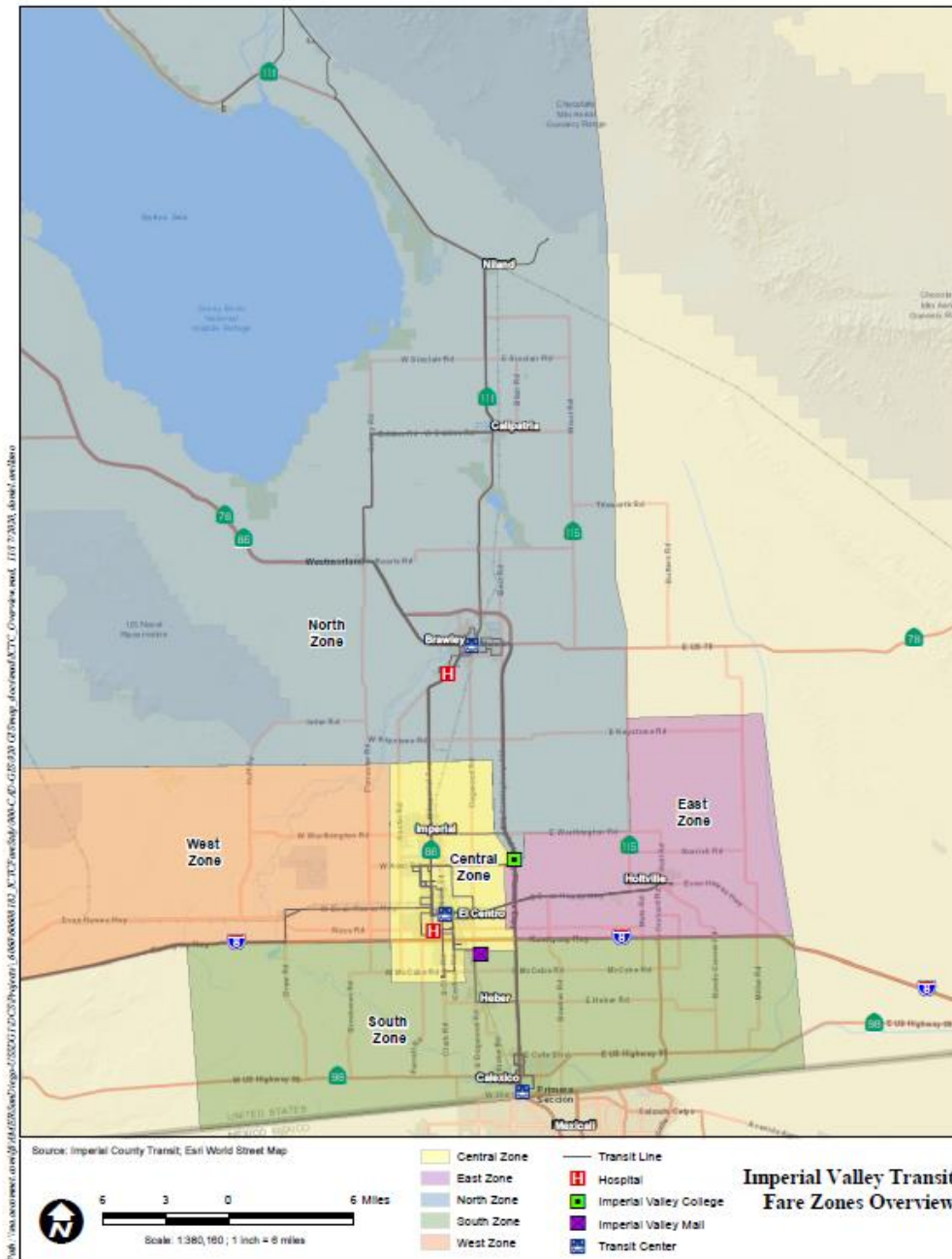
An update to the fare policy to better reflect cost of service and simplify fare structure for customers is recommended to enhance customer experience. The strategy should evaluate the viability of increasing fares for dial-a-ride service, provide better transfers, and making the fare structure easier to understand. The recommended fare policy, which meets the fare policy goals, is to have a simplified structure that reduces the number of fare categories, provides free transfers, provides for a monthly pass, and adds an additional long-distance fare zone. Table 12 presents the recommended fare policy.

Table 12: Recommended Fare Policy/Fare Levels

Service	Fare Category	General Public		Students		Senior/Disabled	
		Current	Proposed	Current	Proposed	Current	Proposed
IV Transit and Shuttles	Base local Area	\$1.00	\$1.25	\$1.00	\$1.00	\$0.50	\$0.60
	Two-Zone Regional	\$1.25	\$1.50	\$1.25	\$1.25	\$0.60	\$0.75
	Three-Zone Regional	\$1.25	\$1.75	\$1.25	\$1.25	\$0.60	\$0.85
	Fast/Direct/Express	\$1.75 to \$2.50	\$2.50	\$1.25	\$1.50	\$1.75 to \$2.50	\$1.25
	Monthly Pass	-	\$50.00	-	\$40.00	-	\$25.00
	Transfers	Full fare	Free	Full fare	Free	Full fare	Free
IVT Access	Local ADA	\$2.00	\$2.50	\$2.00	\$2.50	\$2.00	\$2.50
	Two-Zone ADA	\$2.50	\$3.00	\$2.50	\$3.00	\$2.50	\$3.00
	Three-Zone ADA	\$2.50	\$3.50	\$2.50	\$3.60	\$2.50	\$3.60
	Beyond Zone ADA	\$3.75	\$6.00	\$3.75	\$6.00	\$3.75	\$6.00
	Local non-ADA	\$3.00	\$4.00	\$3.00	\$4.00	\$3.00	\$4.00
	Two-Zone non-ADA	\$3.75	\$5.00	\$3.75	\$5.00	\$3.75	\$5.00
	Three-Zone non-ADA	\$3.75	\$6.00	\$3.75	\$6.00	\$3.75	\$6.00
	Beyond Zone non-ADA	\$3.75	\$10.00	\$3.75	\$10.00	\$3.75	\$10.00
	Personal Care Assistant	Free	Free	Free	Free	Free	Free
	Child (5 and under)	Free	Free	Free	Free	Free	Free
IVT Ride	Local Travel (all cities)	Not available	\$2.00	Not available	\$2.00	\$1.25 to \$2.00	\$2.00
	Regional Travel (Heber/EI Centro/Imperial)	Not available	\$2.50	Not available	\$2.50	\$1.75 to \$2.50	\$2.50
	Personal Care Assistant	Free	Free	Free	Free	Free	Free
	Child (5 and under)	Free	Free	Free	Free	Free	Free
IVT MedTrans	Category A	\$11.25	\$11.25	\$11.25	\$11.25	\$11.25	\$11.25
	Category B	\$22.50	\$22.50	\$22.50	\$22.50	\$22.50	\$22.50
	Personal Care Assistant	\$5.25	\$5.25	\$5.25	\$5.25	\$5.25	\$5.25

A five-zone structure is proposed for Imperial Valley Transit. A one-way trip, even with a transfer, does not traverse more than 3-zones, therefore the fare policy is based on only traversing up to three zones. The zone fares are charged when traversing a zone boundary. As one of the most important generators in the Valley, Imperial Valley College is located in three zones: Central, East, and North. Another important generator, Imperial Valley Mall, is located in two zones: Central and South. The fare zones are presented on Figure 1.

Figure 1: Imperial Valley Transit Fare Zones





### 5.3.1 Pilot a universal pass program for institutions and employers

Working with IVC to develop and pilot a U-Pass program that provides students with access to the transit system at a cost that works for the students as well as the transit agency. Using the mobile application and the mobile back office system to distribute passes to customers.

