

Needles Transit Services Short Range Transit Plan Fiscal Year 2025-2030



Final Report



August 2025



Needles Transit Services Short Range Transit Plan

Fiscal Year 2025-2030

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Needles Transit Services Short Range Transit Plan

Fiscal Year 2025-2030

Introduction

This introductory chapter provides the purpose of the Short Range Transit Plan (S RTP) prepared for the City of Needles; the methodologies utilized in the planning process; an overview of existing services, recent developments and recent performance trends; and an overview of the remaining S RTP chapters.

PURPOSE OF THE SHORT RANGE TRANSIT PLAN

The purpose of this S RTP is to guide the City of Needles in its provision of public transportation services over the next five years. The S RTP engages the public and community stakeholders to gather input on transit needs, gaps and satisfaction with existing service, and the plan analyzes current and past performance data. From this input, the S RTP then develops service strategies to improve the City of Needles' public transit and presents funding scenarios to support the plan of action.

The S RTP is a requirement for the City of Needles to remain in compliance with California's Transportation Development Act (TDA) and continue receiving state funds for transit in Needles. This S RTP was developed under sponsorship of the San Bernardino County Transportation Authority (SBCTA) as the Regional Transportation Planning Agency (RTPA) and administrator of transit funding for operators in San Bernardino County.

The City of Needles last developed an S RTP in January 2020, just prior to the onset of the COVID-19 pandemic and the social disruption of California's mandated stay-at-home and social distancing orders. This S RTP considers the transit effects of the pandemic and the following recovery efforts. The S RTP also presents plans for a strong future that enhances mobility for the residents of Needles.

Existing Conditions

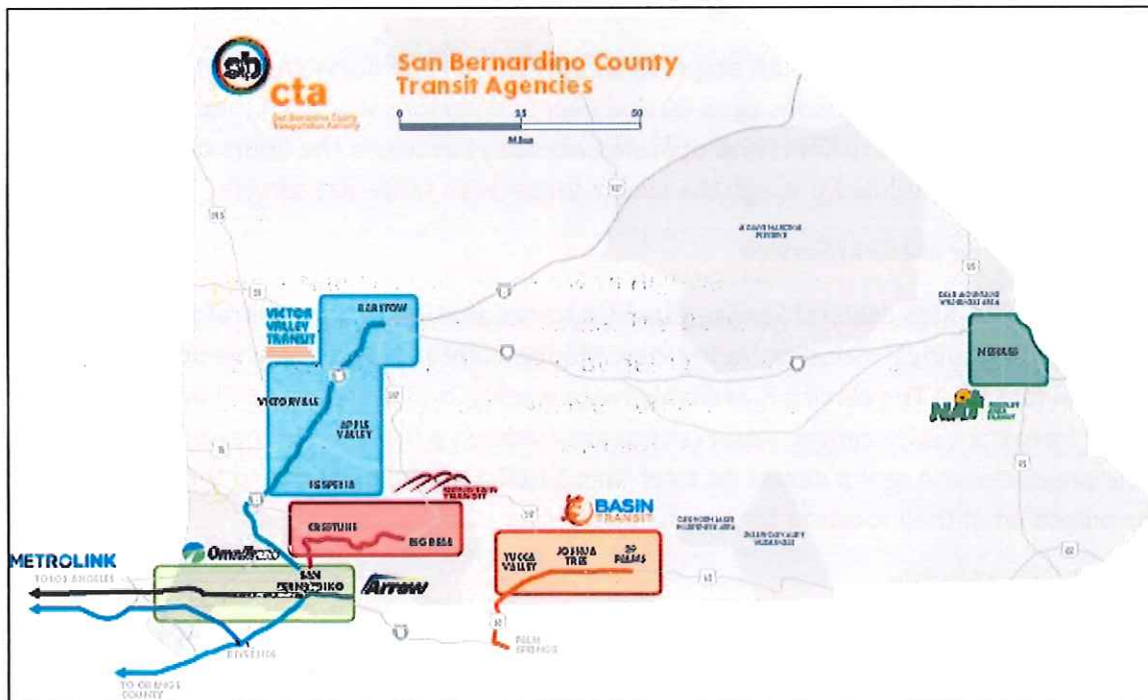
This chapter includes a full review of existing Needles Transit Services (NTS), incorporating a demographic review of the population served, presenting input gathered through a four-part outreach process, an assessment of previously completed studies and an assessment of current and past operating performance.

DESCRIPTION OF THE STUDY AREA

The City of Needles is a rural community on the eastern border of San Bernardino County, along the Colorado River, with a total population of almost 5,000 people. The 30-square-mile community is 175 miles away from the Victor Valley, the nearest urbanized region in the County, and more than 200 miles removed from the county seat in the City of San Bernardino. With scarce resources located within the City of Needles, residents are compelled to travel into Fort Mohave and Bullhead City, Arizona, for shopping, medical purposes and employment (Figure 1).

Interstate 40 traverses Needles east to west with Highway 95 (the Trans-National Highway from Mexico to Canada) providing north-south access. The Burlington Northern Santa Fe Railroad ("BNSF") has a hub at Needles, and Amtrak provides two trains a day, one westbound to Los Angeles and one eastbound to Chicago. Needles Airport is a county-owned, public-use airport in San Bernardino County, which is located five nautical miles south of the central business district of Needles.

Figure 1: Needles Transit and the San Bernardino County Network



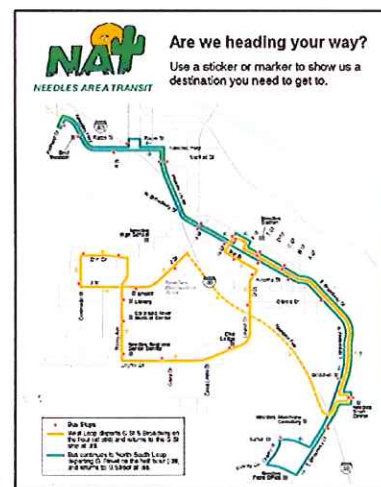
AVAILABLE PUBLIC TRANSPORTATION SERVICES

NTS consists of four programs to meet the mobility needs of the residents. Each program has its own operating days, hours of service, eligibility and required fare.

Needles Area Transit

The Needles Area Transit (NAT) deviated fixed-route bus service operates on a 60-minute headway throughout the City. Route deviations are provided upon request and where there is time availability to pick up or drop off riders within $\frac{1}{4}$ -mile of the fixed route. The service operates between the hours of 7:00 a.m. and 6:55 p.m. Monday through Friday and from 10:00 a.m. to 4:55 p.m. on Saturday. The NAT service is available to the general public.

The route consists of two loops: The West Loop that departs G Street and Broadway on the hour, covering the southwest portion of the City that includes stops for the city offices, senior center, Colorado River Medical Center and the library, arriving back at G Street 30 minutes after the hour. The North-South Loop departs from G Street on the half hour and traverses Broadway Street at both ends of the City and Needles Highway, returning to G Street at 55 minutes past the hour.



Needles Senior Dial-A-Ride Specialized Transportation

The Needles Senior Dial-A-Ride is an origin-to-destination service dispatched out of the Needles Regional Senior Center for persons aged 60 and over and persons with a verified disability. The service covers the entire city limits and operates weekdays between the hours of 9:00 a.m. and 1:15 p.m. Trips are scheduled through the senior center with same-day service.

Needles Dial-A-Ride Medical Service

The Needles Dial-A-Ride Medical Service provides transportation to the general public to Arizona medical facilities, including Valley View Medical Center in Fort Mohave up to Bullhead City medical facilities. The service is available twice weekly, on Tuesdays and Thursdays, departing from the senior center. Reservations are made on a first-come, first-served basis and must be prepaid at the senior center no later than 11:00 a.m. the day prior to the trip. Riders can be picked up at their location for an extra fee.