Review employers needs within the district and identify suitable business partners to pilot an employer program that provides discounted transit passes to employees via a mobile ticketing app, such as manufacturing plants with parking availability issues.

## 5.4 Next Steps

Based on the recommendations, below are next steps that the ICTC may consider in the development of the future fare system.

- Develop and release an RFP for mobile ticketing applications with specifications for bulk fulfillment for university and other institutions;
- Implement pilot projects to evaluate program effectiveness;
- Conduct a subsequent follow-up study with the goal of updating the fare policy to include provisions for a Universal Pass and Employer Programs (i.e., including a “U-Pass”), and the potential revisions to transfer and pricing strategies;
- Add monthly passes at retail locations and track the sales of the passes to document the impacts of selling monthly passes at retail outlets; and
- Recruit and expand the number of retail stores near high ridership and high cash bus stops.

## Appendix A – Stakeholder Interviews Discussion Questions and Key Points

### Discussion Questions

- What do you think of current fare policies? What do you think of the current payment system? What aspects do you like or not like?
  - Is it convenient to purchase tickets/passes/booklets today?
  - Other ideas for sales locations?
  - How do new riders learn about fare options? Is the fare structure easy to understand? Do you have questions about the fare structure?
  - ICTC will continue to accept cash to board buses. Is on-board fare payment convenient? Would you prefer to have access to other means of payment?
  - Do transfer policies work?
  - Should everyone pay a fare?
  - Would you be interested in a university-pass?
- What would you like this team to keep in mind as we move forward with the fare study?

### Key Comments Made

#### Meeting Notes: 8/1/2019, 4pm, Imperial County Transportation Commission (ICTC) Staff

1. What do you think of current fare policies? Pros and Cons?
  - a. Fare has not changed over time, past \$1.00 and now in \$1.25 has not changed
  - b. Would pay ticket books and would pay cash
  - c. Current payment system is only cash based
  - d. People exchange pesos for dollars
  - e. IVC is likely the biggest ticket buyer, other payment would be useful
  - f. Credit card, everything right now is only cash
  - g. Only cash, only US cash no pesos are accepted
  - h. The level of fare is fair but not too high- would like to ensure that fares remain affordable for transit-dependent riders on limited incomes; also acknowledged that fares need to cover operational costs
  - i. Blues and greens lines have specific issues with transfer, having to pay for another fair.
2. Sales location
  - a. City offices
  - b. Currently working with one agency - AAA for retailer
  - c. To have other retailer would like to have credit card purchase there

- Concerns with handling cash, cash would be an issue because of inexperience with handling cash
  - If it was electronic for additional vendors
  - AAA does not carry cash, ICTC is requiring that they carry cash
  - Tap Cards could be an option
  - Hesitancy for moving towards kiosk due to theft - added security if they were inside of a 7/11, ICTC would have to maintain the kiosk- they would be open to this idea
- d. Allow people to access cards from a different outlet
3. Fare Structure
- a. Different fares for lines, routes, seniors, students, other services, whole transfer policy or lack there-of.
  - b. Must pay again- no transfers from
  - c. Comments from public regarding transfers- public has biggest complaint about transfer
  - d. Have not heard many about different fare prices
  - e. This fare system has been in place for 10 years
  - f. Would be open to changes to fare system
    - This becomes an accounting issue
    - Base fair would likely need to be higher if transfer were higher
    - They are currently working on installing CAD system - that has a tablet on board which tracks certain types of passengers, this would allow to share costs for transfer systems
  - g. There is an opportunity to explore transfers, account for transfers using the tablet on board
  - h. Always going to need to accept cash on the system- cash will always have to be a system on the transit system
  - i. They want to explore all options of payment including electronic fare payment through a smart phone
  - j. Would like to be an electronic system.
  - k. Does not hear complaints between services paying fares
  - l. When new riders come into the system how do they find out about fares?
    - Mostly through bus books, or talking to driver
    - Most people come into the town know people who live here.
    - Thinking about Terminals using as a visitor center, which would contain pamphlets and person manning the booth
    - In Brawley transfer center there is a police booth
    - ICTC owns the buses but they do not own the stops or terminals
4. Should everyone pay a fare?
- a. Children under 5
  - b. Complaints that persons with disabilities, Medicare ID to show to the bus driver
  - c. Allow as many people as possible to use IV Transit, as IVT ACCESS requires a higher subsidy per boarding.
    - Option: PCA ride for free, disabilities would be charged senior
5. UPASS?
- a. Students would likely prefer electronic payment options
  - b. IVC buys tickets for students directly from ICTC

- c. Would be open to UPASS system where IVC would charge every student a fee for the UPASS as a part of their tuition/fees
  - d. A lot of IVC students are transit dependent
  - e. Maybe the IVC would like to do a survey monkey regarding transit and fares?
6. Fare Capping?
- a. This should be something on the table, this needs to be through electronic
  - b. Time based pass not everyone can afford that up front
    - Once they reach 200 they are not charged for any more tickets - this could be a way to address the transfer issue
  - c. Wants to look at cost at fare capping, depends on how much the transit rides every month/ every day
  - d. Fare capping might only work for urban settings
  - e. Maybe just looking at fare capping for the urban systems
    - 1,2,3,4 can be transfer for free
    - Blue and green cannot transfer for free
    - Make system wide
7. Other operators LNA, Castro Family- fixed route
- a. Para transit there are more
  - b. ICTC does not set fares based on them, other services set prices based on fares of ICTC
  - c. They won't pick up at the stops but will pick up near the stops
    - They stop at anywhere on the route
    - Calexico to El Centro that is the whole route
    - People will take the bus because of the speed
    - Someone got a heat stroke from the bus because it has no AC, none of them have AC.
8. Other comments
- a. Wants to consolidate the ride system- each municipality has different fares, same fair throughout
  - b. People talk about the passes, day passes, people would like a day pass

### Meeting Notes: 8/2/2019, 9am, Imperial County Veterans Service Office (Carlos A. Veos)

1. What do you think of the current fare policies?
  - a. Not expensive, reliable
2. Is it convenient to get the advance ticket booklets?
  - a. Pretty easy to get fares and tickets
  - b. They provide information to employees (brochures)
3. Should cash be limited in when it is accepted?
  - a. No mention of other forms of payment they prefer
4. Anyone from your office go to IVC?
  - a. Mostly older people who take the transit (not in school)

**Meeting Notes: 8/2/2019, 8am, Caltrans (Beth Landrum)**

1. What do you think of the current fare policies?
  - a. Electronic payment system (especially lines that serve the college)
  - b. Younger generation doesn't use cash as much
2. Is it convenient to get the advance ticket booklets?
  - a. No, needs to be more accessible locations
  - b. Not convenient to go to City Hall
3. Do you think the fare structure should be more or less complex?
  - a. Streamline the fare system to make it easy for the transit riders
  - b. How much they are paying, why they are paying, why they have to pay more for another route
  - c. Does not need to be more complex
4. What do you think of the fare levels? Too cheap, too much?
  - a. Private shuttles don't affect IVT (based in Calexico)
  - b. Because the area is economically challenged, raising the fare would not be good for the region
  - c. Many people do not have cars and rely on public transit
  - d. "Riders aren't using transit to be green"
5. Should cash be limited in when it is accepted?
  - a. For this region, cannot get rid of the cash payment
  - b. Many people coming across the border may not have a credit or debit card
6. Do transfer policies work?
  - a. Has not heard any/many opinions on the transfer policy
  - b. Day-pass could be a work around for the current transfer policies
7. Should everyone pay a fare?
  - a. Students should have a discount/free (U-pass)
  - b. Every student pays a fee, regardless if they drive to campus, but everyone gets to ride transit free
  - c. Purpose is to get to and from educational facility, does not need to be the entire transit system
8. Any discussion in integrated fare between the transit systems?
  - a. Has not heard anything
9. Would you think fare capping should be pursued?
  - a. Yes, those who are making hourly wages and can't pay upfront would benefit greatly
  - b. Limited based on technology, possible implementation in 5 years
10. Anything else?
  - a. Workshops in September
  - b. Beth will talk with public transit expert for any opinions and input