Needles Shopper Shuttle

The Needles Shopper Shuttle was introduced in July 2019 to offer residents access to major grocery chains in Arizona due to the closure of the City of Needles' single grocery store. The shuttle operates once a week, on Wednesday, traveling from the El Garces to Walmart, Safeway, Smith's and CVS in Fort Mohave. The shuttle leaves El Garces at 8:15 a.m. and returns by 12:30 p.m., dropping off riders at their homes. Reservations must be prepaid at the senior center no later than 11:00 a.m. of the day prior to the trip.

Needles Transit Services Fare Structure

The fare structure for the NTS is presented in Table 1 for all modes. For the deviated fixed-route service, slight discounts are provided to older adults. Currently, all K-12 and college students ride free with valid student identification or class schedule. Fares for specialized transportation services vary, depending on the distance of the trip and the program utilized.

Table 1: Fare Structure of Needles Transit Services

NAT Deviated Fixed-Route Service			
	K-12 & College with a Valid Student ID or Current School Schedule	Adults under the age of 60 and Youth (other than Students)	Seniors aged 60 and over and Persons with Disabilities (with city issued ID)
Regular Route (single fare each boarding)	Free	\$1.35	\$1.25
Deviation Service (single fare each boarding)	Free	\$2.00	\$1.90
Single Boarding Pass		\$1.35	\$1.35
30-ride Punch Pass		\$39.00	
Children aged 5 and under, up to two free per fare-paying adult		Free	
Dial-A-Ride (Senior Shuttle)			
Curb-to-curb transportation for seniors aged 60 and older and persons with a verified disability (per boarding)			\$1.25
Dial-A-Ride Medical Transportation			
Round Trip to Valley View Medical Center, paid in advance			\$6.00
Round Trip north of Valley View to Bullhead City medical facilities, paid in advance			\$12.00
Shopper Shuttle			
Round Trip, paid in advance			\$9.00

The City of Needles currently owns six vehicles: three larger vehicles support the deviated fixed-route service, and three smaller vehicles are used for the three specialized demand response services (Table 2). Several of the current vehicles are at or have already met the useful life benchmark for vehicle age. A replacement schedule for transit vehicles is included in the capital plan of this SRTP.

Table 2: Vehicle Inventory

ID#	VIN	License #	ADA Accessible?	Year and Make	In-Service Date	Useful Life Years	Seating Capacity	Mileage
N-9	03451	1550968	Yes	NAT 2018 Glaval	8/30/2018	5	18	156,146
N-11	27997	1681543	Yes	NAT 2024 Starcraft	12/1/2023	5	18	11,518
N-12	45645	1696042	Yes	NAT 2024 Starcraft	6/28/2024	5	18	2,433
S-3	10858	1146441	Yes	2002 Ford	7/1/2002	7	7	75,697
S-5	18893	1335656	Yes	2009 Starcraft Starlite	7/1/2009	7	7	100,524
S-6	35613	1626392	Yes	2019 Arboc	4/15/2022	7	8	21,334

TRANSPORTATION OPTIONS FROM OTHER PROVIDERS

VVTA TRIP

The Victor Valley Transit Authority (VVTA) is the Consolidated Transportation Services Agency (CTSA) for the rural, mountain and desert communities of San Bernardino County. In this role, VVTA administers the Transportation Reimbursement and Information Program (TRIP), a self-directed, mileage-reimbursement transportation service that complements public transportation.

Volunteers, such as friends and neighbors, transport riders to their desired location when no transit options are available.



Transportation Reimbursement for Individuals Program

TRIP is eligible for those who are disabled, frail or unable to drive and are unable to use other forms of available public transportation for their trip purpose. Riders are reimbursed per mile for the trips their volunteers provide and then pay that reimbursement to their volunteer driver. There are no restrictions on the days and times of travel, and trips can include multiple destinations. For riders who do not have a bank account, debit card or credit card, the Fintwist PayCard can be used to deposit reimbursements on the card on the day of payment, eliminating the need to carry cash or deposit checks.

Bullhead Area Transit System

The Bullhead Area Transit System (BATS) provides fixed-route and demand response transportation within the city limits of Bullhead City, Arizona. While BATS does not provide service in the City of Needles, Needles residents can use the BATS system for travel around Bullhead once they have entered their jurisdiction. Service is provided as far south as the Mohave Crossing Shopping Center and as far north as the Laughlin/Bullhead International Airport. The system operates on weekdays from 6:00 a.m. to 7:00 p.m. and Saturdays from 8:00 a.m. to 3:00 p.m.

Amtrak

Amtrak is the intercity rail line that travels throughout the United States with over 500 stations and 21,400 miles of railroad track. Rail passengers can board Amtrak trains in Needles at the El Garces on the Southwest Chief line that has termination points at Union Station in Los Angeles and in Chicago. The Southwest Chief also has stops in Arizona, New Mexico, Colorado, Kansas and Missouri. Rail fares are based on the distance of travel; however, Amtrak offers multi-ride passes on a 6-ride, 10-ride and monthly pass basis. Trains typically depart from Needles at night.

KEY DEMOGRAPHIC CHARACTERISTICS

To better understand the current and potential users of NTS, a review of demographics informs this SRTP to suggest the community's need for public transportation and population-based impacts for future transit demand. The data presented in this section indicates population trends and changes in population characteristics for the City of Needles, San Bernardino County and California at intervals between 2000 and 2022.

The population of Needles has fluctuated over the years, with a slight increase from 2000 to 2016, followed by a slight decrease in 2020 and 2022 (Table 3). The population density (population per square mile) has also varied, decreasing from 2000 to 2010, followed by small fluctuations in later years. This contrasts with San Bernardino County, where the population has shown consistent growth from 2000 to 2022, with the highest percentage increase between 2000-2010 and a steady increase of population density over the years. The state's population has been steadily increasing, with the highest percentage increase in 2000-2010. Population density has shown a general upward trend, with a decrease between 2020 and 2022.

Table 3: Population Change from 2000 to 2022

City of Needles					
	2000	2010	2016	2020	2022
Population	4,830	4,844	4,945	4,931	4,895
Percent Change from Previous Year		0.3%	2.1%	-0.3%	-0.7%
Square Miles	29.8	30.8	30.8	30.8	31.08
Population/Square Mile	162.1	157.3	157.3	160.1	157.5
San Bernardino County					
	2000	2010	2016	2020	2022
Population	1,709,434	2,035,210	2,106,754	2,181,654	2,193,656
Percent Change from Previous Year		19.1%	3.5%	3.6%	0.6%
Square Miles	20,052	20,056	20,057	20,057	20,105
Population/Square Mile	85.3	101.5	105.0	108.8	109.1
California					
	2000	2010	2016	2020	2022
Population	33,871,648	37,253,956	39,029,342	39,538,223	39,029,342
Percent Change from Previous Year		10.0%	4.8%	1.3%	-1.3%
Square Miles	155,959	155,779	155,779	155,792	163,696
Population/Square Mile	217.2	239.1	250.5	253.8	238.4

Note: 2000 data from 2000 Census Summary File (SF) 1, DP-1.

Note: 2010 data from 2010 Census Summary File (SF) 1, DP-1.

Note: 2016 data from 2012-2016 American Community Survey, 5-Year estimates, DP05.

Note: 2020 data from 2016-2020 American Community Survey, 5-Year estimates, DP05.

Note: 2022 data from 2018-2022 American Community Survey, 5-Year estimates, DP05.

The median age in the City of Needles has shown a consistent upward trend from 2000 to 2022, increasing from 39.0 to 48.8 years, with the 25% increase suggesting a city population that is

aging in place (Table 4). The County's median age also has been increasing over the years, but at a slower rate, increasing from 30.3 in 2000 to 34.4 in 2022. The State's median age has been on the rise as well, showing a steady increase from 33.3 in 2000 to 37.9 in 2022. Overall, the data indicates an aging trend for the City of Needles that is considerably older than both the County and the State.