**Meeting Notes – via teleconference: 10/10/2019, 9:30am, Imperial Valley College (Bianca Bisi)**

1. Dean Torres is "a real advocate" for better transportation on campus
2. There are transportation barriers to academic success for the students
  - a. Her role is to help develop resources for students

- b. Transportation is an issue
3. They have 8,600 students and spend about \$20K/year for bus tickets
4. Would it be possible to get a discount for the IVC Express ticket books?  
(Currently the ticket book is just a convenience
5. item: the fares are not discounted)
  - a. Students and departments at IVC purchase them; she gives them out depending on the level of vulnerability a student is experiencing
6. She feels there's "room for improvement" in routes/services (see below)
7. Ticket books' upfront cost seen as too expensive
  - a. 20 rides, so they tell the students that get them from her that it's 2 weeks until they can get another one (i.e., 10 days' worth of trips)
  - b. They tend to buy all 3 types of ticket books
8. She feels very strongly that a U-Pass would be easier for all involved
  - a. She would like them to be able to use it systemwide (not just on IVC Express routes)
  - b. She expects IVC to "foot the bill" and come up with a reasonable price to pay – she feels it's easiest to secure funding through the campus foundation or categorical funding
  - c. Procedure and politics behind student fees, so trying to fund it that way may be problematic
  - d. Parking fee typically about \$25 per semester – maybe another avenue for funding?
9. She feels there would be an increase in ridership with a U-Pass – would really benefit local businesses with increased patronage, et cetera
10. Use of cash is definitely a needed item – many students do not have a bank account
11. She thinks the fare itself (let alone the upfront cost of a ticket book) is too high – a lower fare would be able to reduce absenteeism
12. A fare vending machine at IVC of some type would be great – the Parking Control Office is run by IVC and not IV Transit
13. Most students aren't transferring to other routes, she feels
14. Other service concerns:
  - a. Big issue is that Calexico, being a border town, has a ton of ridership, with overcrowding and even leave-behinds – she feels more service/frequency is needed on Route 21
  - b. IVC is a food bank distribution center: drivers sometimes don't allow students to bring food pantry parcels on the bus

## Appendix B – Round 1 Workshop Boards and Public Feedback Discussion Questions and Key Points

### Discussion Questions

- Do you currently use the bus or shuttles? Which route/fare? Describe potential changes in fares ICTC is considering. Do you have any concerns about these potential changes?
- How do you currently pay for your fare? How would you best like to pay your fare?

### Key Comments Made

Type of Payment Method	Number of Dots
Cash	47
Paper Pass/Ticket	18
Tap Card	48
Mobile/App	7
U-Pass	62

### Key Comments Made

#### Calexico

1. Love “as is”
2. Doesn’t transfer (10 people)
3. Keep cash – uses today (12 people)
  - If a Tap Card, can it be the same as San Diego?
4. Senior fares are great – like that they also apply regionally
5. Doesn’t think we should have just a monthly, but also a daily and a weekly (7 people)
6. Really like the idea of transferring being included between Brawley and Gold Line
7. Thinks passes are a great idea, but better for students
8. Students: one uses cash, but other uses tickets
  - Would love a U-Pass but depends on price
9. Thinks there should be better fare information
10. Idea of cards “makes him nervous” because of fraud
11. Thinks cash is easiest to uses
  - Likes the idea of a week pass the best
12. Seems like, other than students, many riders don’t use every single day (or use other companies), so passes become less logical
13. New to the system but thinks it is great
14. Uses the Direct to Brawley or transfers to the 2 at El Centro
  - Likes the transfer to the 2. Expand it?

15. Likes the idea of a Tap Card, but really finds cash the easiest and most convenient to use
16. Uses student tickets, but would really like a U-Pass or month pass
  - Uses cash occasionally on Route 1
17. Goes to IVC using tickets, would like a pass system of either U-Pass or monthly
18. Feels that learning a new fare system would be difficult
  - People use cash because it is easy
19. Cash is useful, but a pass would be really great
  - U-Pass
  - Monthly OK, but a U-Pass better
20. Thinks the passes should be good for the whole system, not just IVC
21. Likes the idea of a tap card and a Tap Card with a pass on it (“like in Los Angeles”)
22. Likes the idea of free transfers to the shuttles
23. Students: use tickets for IVC, but then cash when they’re not going there
  - Like a pass system, or a U-Pass
  - Typically only use bus to IVC, but uses IVT
24. Typically ride to El Centro, so no need for transfers
  - Would be willing to use a pass
  - Their school buys tickets and gives it to them
  - Think the idea of a pass is best
25. Mexicans have fraud concerns with any type of card system, so prefer cash
26. Likes the idea of a monthly pass
27. IVC student who uses cash every trip
  - Prefers a pass system
  - She would buy student tickets, but as they don’t offer a discount, why bother?
28. Uses student tickets, but would really like a Tap Card
  - iPhone good too
  - Really likes the U-Pass idea
29. Uses the ticket book
  - Monthly Tap Cards the “best mix of ideas”
30. Rider uses cash, but likes the idea of a monthly pass
31. Uses IVC tickets
  - Unlimited ride instrument the “best idea”
32. Likes the idea of a card
  - Feels it is “likely safer in the U.S.”

### El Centro: 7th + State Transfer Station

1. Would like to buy tickets at the Transfer Center
2. I use the private company if I am in a hurry
3. The service is very good – I have no problems with changes to the fare
4. Regional Zone increase for non-seniors and senior could be a concern
5. Cash is convenient because I don’t take the bus frequently
6. \$2.25 Fast should stay but OK for local to go up \$0.25
7. Concern about Regional going up to \$1.50
8. Tap Card: not convenient if you have to go somewhere else to buy/load



- Do you have to purchase the card?
  - Can it be replaced if you lose it? Record how many riders are left
  - Monthly, or whole day passes
  - Can you decide how much you want to load?
  - In San Diego you have to purchase the card for \$2.00
9. Senior Regional should stay at \$0.60
  10. No Regional Zone increase
  11. Free transfer would be great between fixed routes and circulators

### Imperial Valley College

1. Only on one bus (15 people)
  - Doesn't transfer (10 people)
2. Uses student tickets (18 people)
  - Would love the idea of a "Tap Card"
  - U-Pass the best idea
3. Would use a Tap Card
  - Not a phone – power drain
4. Difficult to buy tickets – not always open
  - This is why a U-Pass would be preferred
5. Would like either a Tap Card system or one where passes are on a Tap Card
6. Uses both tickets and cash today
  - Likes the idea of a U-Pass
  - Uses the "transit app" and sometimes its "off" – if electronic, can be an issue if not accurate
7. Uses Route 2 to/from El Centro
  - Uses ticket books a lot
8. Likes the idea of a Tap Card (12 people)
  - Really likes the idea of a monthly pass
9. Likes the idea of transfers between shuttles and mainline routes
10. Would definitely use the system/use it more with a U-Pass (11 people)
11. "As long as I have a car, I am not taking the bus"
12. Likes the idea of "not needing cash"
13. Uses car from Calexico – if the bus was less crowded and there was a U-Pass, would make transit more popular
14. Likes the U-Pass idea (43 people)
  - Runs out of tickets
  - Needs to scrounge up cash
  - Office sometimes runs out of tickets to sell (2 people)
15. Wouldn't use the buses even if U-Passes were included in tuition
16. She uses the tickets, but really likes the idea of a U-Pass
17. Prefers the convenience of cash
18. Uses cash exclusively today (9 people)
19. They need to give out more student tickets
20. Likes the idea of a Tap Card – no looking around for cash
21. Not fare-related: need more schedules at the bus stops
22. Thinks that any U-Pass system should have a photo on it so others can't use it

23. Likes the idea of free transfers
24. Prefers a “pay as you go” system to U-Pass
25. U-Pass would be helpful to those who have multiple trips a day
26. Need more capacity of Route 21
  - Especially if there is a U-Pass
  - Bus basically leaved 3<sup>rd</sup>/Paulin full, so need more service (appears about 55 people got on the 2pm departure back to Calexico)
27. Likes the idea of the U-Pass being “universal”
28. A fare increase would be fine
29. Send two busses to IVC for Calexico around 2pm
  - Students change their schedules because they can’t get a set on the bus
30. Buses need to stick to schedule
31. Increase security for IVC-Calexico routes as kids jump lines
32. Would like one month unlimited
  - 4-hour span before next class but does not want to waste a ticket to go home
33. Local and Regional Zone increase would be a concern as money is tight (3 people)
34. Fare change is not a concern
35. Students sometimes pa \$2.00 because they don’t have exact change

### Brawley

1. Feels there should be monthly fare cards
  - Would be at least with weekly, bi-weekly, and monthly
  - Would alleviate the need for transfer money
  - Even a daily pass
2. Would like a fare machine/change machine at transfer station
3. Leave it “as is”
4. Likes the idea of a “free” transfer
  - Better to have a slightly higher base fare
5. Uses bus tickets
  - Would prefer passes – monthly best
  - Should be put on the Tap Card (4 people)
  - Only uses shuttle about once a month
6. Thinks every stop should have posted schedules/fare information
7. Only uses cash
  - Feels other systems are too complex not only for the driver but also for the rider
8. Likes passes because you can find yourself out of cash
9. Rides nearly every day – would love a pass system
10. Pays either with cash or a ticket – would be “fine and happy” with a slightly higher fare that could include a free transfer
  - Monthly pass would be best for her
11. Would love monthly pass
12. Thinks a day pass would be best for folks who have “piecemeal work”
13. Uses the tickets a lot
  - Would love free transfers

- Would love a monthly pass
14. Likes the idea of collapsing the Fast/Direct/Express fares
  15. Transfer between Gold Line and Route 2 or Route 4 is always off

### Calipatria

1. Prefers unlimited ride
  - Changed mind because more expensive

### West Shores

1. People like to use IVT Ride, especially to Brawley
2. There are folks who would like to be able to get to college from Borrego Springs
  - Youth likely may be able to use mobile app
3. Mainly uses it “as a back” when she can’t drive (around West Shores)
  - Likely most folks would use cash
4. If IVT Ride were to take a debit card, that would be great, as it is difficult to carry cash
  - Feels like IVT Ride should add more service to Coachella/Brawley
  - Seniors in Salton City feel isolated due to limited public transportation options
  - Would like to see expansion of service in her area
  - To get to San Diego, she first has to travel to Coachella (as bus comes through Salton City “closed door” to go back to San Diego)
  - If service wasn’t just two times per week, she would buy a pass
  - More service to Coachella would be useful because the Social Security office is there
5. Cash has a drawback of sometimes not being available all the time
  - ATMs have fees and don’t always work
6. Need more IVT Ride in the West Shores area
  - Sometimes need to get to P.O. Box or stores
  - Also would use more (with a pass) if there was additional service
7. Definitely would use a Tap Card system
8. They have a Thermal (Riverside County) postal address, so sometimes an issue for setting up medical appointments

### El Centro - Library

1. “Luckily I’m not disabled so I don’t need the bus”
2. Would consider using the bus if there was an easy-to-understand pass system
3. Uses it occasionally – always pays cash
  - Doesn’t think it’s worthwhile “to spend anything on fancy fare machines”
4. Feels that she will almost always use the system with cash
  - Feels like cash is most convenient
  - Loves the senior discounts (uses them with her mother)
5. Might consider using the system if there was a pass system
6. Feels the schedule book and the fare pages are very confusing
  - Needs to be “user friendly”
  - Feels the fare system can be a “turn off” to riders (and new riders)

- Public info: color code, system map, “key locations” pages (showing all services between two locations)
- Finds the system confusing to learn, but feels that the fares are reasonable
    - Any kind of passes would be “a plus”
  - Feels that a Tap Card would be best as they don’t use cash for anything else
  - Feels the Tap Card could be good, but everyone also has phones now
    - Feels an all-day pass would be a plus
  - Doesn’t ride bus but would if closer stops
    - A stop at Washington School in El Centro by the community center would be great

### Workshop Boards

See the following pages illustrate the workshop boards.

### Copies of Workshop Boards

## Public Transit Fare Study Options Opciones de Estudio de Tarifas de Transporte Público

Public Transit Fare Study 2019  
Estudio de Tarifas de Transporte Público 2019

SERVICE SERVICIO	FARE CATEGORY CATEGORÍA de TARIFA	CURRENT ACTUAL	OPTION A OPCIÓN A	OPTION B OPCIÓN B	OPTION C OPCIÓN C
	Local Zone   Zona Local	\$1.00		\$1.00-\$1.25	
	Regional Zone   Zona Regional	\$1.75		\$1.75-\$1.50	
	Extra Regional Zone   Zona Extra Regional			\$1.50	\$1.75
	Circulator Shuttle   Camión de Conexión	\$1.00		\$1.00	\$1.25
	Local Zone Students   Zona Local para Estudiantes			\$0.75	\$1.00
	Regional Zone Students   Zona Regional para Estudiantes			\$1.00	\$1.25
	Shuttle Shuttles   Camión de Conexión para Estudiantes			\$0.75	\$1.00
	Transfers (Between Routes 1-51)   Transbordos (entre Rutas 1-51)	Proc. Local: \$0.25 Proc. Reg. \$0.30 Proc. Extra: \$0.30		\$0.25-\$0.30	Proc. Local: \$0.25 Proc. Reg. \$0.30 Proc. Extra: \$0.30
	Transfers (Between Shuttles)   Transbordos (entre Camiones de Conexión)			\$0.25-\$0.30	
	Transfers (Between Routes 1-51 and Shuttles)   Transbordos (entre Rutas 1-51 y Camiones de Conexión)			\$0.25-\$0.30	
	IVT Express Students   IVT Expreso para Estudiantes	\$1.25		\$1.25-\$1.50	
	IVT Express Non-Students   IVT Expreso para No Estudiantes	\$1.75			
	Direct   Directo	\$2.50		\$2.00	\$2.50
	Fast   Rápido	\$2.25			
	Senior/Disabled Local Zone   Adultos Mayores de 60 Años/Personas con Capacidades Diferentes Zona Local	\$0.50		\$0.50	\$0.60
	Senior/Disabled Regional   Adultos Mayores de 60 Años/Personas con Capacidades Diferentes Zona Regional	\$0.60		\$0.60	\$0.75
	Senior/Disabled Extra Regional Zone   Adultos Mayores de 60 Años/Personas con Capacidades Diferentes Zona Extra Regional			\$0.75	\$0.85
	20 Ride Student Express Ticket Book   Cartera de 20 Pasos de Estudiante (Rutas Expreso)	\$25.00		\$25.00	\$30.00
	20 Ride Local Ticket Book   Cartera de 20 Pasos para viajes en la Zona Local	\$16.00		\$16.00	\$20.00
	20 Ride Regional Ticket Book   Cartera de 20 Pasos para viajes en la Zona Regional	\$20.00		\$20.00	\$24.00
	20 Ride Senior/Disabled Local Ticket Book   Cartera de 20 Pasos para viajes para Adultos Mayores de 60 Años/Personas con Capacidades Diferentes en la Zona Local	\$10.00		\$10.00	\$12.00
	20 Ride Senior/Disabled Regional Ticket Book   Cartera de 20 Pasos para viajes para Adultos Mayores de 60 Años/Personas con Capacidades Diferentes en la Zona Regional	\$12.00		\$12.00	\$15.00
	One Month Unlimited Ride Pass   Paso para Viajes sin límites Durante Un Mes			\$40.00	\$50.00