Table 4: Median Age from 2000 to 2022

Location	2000	2010	2016	2020	2022
City of Needles	39.0	39.3	41.7	44.4	48.8
San Bernardino County	30.3	31.7	32.7	34.9	34.4
California	33.3	35.2	36.0	37.5	37.9

Note: 2000 data from 2000 Census Summary File (SF) 1, DP-1.

Note: 2010 data from 2010 Census Summary File (SF) 1, DP-1.

Note: 2016 data from 2012-2016 American Community Survey, 5-Year estimates, DP05.

Note: 2020 data from 2016-2020 American Community Survey, 5-Year estimates, DP05

Note: 2022 data from 2018-2022 American Community Survey, 5-Year estimates, DP05.

Table 5 analyzes the percentage of seniors (age 65 and over) in the total population of the City of Needles, San Bernardino County and the State of California between 2000 and 2022. The percentage of seniors in Needles has shown an overall increasing trend, rising from 16.3% in 2000 to 21.6% of the total city population in 2022. This is a greater increase than that of the County's gradual increase and the steady State increase over the same period.

Table 5: Older Adults as Percent of Total Population from 2000 to 2022

Location	2000	2010	2016	2020	2022	2022 Population
City of Needles	16.3%	16.4%	21.2%	17.5%	21.6%	4,895
San Bernardino County	8.5%	8.4%	10.4%	11.5%	11.8%	2,193,656
California	10.6%	10.9%	12.8%	14.3%	15.0%	39,029,342

Note: 2000 data from 2000 Census Summary File (SF) 1, DP-1.

Note: 2010 data from 2006-2010 American Community Survey, 5-Year estimates, DP05.

Note: 2016 data from 2012-2016 American Community Survey, 5-Year estimates, DP05.

Note: 2020 data from 2016-2020 American Community Survey, 5-Year estimates, DP05.

Note: 2022 data from 2018-2022 American Community Survey, 5-Year estimates, DP05.

The City of Needles has experienced persistent high poverty rates, significantly exceeding both County and State averages (Table 6). This suggests underlying socioeconomic challenges specific to the area that may differ in other settings. Poverty rates fluctuated but remained relatively high throughout the period analyzed. The rate was 26.1% in 2000, decreased to 24.9% in 2016 and then increased to 29.3% in 2022. While the rate of increase over the past two decades is low, the percentage of total population living in poverty is significantly higher than the County's 13.4% and the State's 12.2% in 2022, respectively.

Table 6: Low-Income Populations as Percent of Total Population from 2000 to 2022

Location	2000	2010	2016	2020	2022	2022 Population
City of Needles	26.1%	26.1%	24.9%	29.3%	29.3%	4,895
San Bernardino County	15.8%	14.8%	19.1%	15.0%	13.4%	2,193,656
California	14.2%	13.7%	15.8%	12.6%	12.2%	39,029,342

Note: 2000 data from 2000 Census Summary File (SF) 3, DP-3.

Note: 2010 data from 2006-2010 American Community Survey, 5-Year estimates, DP03.

Note: 2016 data from 2012-2016 American Community Survey, 5-Year estimates, DP03.

Note: 2020 data from 2016-2020 American Community Survey, 5-Year estimates, DP03.

Note: 2022 data from 2018-2022 American Community Survey, 5-Year estimates, DP03.

Housing trends in the City of Needles presented in Table 7 examine key indicators, such as total housing units, vacancy rates, occupancy rates and household sizes. The total number of housing units increased between 2000 to 2010, followed by a decline from 2016 to 2022. The recent decline is expected to be offset by new city developments at the planned River Lux Resort, Rustic Acres Housing Community and the Fenders River Road Resort over the next two years.

Needles' vacancy rate has experienced significant fluctuations, peaking in 2010 at 33.70% and then declining to 26.98% in 2022. The occupancy rate followed an inverse trend to the vacancy rate, with a low point in 2010 and a gradual increase thereafter. The proportion of owner-occupied units has remained relatively stable, while renter-occupied units have fluctuated. Average household size has generally decreased over the analyzed period for both owner-occupied and renter-occupied units.

Table 7: Housing Trends from 2000 to 2022

	City of Needles				
	2000	2010	2016	2020	2022
Total Housing Units	2,551	2,895	2,992	2,856	2,761
Percentage Change in Housing Units		13.5%	3.4%	-4.5%	-3.3%
Vacant Housing Units	611	977	931	897	745
Vacancy Rate	24.00%	33.70%	31.10%	31.41%	26.98%
Occupied Housing Units	1,940	1,918	2,061	1,959	2,016
Occupancy Rate	76.00%	66.30%	68.90%	68.59%	73.02%
Owner-occupied Housing Units	1,104	1,015	1,123	1,105	1,162
Renter-occupied Housing Units	836	903	938	854	854
Average Household Size of Owner-occupied	2.48	2.54	2.61	2.63	2.51
Average Household Size of Renter-occupied	2.49	2.5	2.15	2.41	2.32

Note: 2000 data from 2000 Census Summary File (SF) 1, DP-1.

Note: 2010 data from 2010 Census Summary File (SF) 1, DP-1.

Note: 2016 data from 2012-2016 American Community Survey, 5-Year estimates, DP04.

Note: 2020 data from 2016-2020 American Community Survey, 5-Year estimates, DP04.

Note: 2022 data from 2018-2022 American Community Survey, 5-Year estimates, DP04.

The median household income in the City of Needles, San Bernardino County and California all increased between 2000 and 2022, as shown in Table 8. However, the rate of increase for the City of Needles was lower than both the County and the State. Median household income for the City increased from \$26,108 in 2000 to \$38,368 in 2022, an increase of 47% over that period. In contrast, the household income for San Bernardino County has increased by 88% over the same period and is more than twice the household income of Needles in 2022.

Table 8: Median Household Income from 2000 to 2022

Location	2000	2010	2016	2020	2022
City of Needles	\$26,108	\$31,226	\$34,214	\$33,265	\$38,368
Percent Change from Previous Year		19.60%	9.57%	-2.8%	15.3%
San Bernardino County	\$42,066	\$55,845	\$54,469	\$65,761	\$79,091
Percent Change from Previous Year		32.8%	-2.5%	20.7%	20.3%
California	\$47,493	\$60,883	\$63,783	\$78,672	\$91,551
Percent Change from Previous Year		28.2%	4.8%	23.3%	16.4%

Note: 2000 data from 2000 Census Summary File (SF) 3, DP-3.

Note: 2010 data from 2006-2010 American Community Survey, 5-Year estimates, S1901.

Note: 2016 data from 2012-2016 American Community Survey, 5-Year estimates, S1901.

Note: 2020 data from 2016-2020 American Community Survey, 5-Year estimates, S1901.

Note: 2022 data from 2018-2022 American Community Survey, 5-Year estimates, S1901.

The percentage of households with at least one vehicle is higher in the City of Needles and San Bernardino County compared to the State average while the County has the highest percentage of households with three or more vehicles (Table 9). The City of Needles' percentage of households without a vehicle is reported as much lower than County and State proportions, although areas with higher rates of poverty typically have less access to vehicles. This suggests some uncertainty in the census sampling size and its margin of error. The American Community Survey (ACS) estimates are based on data from a sample of housing units and people in that population, not the full population.

Table 9: Access to a Vehicle in 2022

	City of Needles	San Bernardino County	California
Estimates (16 and over by household)	1,480	975,814	18,612,464
No Vehicle Available	0.5%	2.3%	3.4%
1 Vehicle Available	23.1%	12.8%	19.0%
2 Vehicles Available	37.6%	34.0%	37.5%
3 or more Vehicles Available	38.9%	50.9%	40.1%

Note: 2022 data from 2018-2022 American Community Survey, 5-Year estimates, S0801.