- Current - Current fare policy and structure
- Option A - New fare categories and consolidates shuttle/regular routes and Express/Fast/Direct, no transfer charge
- Option B - New fare categories and consolidates shuttle/regular routes and Express/Fast/Direct and extra regional zone, with a transfer charge
- Option C - New fare categories and consolidates shuttle/regular routes and Express/Fast/Direct and extra regional zone, no transfer charge

Actual - Política y Estructura Tarifaria Actual  
 Opción A - Nuevas categorías de tarifas y la consolidación de camión de conexiones/rutas regulares y rutas expreso/rápido/directo, sin cargo adicional para transbordos  
 Opción B - Nuevas categorías de tarifas y la consolidación de camión de conexiones/rutas regulares y rutas expreso/rápido/directo y de zona extra regional con un cargo adicional para transbordos  
 Opción C - Nuevas categorías de tarifas y la consolidación de camión de conexiones/rutas regulares y rutas expreso/rápido/directo y de zona extra regional sin cargo adicional para transbordos



## Public Transit Fare Study Options Opciones de Estudio de Tarifas de Transporte Público

Public Transit Fare Study 2019  
Estudio de Tarifas de Transporte Público 2019

SERVICE SERVICIO	FARE CATEGORY CATEGORÍA DE TARIFA	CURRENT ACTUAL	OPTION A OPCIÓN A	OPTION B OPCIÓN B	OPTION C OPCIÓN C	
	Local Zone ADA Access   Zona Local con Accesibilidad de la ADA	\$2.00		\$2.00-\$2.50		
	Regional Zone ADA Access   Zona Regional con Accesibilidad de la ADA	\$2.50		\$2.50-\$3.00		
	Extra Regional Zone ADA Access   Zona Extra Regional con Accesibilidad de la ADA	-	-	\$3.00-\$3.50		
	Local Zone non-ADA Access   Zona Local sin Accesibilidad de la ADA	\$3.00		\$3.00-\$3.50		
	Regional Zone non-ADA Access   Zona Regional sin Accesibilidad de la ADA	\$3.75		\$3.75-\$4.50		
	Extra Regional Zone non-ADA Access   Zona Extra Regional sin Accesibilidad de la ADA	-	-	\$4.50-\$5.25		
	ADA Service beyond ¼ Mile of Fixed Route   Servicio ADA más lejos de ¼ de una Mila de una Ruta Fija	-	-		\$4.00-\$6.50	
	Non ADA Service beyond ¼ Mile of Fixed Route   Servicio No ADA más lejos de ¼ de una Mila de una Ruta Fija	-	-		\$5.00-\$8.00	
	Personal Care Assistant/Children Under 5   Asistente de Cuidado Personal/Viños Menores de 5 Años		Free Gratuito	Free Gratuito	Free Gratuito	Free Gratuito
	20 Ride Local Zone ADA Access Ticket Book   Cartera de 20 Pasajes para Viajes con Accesibilidad de la ADA Zona Local		-	-	\$36.00-\$45.00	
20 Ride Regional Zone ADA Access Ticket Book   Cartera de 20 Pasajes para Viajes con Accesibilidad de la ADA Zona Regional		-	-	\$50.00-\$60.00		
20 Ride Multi-Region Zone ADA Access Ticket Book   Cartera de 20 Pasajes para Viajes con Accesibilidad de la ADA Zona Multi-Regional		-	-	\$55.00-\$65.00		
	Imperial and Heber (Local)   Imperial y Heber (Local)	\$0.75	\$0.75-\$2.00		\$2.00-\$2.50	
	Imperial Regional   Imperial Regional	\$1.75	\$1.75-\$2.00		\$2.00-\$2.50	
	Colton	\$1.00	\$1.00-\$2.00		\$2.00-\$2.50	
	El Centro, Imperial/El Centro, Heber   El Centro, Imperial/El Centro, Heber	\$1.25-\$1.75	\$1.25-\$2.00		\$2.00-\$2.50	
	Brawley   Brawley	\$1.50	\$1.50-\$2.00		\$2.00-\$2.50	
	West Shores Local   West Shores Local	\$2.00		\$2.00	\$2.00-\$2.50	
	West Shores Regional   West Shores Regional	\$2.50		\$2.50-\$3.00		
	20 Ride IVT Ride Ticket Book   Cartera de 20 Pasajes para Viajes IVT				\$35.00-\$45.00	
	Personal Care Assistant/Children Under 5   Asistente de Cuidado Personal/Viños Menores de 5 Años		Free Gratuito	Free Gratuito	Free Gratuito	Free Gratuito
		Category A * (per trip)   Categoría A * (para cada viaje)	\$11.25	\$11.25	\$12.00	\$16.00
Category B * (per trip)   Categoría B * (para cada viaje)		\$22.50	\$22.50	\$24.00	\$32.00	
Personal Care Assistant * (per trip)   Asistente de Cuidado Personal * (para cada viaje)		\$5.25	\$5.25	\$6.00	\$8.00	



\* IVT MedTrans – As of January 2020

\* IVT MedTrans – A partir de enero de 2020



## How would you best like to pay your fare? ¿Cómo le gustaría pagar su tarifa?

Public Transit Fare Study 2019  
Estudio de Tarifas de Transporte Público 2019



CASH  
EFFECTIVO

PAPER PASS/TICKET  
BOLETO

TAP CARD  
TARJETA "TAP" (TARJETA SIN CONTACTO)

MOBILE/APP  
MÓVIL/APP

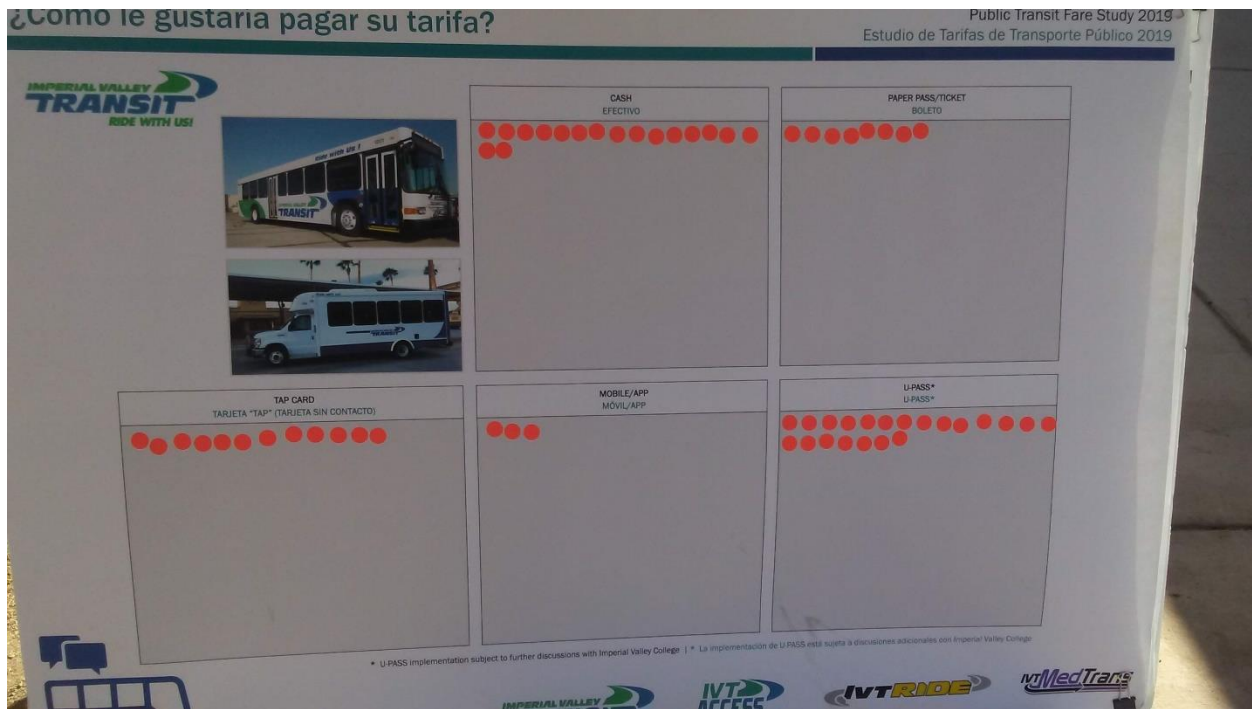
U-PASS\*  
U-PASS\*



\* U-PASS implementation is subject to further discussions with Imperial Valley College | \* La implementación de U-PASS está sujeta a discusiones adicionales con Imperial Valley College



### Input Received on "How would you best like to pay your fare?" Boards



# How would you best like to pay your fare? ¿Cómo le gustaría pagar su tarifa?

Public Transit Fare  
Estudio de Tarifas de Transporte P

**IMPERIAL VALLEY TRANSIT**  
RIDE WITH US!

**CASH**  
EFFECTIVO

**PAPER PASS/TICKET**  
BOLETO

**TAP CARD**  
TARJETA "TAP" (TARJETA SIN CONTACTO)

**MOBILE/APP**  
MÓVIL/APP

**U-PASS\***  
U-PASS\*

\* U-PASS implementation subject to further discussions with Imperial Valley College | \* La implementación de U-PASS está sujeta a discusiones adicionales con Imperial Valley College

**IMPERIAL VALLEY TRANSIT** **IVT ACCESS** **IVTRIDE** **IVMA**



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## Appendix C – Fare Policy Option Detailed Impacts

**Fare Policy Option 1: Simplified fare structure with free transfers**

Service	Fare Category	Fare Amount	Annual Ridership	Estimated Revenue	Proposed Fare	Projected Ridership	Projected Revenue	Ridership Difference	Revenue Difference	Ridership Difference	Revenue Difference
	Local	\$1.00	103,804	\$ 103,804.20	\$1.25	98,831	\$ 123,539.08	(4,973)	\$ 19,734.88	-4.79%	19.01%
	Local - Students	\$1.00		\$ -	\$1.00	-	\$ -	-	\$ -	0.00%	0.00%
	Regional	\$1.25	102,960	\$ 128,700.25	\$1.50	99,905	\$ 149,857.74	(3,055)	\$ 21,157.49	-2.97%	16.44%
	Regional - Students	\$1.25		\$ -	\$1.25	-	\$ -	-	\$ -	0.00%	0.00%
	Senior/Disabled Local	\$0.50	40,476	\$ 20,238.00	\$0.60	38,439	\$ 23,063.23	(2,037)	\$ 2,825.23	-5.03%	13.96%
	Senior/Disabled Regional	\$0.60	95,868	\$ 57,520.50	\$0.75	93,085	\$ 69,813.91	(2,782)	\$ 12,293.41	-2.90%	21.37%
	IVC Express - Student	\$1.25	75,586	\$ 94,482.50	\$1.50	73,343	\$ 110,014.81	(2,243)	\$ 15,532.31	-2.97%	16.44%
	IVC Express - Non-Students	\$1.75	307	\$ 537.25	\$2.50	295	\$ 738.16	(12)	\$ 200.91	-3.82%	37.40%
	Fast	\$2.25	2,377	\$ 5,348.25	\$2.50	2,356	\$ 5,890.91	(21)	\$ 542.66	-0.87%	10.15%
IVT Transit	Direct	\$2.50	28,994	\$ 72,485.00	\$2.50	28,994	\$ 72,485.00	-	\$ -	0.00%	0.00%
	Base Fare	\$1.00	10,798	\$ 10,798.00	\$1.25	10,281	\$ 12,850.88	(517)	\$ 2,052.88	-4.79%	19.01%
IVT Shuttles	Base Fare - Students	\$1.00		\$ -	\$1.00	-	\$ -	-	\$ -	0.00%	0.00%
	Senior/Disabled	\$0.50	20,625	\$ 10,312.50	\$0.60	19,587	\$ 11,752.13	(1,038)	\$ 1,439.63	-5.03%	13.96%
IVT Access	Local ADA	\$2.00	1,432	\$ 2,864.00	\$2.50	1,245	\$ 3,112.46	(187)	\$ 248.46	-13.06%	8.68%
	Regional ADA	\$2.50	11,420	\$ 28,550.00	\$3.00	10,481	\$ 31,443.33	(939)	\$ 2,893.33	-8.22%	10.13%
	Personal Care Assistant	\$0.00	4,656	\$ -	\$0.00	4,656	\$ -	-	\$ -	0.00%	0.00%
	Local Non-ADA	\$3.00	18	\$ 54.00	\$3.50	17	\$ 59.45	(1)	\$ 5.45	-5.64%	10.09%
	Regional Non-ADA	\$3.75	337	\$ 1,263.75	\$4.00	327	\$ 1,307.60	(10)	\$ 43.85	-3.00%	3.47%
	Children Under 5	\$0.00	109	\$ -	\$0.00	109	\$ -	-	\$ -	0.00%	0.00%
IVT Ride	Brawley Base Fare	\$1.50	1,568	\$ 2,352.00	\$1.75	1,480	\$ 2,589.23	(88)	\$ 237.23	-5.64%	10.09%
	Calexico Base Fare	\$1.00	8,617	\$ 8,617.00	\$1.25	7,492	\$ 9,364.53	(1,125)	\$ 747.53	-13.06%	8.68%
	El Centro Base Fare	\$1.25	7,860	\$ 9,825.00	\$1.50	7,214	\$ 10,820.69	(646)	\$ 995.69	-8.22%	10.13%
	Imperial Local	\$0.75	187	\$ 140.25	\$1.00	143	\$ 142.59	(44)	\$ 2.34	-23.75%	1.67%
	Imperial/El Centro	\$1.25	81	\$ 101.25	\$1.50	74	\$ 111.51	(7)	\$ 10.26	-8.22%	10.13%
	Imperial Regional	\$1.75	1,453	\$ 2,542.75	\$2.00	1,393	\$ 2,786.69	(60)	\$ 243.94	-4.11%	9.59%
	West Shores Local Fare	\$2.00	75	\$ 150.00	\$2.00	75	\$ 150.00	-	\$ -	0.00%	0.00%
	West Shores Regional Fare	\$2.50	172	\$ 430.00	\$2.50	172	\$ 430.00	-	\$ -	0.00%	0.00%
	Children Under 5	\$0.00	100	\$ -	\$0.00	100	\$ -	-	\$ -	0.00%	0.00%
	Personal Care Assistant	\$0.00	2,584	\$ -	\$0.00	2,584	\$ -	-	\$ -	0.00%	0.00%
IVT	Category A	\$11.25	1,514	\$ 17,026.88	\$11.25	1,514	\$ 17,026.88	-	\$ -	0.00%	0.00%
	Category B	\$22.50	320	\$ 7,188.75	\$22.50	320	\$ 7,188.75	-	\$ -	0.00%	0.00%
Medtrans	Personal Care Assistant	\$5.25	682	\$ 3,577.88	\$5.25	682	\$ 3,577.88	-	\$ -	0.00%	0.00%
	<b>Total</b>		<b>524,978</b>	<b>\$ 588,909.95</b>		<b>505,193</b>	<b>\$ 670,117.44</b>	<b>(19,786)</b>	<b>\$ 81,207.49</b>	<b>-3.77%</b>	<b>13.79%</b>