Table 10 analyzes the primary modes of transportation used by working-age individuals aged 16 and older in 2022. The data indicates a strong reliance on personal vehicle use for commuting in all three regions, with a particular emphasis on single-vehicle commutes in Needles where 86% of the population drives alone. The limited reported use of public transportation in Needles highlights an opportunity for public transportation to increase its mode share, especially for those without access to a personal vehicle. The more recent trend of teleworking from home post-pandemic is less prevalent in Needles compared to the County and the State, highlighting the differences in the job market for this community.

Table 10: Travel to Work Characteristics, 2022

	Needles	San Bernardino County	California
Working Population (Age 16 +)	1,480	875,814	18,612,464
Drove Alone	85.5%	74.4%	75.3%
Carpool/Vanpool	8.0%	10.9%	9.8%
Public Transportation	0.0%	0.8%	2.7%
Walk	2.1%	1.5%	2.4%
Bicycle	0.0%	0.2%	0.7%
Taxicab, motorcycle or other means	0.3%	1.3%	1.7%
Worked at home	4.1%	11.0%	17.2%

Note: 2022 data from 2018-2022 American Community Survey, 5-Year estimates, S0801.

Labor force trends in the City of Needles from 2000 to 2022 are reported in Table 11 and focus on key indicators, such as the population aged 16 and over, labor force participation rate,

employment, unemployment and armed forces participation. The City of Needles has experienced a decline in labor force participation over the analyzed period, which could be attributed to various factors, including demographic changes for older adults and persons with disabilities that have exited the labor force or discouraged workers that are no longer seeking employment.

The percentage of the population aged 16 and over in the labor force has shown a significant decline from 50.1% in 2000 to 42.8% in 2022 while the number of employed individuals fluctuated over the analyzed period, with a noticeable decline between 2016 and 2020. The unemployment rate peaked at 7.1% in 2010, returned to 3% in 2016 and was estimated at 6% in 2022.

Table 11: Employment Status of Adult Population

City of Needles					
	2000	2010	2016	2020	2022
Population 16 Years and Over	3,687	3,861	3,824	3,853	4,091
Number in Labor Force	1,848	1,994	1,757	1,620	1,750
Percent in Labor Force	50.1%	51.6%	45.9%	42.0%	42.8%
Civilian Labor Force	1,837	1,994	1,757	1,617	1,747
Employed	1,728	1,721	1,641	1,465	1,501
Unemployed	109	273	116	152	246
Percent Unemployed	3.0%	7.1%	3.0%	3.9%	6.0%
Armed Forces	11	0	0	3	3
Not in Labor Force	1,839	1,867	2,067	2,233	2,341

Note: 2000 data from 2000 Census Summary File (SF) 3, DP-3.

Note: 2010 data from 2006-2010 American Community Survey, 5-Year estimates, DP03.

Note: 2016 data from 2012-2016 American Community Survey, 5-Year estimates, DP03.

Note: 2020 data from 2016-2020 American Community Survey, 5-Year estimates, DP03.

Note: 2022 data from 2018-2022 American Community Survey, 5-Year estimates, DP03.

PREVIOUS PLANNING STUDIES

Two past studies of the Needles' environment are of relevance to this SRTP.

Needles Transit Services Short Range Transit Plan, January 2020

The City of Needles' most recent SRTP presented 15 recommendations in the context of a Financially Constrained scenario and an Unconstrained scenario. Summarized in Table 12, brief comments as to the work undertaken in the intervening four years are included.

Table 12: Status of Recommendations from Previous 2020-2025 SRTP

Constrained Scenario Recommendations	Status
Service to Fort Mohave and Arizona – Ft. Mohave/Bullhead Limited Stop Pilot	Scheduled for Implementation in Summer 2025
Bus Stop Implementation Program	Completed as recommended and ongoing
Zero-Emission Bus Rollout Plan	Deferred
Replacement Vehicle	Acquired 2 Fixed-Route Vehicles (November 2023 & June 2024) and Acquired 1 Dial-A-Ride Vehicle (2022)
Unconstrained Scenario Recommendations	Status
Sunday Service	Deferred
Operate NAT Weekday Service Later than 7:00 p.m.	Deferred
Operate NAT Saturday Service Later than 5:00 p.m.	Deferred
Access to Jobs in Arizona	Deferred
Expand Dial-A-Ride Service Hours	Completed in October 2022; rescinded in 2025
Improve Service to Barstow and Victorville	Promotion through the Department of Aging and Adult Services (DAAS) for the Victor Valley Transportation Authority's Transportation Reimbursement and Information Program (TRIP) mileage reimbursement
Improve Health Care Access to San Bernardino Valley	Promotion through DAAS of TRIP mileage reimbursement
Procure Small System Dispatching Software	Deferred

Coordinated Public Transit-Human Services Transportation Plan for San Bernardino County, 2021 Update

This Plan focuses on the mobility needs and gaps of older adults, persons with disabilities, persons of low-income, including children, and military veterans. Prepared during the early period of the COVID-19 pandemic, it was impacted by the stay-at-home orders with the result that all outreach was conducted virtually.

Stakeholder agencies participating from Needles included: Palo Verde College and County agencies with responsibility for Needles' residents that included California Children's Services Department of Public Health; In-Home Supportive Services; Department of Aging and Adult Services; San Bernardino County Veterans Services; and Senior Information and Assistance, Department of Aging and Adult Services.

Findings Related to Needles' Area Mobility Needs

- Extend days and hours of NAT operation.
- Palo Verde College students attend classes through weekday evenings, as late as 9:00 p.m. While some classes are on interactive video conferencing, some still invite on-site student participation and unavailable transportation can be a barrier.
- Individuals need to make long trips across regions and counties.
- Individuals supported by the Inland Regional Center (IRC) have challenges getting from the High Desert and Colorado River area to the San Bernardino Valley.
- Veterans living in the High Desert and Colorado River area need to get to the Loma Linda Veterans Administration.
- Needles area residents need to travel to Loma Linda Medical Center.
- Crossing county and state lines can be a big challenge (e.g., San Bernardino into Riverside; San Bernardino into Arizona).
- There are hard-to-serve areas within the County and pockets of need.
- There are remote, rural areas that transit cannot serve where mobility needs exist.
- There is the need for specialized transportation for medically compromised, older adults and persons with disabilities.
- Public transit (fixed route) is not an appropriate or realistic means of transportation for some persons with disabilities or some with medical or mental health conditions.
- Agencies reported that many individuals cannot wait in the sun or cannot wait alone for the bus due to their age, medical condition or disability.
- Long trips on transit vehicles can be challenging or impossible for some people.
- Low-income individuals have continual need for fare assistance, subsidies and mileage-reimbursement programs.
- Many riders rely upon bus pass programs, vouchers or mileage-reimbursement programs to make trips, including Department of Aging and Adult Services-distributed or via the

successful Transportation Reimbursement and Information Program (TRIP) volunteer program.

Coordinated Plan Goals, Strategies and Projects of Relevance to Needles

The 2021 Coordinated Plan articulated four goals to enhance the mobility of its target groups (Figure 2).

Figure 2: Vision and Goals of 2021 Public Transit-Human Service Transportation Plan for San Bernardino County



Twenty-three strategies support the four 2021 Coordinated Plan goals, some of which have relevance to Needles and the relatively small scale of its transportation programs. Fifteen of these strategies that could positively impact Needles' public transportation or enhance the mobility of Needles' residents are presented in the following tables.