**Fare Policy Option 2: Simplified fare structure with additional zone fare**

Service	Fare Category	Fare Amount	Annual Ridership	Estimated Revenue	Proposed Fare	Projected Ridership	Projected Revenue	Ridership Difference	Revenue Difference	Ridership Difference	Revenue Difference
IVT Transit	Local	\$1.00	103,804	\$ 103,804.20	\$1.25	98,831	\$ 123,539.08	(4,973)	\$ 19,734.88	-4.79%	19.01%
	Local - Students	\$1.00		\$ -	\$1.00	-	\$ -	-	\$ -	0.00%	0.00%
	Regional	\$1.25	102,960	\$ 128,700.25	\$1.50	99,905	\$ 149,857.74	(3,055)	\$ 21,157.49	-2.97%	16.44%
	Regional - Students	\$1.25		\$ -	\$1.25	-	\$ -	-	\$ -	0.00%	0.00%
	Second Regional Zone	\$1.25		\$ -	\$1.75	-	\$ -	-	\$ -	0.00%	0.00%
	Second Regional Zone - Student	\$1.25		\$ -	\$1.50	-	\$ -	-	\$ -	0.00%	0.00%
	Senior/Disabled Local	\$0.50	40,476	\$ 20,238.00	\$0.60	38,439	\$ 23,063.23	(2,037)	\$ 2,825.23	-5.03%	13.96%
	Senior/Disabled Regional	\$0.60	95,868	\$ 57,520.50	\$0.75	93,085	\$ 69,813.91	(2,782)	\$ 12,293.41	-2.90%	21.37%
	Senior/Disabled Second Regional Zone	\$0.60		\$ -	\$0.85	-	\$ -	-	\$ -	0.00%	0.00%
	IVC Express - Student	\$1.25	75,586	\$ 94,482.50	\$1.50	73,343	\$ 110,014.81	(2,243)	\$ 15,532.31	-2.97%	16.44%
	IVC Express - Non-Students	\$1.75	307	\$ 537.25	\$2.50	295	\$ 738.16	(12)	\$ 200.91	-3.82%	37.40%
	Fast	\$2.25	2,377	\$ 5,348.25	\$2.50	2,356	\$ 5,890.91	(21)	\$ 542.66	-0.87%	10.15%
	Direct	\$2.50	28,994	\$ 72,485.00	\$2.50	28,994	\$ 72,485.00	-	\$ -	0.00%	0.00%
	Monthly Pass	\$1.00		\$ -	\$1.14	-	\$ -	-	\$ -	0.00%	0.00%
	Transfers	\$0.00		\$ -	\$0.25	-	\$ -	-	\$ -	0.00%	0.00%
Base Fare	\$1.00	10,798	\$ 10,798.00	\$1.25	10,281	\$ 12,850.88	(517)	\$ 2,052.88	-4.79%	19.01%	
IVT Shuttles	Base Fare - Students	\$1.00		\$ -	\$1.00	-	\$ -	-	\$ -	0.00%	0.00%
	Senior/Disabled	\$0.50	20,625	\$ 10,312.50	\$0.60	19,587	\$ 11,752.13	(1,038)	\$ 1,439.63	-5.03%	13.96%
IVT Access	Local ADA	\$2.00	1,432	\$ 2,864.00	\$2.50	1,245	\$ 3,112.46	(187)	\$ 248.46	-13.06%	8.68%
	Regional ADA	\$2.50	11,420	\$ 28,550.00	\$3.00	10,481	\$ 31,443.33	(939)	\$ 2,893.33	-8.22%	10.13%
	Regional ADA Second Zone	\$2.50		\$ -	\$3.50	-	\$ -	-	\$ -	0.00%	0.00%
	Personal Care Assistant	\$0.00	4,656	\$ -	\$0.00	4,656	\$ -	-	\$ -	0.00%	0.00%
	Local Non-ADA	\$3.00	18	\$ 54.00	\$4.00	16	\$ 64.64	(2)	\$ 10.64	-10.23%	19.70%
	Regional Non-ADA	\$3.75	337	\$ 1,263.75	\$5.00	294	\$ 1,472.30	(43)	\$ 208.55	-12.62%	16.50%
	Regional Non-ADA Second Zone	\$3.75		\$ -	\$6.00	-	\$ -	-	\$ -	0.00%	0.00%
Children Under 5	\$0.00	109	\$ -	\$0.00	109	\$ -	-	\$ -	0.00%	0.00%	
IVT Ride	Brawley Base Fare	\$1.50	1,568	\$ 2,352.00	\$1.75	1,480	\$ 2,589.23	(88)	\$ 237.23	-5.64%	10.09%
	Calexico Base Fare	\$1.00	8,617	\$ 8,617.00	\$1.25	7,492	\$ 9,364.53	(1,125)	\$ 747.53	-13.06%	8.68%
	El Centro Base Fare	\$1.25	7,860	\$ 9,825.00	\$1.50	7,214	\$ 10,820.69	(646)	\$ 995.69	-8.22%	10.13%
	Imperial Local	\$0.75	187	\$ 140.25	\$1.00	143	\$ 142.59	(44)	\$ 2.34	-23.75%	1.67%
	Imperial/El Centro	\$1.25	81	\$ 101.25	\$1.50	74	\$ 111.51	(7)	\$ 10.26	-8.22%	10.13%
	Imperial Regional	\$1.75	1,453	\$ 2,542.75	\$2.00	1,393	\$ 2,786.69	(60)	\$ 243.94	-4.11%	9.59%
	West Shores Local Fare	\$2.00	75	\$ 150.00	\$2.00	75	\$ 150.00	-	\$ -	0.00%	0.00%
	West Shores Regional Fare	\$2.50	172	\$ 430.00	\$2.50	172	\$ 430.00	-	\$ -	0.00%	0.00%
	Children Under 5	\$0.00	100	\$ -	\$0.00	100	\$ -	-	\$ -	0.00%	0.00%
	Personal Care Assistant	\$0.00	2,584	\$ -	\$0.00	2,584	\$ -	-	\$ -	0.00%	0.00%
IVT Medtrans	Category A	\$11.25	1,514	\$ 17,026.88	\$12.00	1,471	\$ 17,653.50	(42)	\$ 626.63	-2.80%	3.68%
	Category B	\$22.50	320	\$ 7,188.75	\$24.00	310	\$ 7,438.21	(10)	\$ 249.46	-3.00%	3.47%
	Personal Care Assistant	\$5.25	682	\$ 3,577.88	\$6.00	646	\$ 3,874.41	(36)	\$ 296.54	-5.25%	8.29%
	<b>Total</b>		<b>524,978</b>	<b>\$ 588,909.95</b>		<b>505,072</b>	<b>\$ 671,459.95</b>	<b>(19,907)</b>	<b>\$ 82,550.00</b>	<b>-3.79%</b>	<b>14.02%</b>

**Fare Policy Option 3: Simplified fare structure with additional zone fare and free transfers**

Service	Fare Category	Fare Amount	Annual Ridership	Estimated Revenue	Proposed Fare	Projected Ridership	Projected Revenue	Ridership Difference	Revenue Difference	Ridership Difference	Revenue Difference
IVT Transit	Local	\$1.00	103,804	\$ 103,804.20	\$1.25	98,831	\$ 123,539.08	(4,973)	\$ 19,734.88	-4.79%	19.01%
	Local - Students	\$1.00		\$ -	\$1.00	-	\$ -	-	\$ -	0.00%	0.00%
	Regional	\$1.25	102,960	\$ 128,700.25	\$1.50	99,905	\$ 149,857.74	(3,055)	\$ 21,157.49	-2.97%	16.44%
	Regional - Students	\$1.25		\$ -	\$1.25	-	\$ -	-	\$ -	0.00%	0.00%
	Second Regional Zone	\$1.25		\$ -	\$1.75	-	\$ -	-	\$ -	0.00%	0.00%
	Second Regional Zone - Student	\$1.25		\$ -	\$1.50	-	\$ -	-	\$ -	0.00%	0.00%
	Senior/Disabled Local	\$0.50	40,476	\$ 20,238.00	\$0.60	38,439	\$ 23,063.23	(2,037)	\$ 2,825.23	-5.03%	13.96%
	Senior/Disabled Regional	\$0.60	95,868	\$ 57,520.50	\$0.75	93,085	\$ 69,813.91	(2,782)	\$ 12,293.41	-2.90%	21.37%
	Senior/Disabled Second Regional Zone	\$0.60		\$ -	\$0.85	-	\$ -	-	\$ -	0.00%	0.00%
	IVC Express - Student	\$1.25	75,586	\$ 94,482.50	\$1.50	73,343	\$ 110,014.81	(2,243)	\$ 15,532.31	-2.97%	16.44%
	IVC Express - Non-Students	\$1.75	307	\$ 537.25	\$2.50	295	\$ 738.16	(12)	\$ 200.91	-3.82%	37.40%
	Fast	\$2.25	2,377	\$ 5,348.25	\$2.50	2,356	\$ 5,890.91	(21)	\$ 542.66	-0.87%	10.15%
	Direct	\$2.50	28,994	\$ 72,485.00	\$2.50	28,994	\$ 72,485.00	-	\$ -	0.00%	0.00%
	Monthly Pass	\$1.00		\$ -	\$1.14	-	\$ -	-	\$ -	0.00%	0.00%
IVT	Base Fare	\$1.00	10,798	\$ 10,798.00	\$1.25	10,281	\$ 12,850.88	(517)	\$ 2,052.88	-4.79%	19.01%
	Base Fare - Students	\$1.00		\$ -	\$1.00	-	\$ -	-	\$ -	0.00%	0.00%
Shuttles	Senior/Disabled	\$0.50	20,625	\$ 10,312.50	\$0.60	19,587	\$ 11,752.13	(1,038)	\$ 1,439.63	-5.03%	13.96%
	Local ADA	\$2.00	1,432	\$ 2,864.00	\$2.50	1,245	\$ 3,112.46	(187)	\$ 248.46	-13.06%	8.68%
	Regional ADA	\$2.50	11,420	\$ 28,550.00	\$3.00	10,481	\$ 31,443.33	(939)	\$ 2,893.33	-8.22%	10.13%
	Regional ADA Second Zone	\$2.50		\$ -	\$3.50	-	\$ -	-	\$ -	0.00%	0.00%
	Personal Care Assistant	\$0.00	4,656	\$ -	\$0.00	4,656	\$ -	-	\$ -	0.00%	0.00%
	Local Non-ADA	\$3.00	18	\$ 54.00	\$4.00	16	\$ 64.64	(2)	\$ 10.64	-10.23%	19.70%
	Regional Non-ADA	\$3.75	337	\$ 1,263.75	\$5.00	294	\$ 1,472.30	(43)	\$ 208.55	-12.62%	16.50%
	Regional Non-ADA Second Zone	\$3.75		\$ -	\$6.00	-	\$ -	-	\$ -	0.00%	0.00%
	ADA Beyond 3/4 Mile	\$3.75		\$ -	\$6.00	-	\$ -	-	\$ -	0.00%	0.00%
	Non ADA Beyond 3/4 Mile	\$3.75		\$ -	\$10.00	-	\$ -	-	\$ -	0.00%	0.00%
IVT Access	Children Under 5	\$0.00	109	\$ -	\$0.00	109	\$ -	-	\$ -	0.00%	0.00%
	Brawley Base Fare	\$1.50	1,568	\$ 2,352.00	\$2.00	1,408	\$ 2,815.27	(160)	\$ 463.27	-10.23%	19.70%
	Calexico Base Fare	\$1.00	8,617	\$ 8,617.00	\$2.00	5,631	\$ 11,261.74	(2,986)	\$ 2,644.74	-34.65%	30.69%
	El Centro Base Fare	\$1.25	7,860	\$ 9,825.00	\$2.00	6,317	\$ 12,634.40	(1,543)	\$ 2,809.40	-19.63%	28.59%
	Imperial Local	\$0.75	187	\$ 140.25	\$2.00	75	\$ 149.55	(112)	\$ 9.30	-60.01%	6.63%
	Imperial/El Centro	\$1.25	81	\$ 101.25	\$2.00	65	\$ 130.20	(16)	\$ 28.95	-19.63%	28.59%
	Imperial Regional	\$1.75	1,453	\$ 2,542.75	\$2.50	1,300	\$ 3,250.64	(153)	\$ 707.89	-10.51%	27.84%
	West Shores Local Fare	\$2.00	75	\$ 150.00	\$2.00	75	\$ 150.00	-	\$ -	0.00%	0.00%
	West Shores Regional Fare	\$2.50	172	\$ 430.00	\$2.50	172	\$ 430.00	-	\$ -	0.00%	0.00%
	Children Under 5	\$0.00	100	\$ -	\$0.00	100	\$ -	-	\$ -	0.00%	0.00%
IVT Ride	Personal Care Assistant	\$0.00	2,584	\$ -	\$0.00	2,584	\$ -	-	\$ -	0.00%	0.00%
	Category A	\$11.25	1,514	\$ 17,026.88	\$11.25	1,514	\$ 17,026.88	-	\$ -	0.00%	0.00%
IVT	Category B	\$22.50	320	\$ 7,188.75	\$22.50	320	\$ 7,188.75	-	\$ -	0.00%	0.00%
Medtrans	Personal Care Assistant	\$5.25	682	\$ 3,577.88	\$5.25	682	\$ 3,577.88	-	\$ -	0.00%	0.00%
	<b>Total</b>		<b>524,978</b>	<b>\$ 588,909.95</b>		<b>502,160</b>	<b>\$ 674,713.87</b>	<b>(22,819)</b>	<b>\$ 85,803.92</b>	<b>-4.35%</b>	<b>14.57%</b>