For Needles public transportation, the Goal 1 selected strategies presented in Table 13 underscore improving the rider experience by supporting riders' trip-making through connections into Arizona, by maintaining or expanding the existing span-of-service and by continuing attention to the reliability of services. They also speak to protecting fare subsidies to keep fares low for low-income riders and for developing partnerships that can help to do so.

Table 13: Selected Goal 1 Strategies — 2021 Coordinated Plan Relevant to Needles Public Transportation

Strategy (selected)	Goal 1: Support Public Transportation Recovery and Growth
1.3	Improve riders' connectivity within and between fixed-route bus services, between modes and between counties' public transit systems.
1.4	Maintain and expand public transit's span-of-service to increase weekend hours and early morning/late evening service, to the greatest extent possible.
1.6	Improve transit reliability — for all modes — and support rider-facing technology, promoting interoperable technology solutions to aid travelers across modes.
1.7	Secure and protect fare subsidies for transit.
1.8	Promote partnerships to support and encourage mobility solutions.

The relevant Goal 2 strategies of Table 14 address the concept of strong specialized transportation that can fill mobility gaps that public transportation cannot. Addressing the long-distance trips involved in traveling from Needles to the San Bernardino Valley or the somewhat shorter distance of trips into Arizona may be areas where a specialized transportation program could be useful. At present, there are no specialized transportation providers in the Greater Needles area other than NTS, although the Fort Mojave Indian Tribe may well have transportation capabilities that could be considered specialized transportation and could be eligible for some of the fund sources directed to such programs.

Table 14: Selected Goal 2 Strategies — 2021 Coordinated Plan Relevant to Needles Public Transportation

Strategy (selected)	Goal 2: Build Capacity of Specialized and Alternative Transportation Programs
2.1	Specialized transportation capacity should be increased.
2.2	Funding for operations, technology, vehicles and other equipment for specialized transportation programs should be identified and promoted.
2.3	Long-distance trip solutions should be developed and promoted to assist persons traveling long distances.
2.5	Travel training for prospective riders should be available and promoted.

Goal 3's priority is to educate riders and potential riders about the transportation choices that exist, and a broad array of activities support this in the full 2021 Coordinated Plan document. Selected Goal 3 strategies of Table 15 promote education-oriented activities, including attention to technology tools of relevance to Needles' area transportation, despite its small

size. Promotion and education about safety on transit, as well as promoting transit technology tools on websites and elsewhere are important to growing transit use.

Table 15: Selected Goal 3 Strategies — 2021 Coordinated Plan Relevant to Needles Public Transportation

Strategy (selected)	Goal 3: Promote Communication to Educate Riders and Potential Riders, Gatekeepers and the General Public About Transportation Choices
3.1	Educate the public on safety and security measures taken on public and alternative transportation.
3.2	Use technology information tools to promote and educate the public on transit, ensuring that websites and social media are kept current.

All Goal 4 strategies are represented in Table 16, as they each remain important to supporting the infrastructure necessary to safely operate public transportation. These will include continuing to enhance bus rider facilities, such as bus stops; promoting first-mile/last-mile connections, which are mostly sidewalks in Needles; procuring on-board safety equipment, as needed; and collaborating with key partners around zero-emission bus rules.

Table 16: Selected Goal 4 Strategies — 2021 Coordinated Plan Relevant to Needles Public Transportation

Strategy	Goal 4: Develop Infrastructure Projects to Improve Safety and Access, Supporting First-Mile/Last-Mile Connections
4.1	Target and enhance bus passenger facilities at locations of greatest need to improve safety, comfort and accessibility.
4.2	Improve travel safety and promote first-mile/last-mile connections to public transportation by building more sidewalks and bike paths, particularly in areas of high use or where high accident rates occur.
4.3	Procure supplies and install equipment to support personal safety or provide in-vehicle protections that ensure safe environments and instill rider confidence.
4.4	Collaborate with operators to fulfill requirements related to emissions.

Community Engagement

APPROACH

During November 2023 and January 2024, the consultant team conducted a robust outreach process to invite input from riders, stakeholders and the broader community about their perceptions of NTS and their preferences for potential improvements.

Community Engagement opportunities included:

Stakeholder Interviews — November 2023

The consultant team met with key employers, human and social services, trip generators and agencies that represent riders. These interviews focused on how clients are currently served by NTS, what service changes would improve service, what coordination opportunities exist and upcoming changes that might impact travel patterns.

Community Open House — November 2023

The entire community of Needles was invited to attend a widely promoted, interactive workshop at the Senior Citizens Center. Participants were invited to talk to the consultant team and City staff, vote on improvement preferences and share comments about transit services.

On-Board Rider Survey — November 2023

Surveyors rode the bus on a Wednesday in November to survey all riders about the current trips, rating various aspects of NAT service and potential improvements.

Household Survey — January 2024

All residents within the City of Needles were mailed a survey questionnaire with their utility bill. The survey could be returned by mail or completed online.

Participating Stakeholder Agencies
City of Needles
Needles Chamber of Commerce
Needles Unified School District
Palo Verde College
San Bernardino County Department of Behavioral Health
Transportation Concepts (NTS contractor)
TURN – Needles Center for Change



KEY THEMES FROM STAKEHOLDERS

Stakeholders were also asked to promote the survey to their clients and networks. The survey focused on perceptions of transit services and preferences for future investment.

Agency stakeholders provided their perspective on the following topics:

Bus stop amenities are needed.

- Signage is faded and hard to read.
- Lighting is needed at bus stops and on dark streets.
- Multiple reports of people feeling unsafe.
- Lights needed at all bus stops. (Explore solar lighting.)
- Lights needed on Needles Highway underpass.
- Trash cans are needed at bus stops.
- Multiple reports that stops are full of trash.
- Q Street stop reported as always littered.
- Benches and shelters at all stops requested.

Improved information and marketing are needed.

- Short-term, easy-to-achieve improvement.
- Multiple reports that information must be accessible, easy-to-understand and capture interest.
- Multiple agencies are enthusiastically willing to help promote transit information.
- Mixed awareness of Dial-A-Ride (DAR) Medical service.
- Low awareness of Shopper Shuttle and who can ride.
- Interest in travel training events to teach people how to ride; remove fear.
- Palo Verde College Needles Center
- Needles Unified School District

Transportation beyond Needles for medical, shopping and employment is needed.

- Continuing and developing transportation needs and gaps.
- Medical and dental in Arizona, Barstow, Victorville and San Bernardino. Potential increased need for pharmacy trips to Arizona or farther.
- Grocery shopping in Arizona.
- Jobs in Arizona.

New housing developments may increase demand for transportation.

- The City of Needles has plans to revitalize the downtown area as part of the City Council General Plan.

- Development of new River Lux Resort; mixed-use development, groundbreaking and completion timeframe to be determined.
- Planned development of the Rustic Acres Housing Community.

KEY THEMES FROM THE COMMUNITY OPEN HOUSE

Top Improvements

Participants used play money to “vote” on their preferred improvements for transit services. Figure 3: Votes for Improvements at SRTP Community Open House presents results for all improvements. The top three preferred improvements were:

- Shelters at bus stops with 35 votes (\$1 = 1 vote)
- Connections to Victorville/San Bernardino with 26 votes
- Transportation to Fort Mohave with 24 votes



Figure 3: Votes for Improvements at SRTP Community Open House



ADDITIONAL COMMENTS FROM THE COMMUNITY OPEN HOUSE

Attendees also provided comments about where stops are needed, where routes should be served and what other improvements are needed. Summary comments follow.

Service Area/Route

- NAT should turn on Desnok from Broadway at 0:23 and 0:53.
- Add a route to serve Cibola.
- NAT needs to come up the hill more often.

Frequency

- Use two different buses, one for each loop.
- Shorten loop routes for time, if possible.

Service Hours

- 8 a.m. start time for NAT on Saturday for shopping.
- Need Dial-A-Ride to start earlier and stay later.

Amenities, Stops and Safety

- Need trash cans at bus stops. They can get very dirty.
- Need lights at stops. There are safety issues at the stop at Q Street. It can get dark, and people hang out there.
- Need a phone application with a bus tracker.

Additional Bus Stops Needed

- Needles High School
- At Best Western
- New park at 1st Beach
- JSP Walking Trail

FINDINGS FROM THE ON-BOARD RIDER SURVEY

Rider surveys were completed by 41 riders on Needles Area Transit deviated fixed-route service during one day in November 2023.

About the Respondents

All age ranges were represented:

- 17 and under 5%
- 18 to 24 26%



How can NAT and Dial-a-Ride move you better?

Tell us what you think!

Spend your \$\$ (prop money) on the improvements that matter to you.

You can put \$\$ towards one improvement or divide it between several improvements that you care about.



NEEDLES
DIAL-A-RIDE
SERVICES



- 25 to 34 18%
- 35 to 54 23%
- 55 to 64 13%
- 65 to 74 13%
- 75 and over 3%

One-third of respondents (33%) use NAT six days a week. For three respondents, it was their first time riding. Additional transit usage and mobility characteristics of respondents include:

- 44% of respondents have a driver's license.
- 81% of respondents did not have a vehicle available to make their trips.
- 34% of riders were long-term and had been riding NAT since 2015 or earlier. Almost a quarter (24%) started riding in 2023.
- The most common trip purpose was shopping, reported by 43% of respondents. Other trip purposes included: work for 24% of respondents and medical and recreational trips for 19% of respondents.
- Most respondents have used other NTS or transit services, including:
 - Dial-A-Ride: 47%
 - Shopper Shuttle: 40%
 - Taxi (VVTA/Tripps): 20%
 - Amtrak: 20%
 - Dial-A-Ride Medical: 7%

NEEDLES AREA TRANSIT PASSENGER SURVEY
Please help us improve Needles Area Transit by completing this survey. Circle, check or PRINT your answers.

1. In what year did you first start riding Needles Area Transit? (circle year)
2003 2005 2007 2009 2011 2013 2015 2017 2019 2021 2023 or before

2. In the past seven days, how many days have you ridden the bus?
0 1 2 3 4 5 6 7 (circle number)

3. What is the main purpose of your trip today?
☐ Work ☐ School/College ☐ Social Service Appt. ☐ Recreation
☐ Shopping ☐ Medical Appt. ☐ Long Distance Travel ☐ Other _____

4. In the past 90 days, what other transportation services have you used in the Needles area?
☐ Dial A Ride (DART) ☐ Shopper Shuttle ☐ Amtrak
☐ DART Medical ☐ Taxi (VVTA/Tripps) ☐ On your own

5. How do you get information about bus routes and schedules?
☐ Transit Agency Website ☐ Called on the phone
☐ Printed Schedule ☐ Ask the Bus Driver
☐ Check on bus stop ☐ Friend or family
☐ Smartphone app (Google Maps) ☐ Social Media

6. In the past six months have you seen any advertising for this bus service?
☐ Yes ☐ No

7. Do you remember where you saw the advertising? (circle)
A. How important is bus service to you? (circle number)
Not Important 1 2 3 4 5 6 7 Very Important

8. How important is bus service to you? (circle number)
Not Important 1 2 3 4 5 6 7 Very Important

9. What types of trips would you be able to take without a car?
☐ Shopping ☐ Medical appointments ☐ Commute to work/school
☐ Recreation ☐ School/College ☐ Other _____

10. How old are you?
11. Do you have a valid driver's license? ☐ Yes ☐ No

12. Was a vehicle available for your use to make this trip? ☐ Yes ☐ No

13. Please rate your experience with Needles Area Transit.
RATE Needles Area Transit (circle number)
1. Comfort & appearance of the bus 1 2 3 4 5
2. Frequency of service 1 2 3 4 5
3. How often you see the bus 1 2 3 4 5
4. How frequently you see the bus 1 2 3 4 5
5. Cost of the ride 1 2 3 4 5
6. Operating hours of the service 1 2 3 4 5
7. Ease of making service requests 1 2 3 4 5
8. Cost of bus fare 1 2 3 4 5
9. How often you can get on the bus 1 2 3 4 5
10. Overall how do you rate Needles Area Transit? 1 2 3 4 5

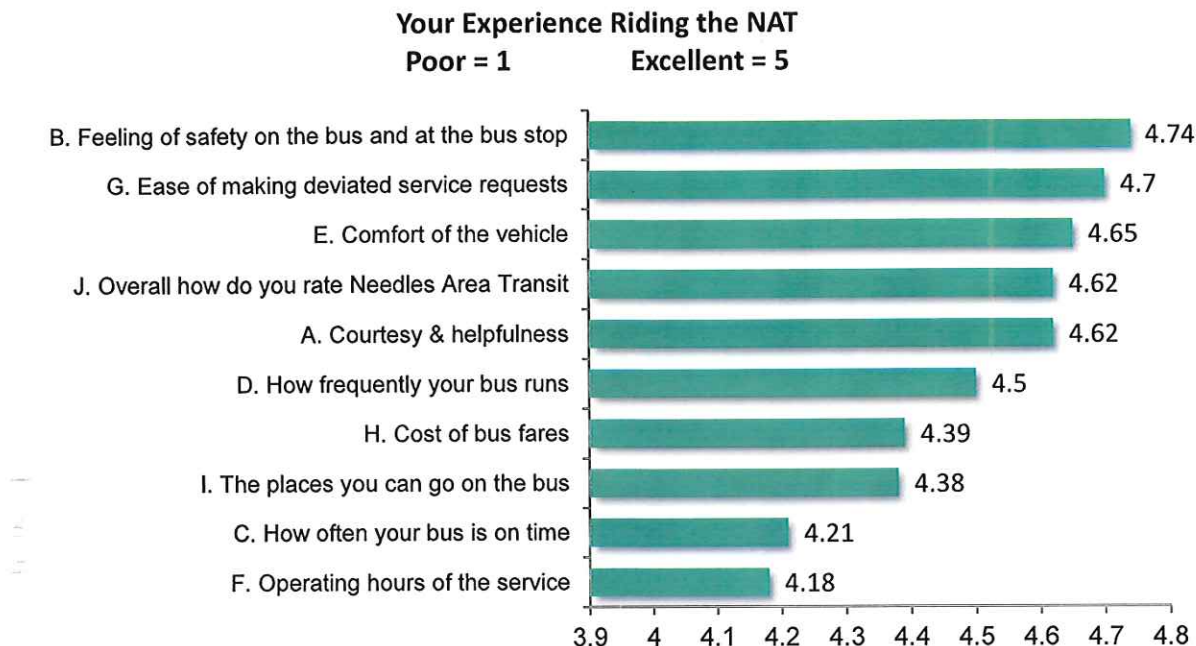
14. Please rate how important these improvements would be to you.
RATE the importance to you (circle number) Priority Importance (circle number)
1. Expand bus service on holidays 1 2 3 4 5
2. Expand service earlier than 7am on weekdays 1 2 3 4 5
3. Operate service later than 7pm on weekdays 1 2 3 4 5
4. Operate service earlier than 7am on Saturdays 1 2 3 4 5
5. Operate later than 7pm on Saturdays 1 2 3 4 5
6. Increase safety, more you can buy on the bus 1 2 3 4 5
7. Provide more medical services 1 2 3 4 5
8. Increase frequency of service during peak hours 1 2 3 4 5
9. Connectors to local bus lines 1 2 3 4 5

15. If only one improvement could be made from Question 14 above, which is the most important?
Circle one: A B C D E F G H I
16. How can Needles Area Transit serve you better?

Ratings of Needles Area Transit Service Characteristics

Respondents were asked to rate 10 aspects of NAT customer experience and service on a five-point scale, from “poor” to “excellent.” Figure 4 presents these ratings. Rider responses were predominantly positive, with every category leading with “excellent” ratings. Very few categories had ratings of “poor.” However, **How often the bus is on time**, the **places you can go**, and **cost of bus fare** show slightly lower ratings. For example, 8% of respondents rated **operating hours of service** as “poor.” The feeling of **safety, courtesy and helpfulness**, and **ease of making deviated service requests** received the highest overall ratings.

Figure 4: Please Rate Your Experience with Needles Area Transit



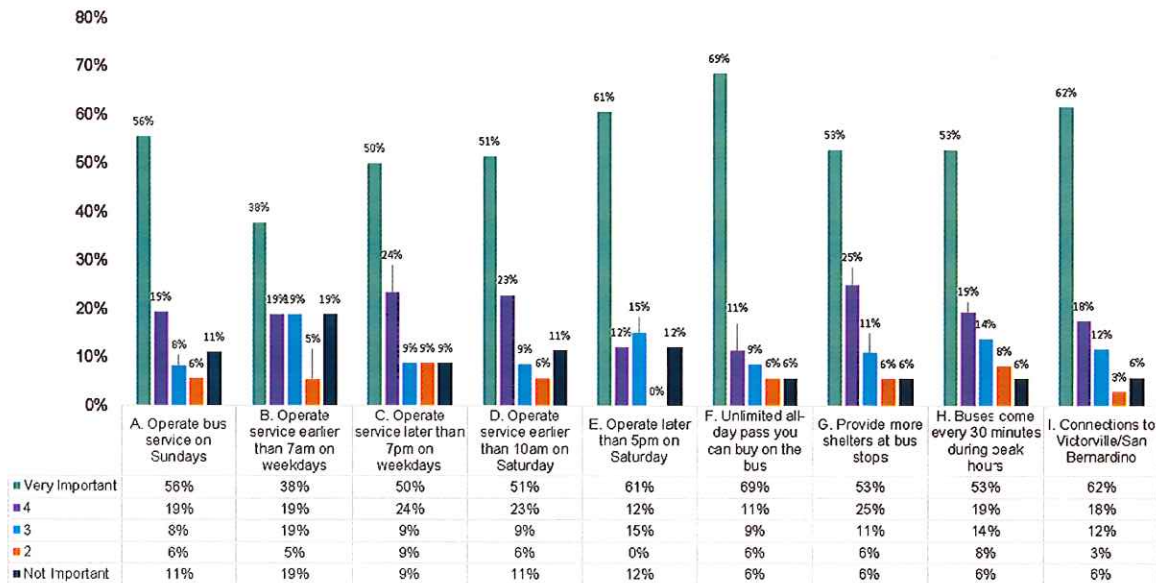
Ratings of Potential Improvements

Riders were presented nine service improvements and were asked to rate the improvements on a five-point scale, ranging from “not important” to “very important.” Outcomes are presented in Figure 5. “Very important” ratings are presented in green.

The highest ratings were awarded to ***unlimited all-day pass you can buy on the bus*** (rated very important by 69%), ***connections to Victorville and San Bernardino*** (rated very important by 62%) and ***operate later on Saturday*** (rated very important by 61%).

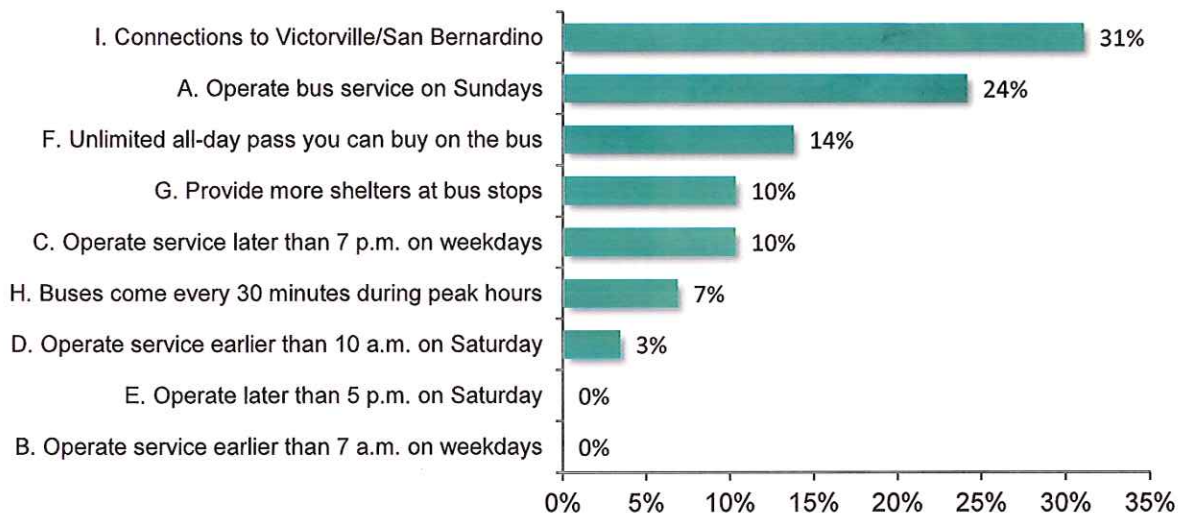
The lowest rated improvement was ***operating service earlier on weekdays***, rated “not important” by 19% and “very important” by 38% of respondents.

Figure 5: Rate How Important These Improvements Would Be to You



When asked to narrow their improvement choice down to a single most important option, 31% of riders selected **connections to Victorville and San Bernardino** followed by **operate bus service on Sundays** at 24% (Figure 6). An **all-day bus pass that could be purchased on a bus** was supported by 14% percent of respondents. When selecting the most important improvement, no riders selected **operating services earlier on weekdays** or **operate later on Saturday**.

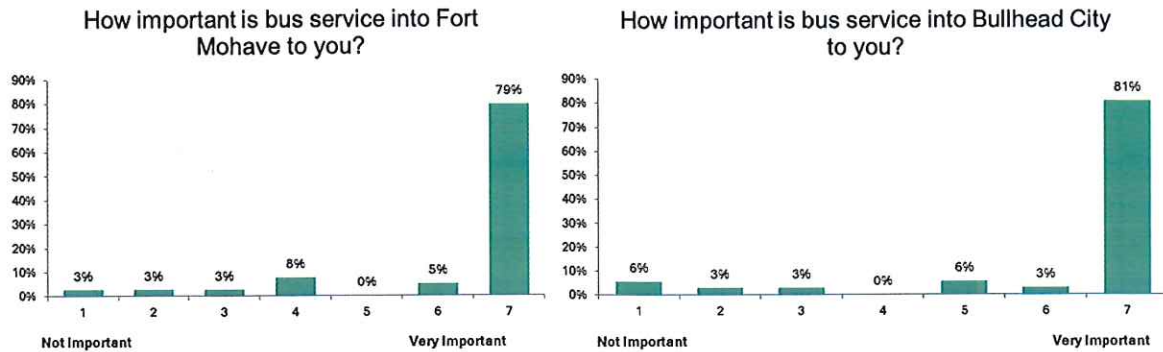
Figure 6: If Only One Improvement Could Be Made, Which Is the Most Important?



Riders onboard the vehicles were also asked to rate how important service into Fort Mohave and Bullhead City, Arizona, was to them, scaling from Very Important to Not Important.

Approximately 80% of riders indicated that service into Arizona was **very important** to them, for both Fort Mohave and Bullhead City (Figure 7).

Figure 7: Rate How Important Service to Arizona Is to You



Finally, 15 riders provided additional comments about how NAT could better serve them. These included:

- Several comments about increasing service hours, coverage, destinations served or increased frequency:
 - Operate on Sundays
 - Take farther trips
 - Longer transportation
 - Serve Walmart
 - Serve Dollar General twice (during route)
 - More buses
 - Shopper shuttles at least two times per week
- Three compliments included:
 - If everyone was as helpful as Sandy
 - They are the best
 - Good service
- Several comments were about amenities:
 - Cleaner/sanitizer — wipes available
 - More bus shelters
 - Putting trash covers at stops with trash cans
- One comment requested unlimited all-day passes.

FINDINGS FROM THE HOUSEHOLD SURVEY

Mailed to every household through the City's utility bill, responses to the Household Survey were received from 95 Needles residents, representing a diverse array of individuals.

About the Respondents

Public transit riders and non-riders responded:

- Over half (51%) reported that they are current riders, with 9% reporting daily use and 19% reporting weekly public transit ridership.
- Nearly three-quarters of respondents reported that they or a family member have used NAT and a quarter reported that they've used Needles Dial-A-Ride. More than one in 10 (11%) have used the Dial-A-Ride Medical and 19% have used the Shopper Shuttle.

All age groups were represented:

- 17 to 24: 1%
- 25 to 44: 9%
- 45 to 54: 11%
- 55 to 64: 25%
- 65 to 74: 37%
- 75 and over: 21%

More than half of respondents (63%) reported that they are retired, and more than a quarter are employed:

- Employed full-time: 16%
- Employed part-time: 8%
- College student: 1%
- Not employed: 18%

Respondents were spread across all income categories:

- 55% had incomes under \$25,000.
- 15% had incomes between \$45,000 and \$74,999.
- 16% had incomes over \$75,000.

Respondents live across the City:

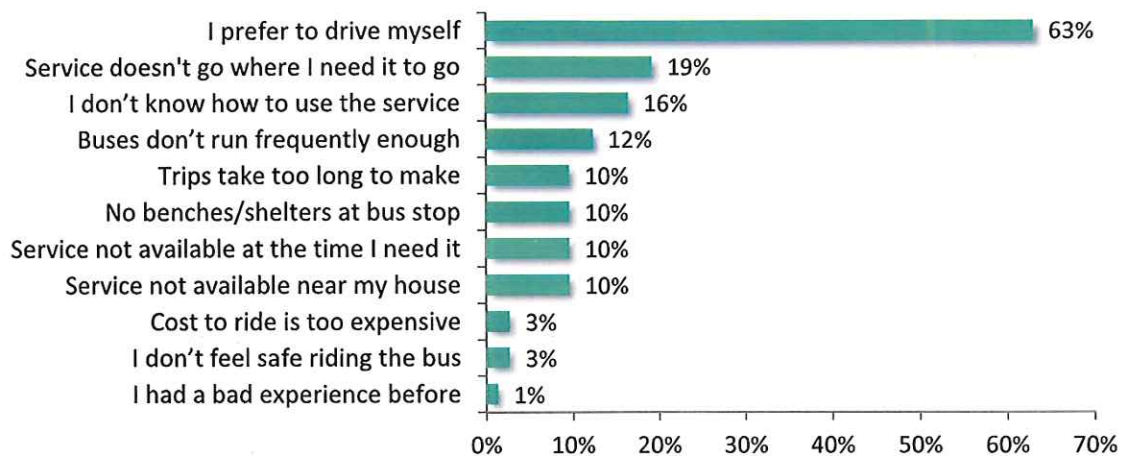
- On the Hill: 48%
- Other: 25%
- East End: 15%
- Downtown: 14%

- West End: 14%
- Northside: 8%
- Needles Village: 1%

When asked why they do not use public transit, most respondents (63%) reported that they **prefer to drive** themselves (Figure 8). The next top three responses were that transit **doesn't go where I need to go**, selected by 19%; they **don't know how to use transit**, at 16%; and **buses don't run frequently enough**, at 12%. One in ten respondents reported that transit **isn't available near my house**, **trips take too long to make**, transit **isn't available at the time I need it**, and there are **no benches/shelters at bus stops**.

Among the 38 individuals who stated that they do not use transit, the majority (73%) prefer to drive, 21% **don't know how to use** transit, 18% report the service **doesn't go where I need to go**, and 8% stated transit **isn't available near my house**.

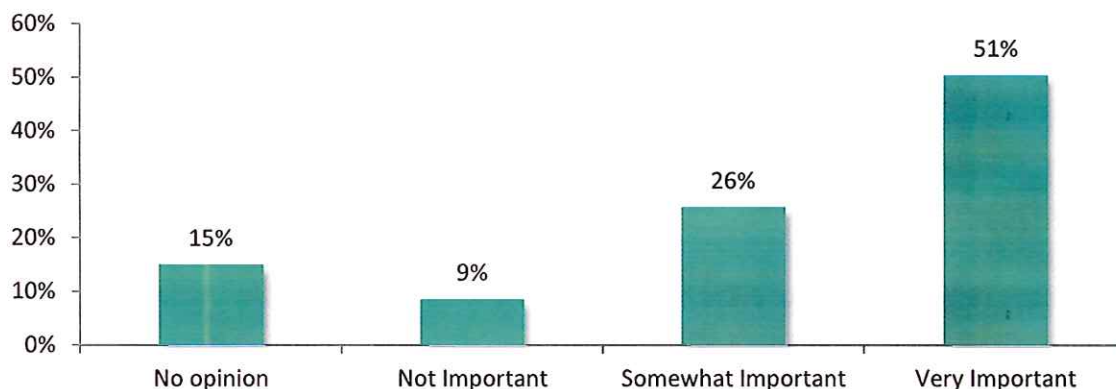
Figure 8: If You Do Not Use Public Transit, Why Not? (All Respondents)



About Potential Transit Improvements

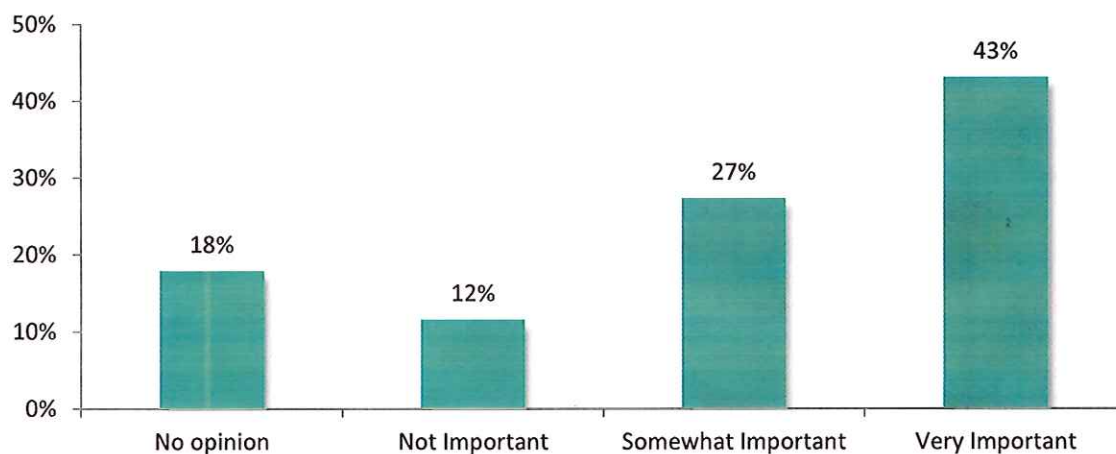
Respondents were asked about **bus service into Fort Mohave** and 77% reported that it was important to them (with 26% stating it was “somewhat important” and 51% stating it was “very important”). Service to Fort Mohave was rated as “not important” by 9% of respondents. Among respondents who are not transit users, 77% stated the bus service to Fort Mohave was important to them (Figure 9).

Figure 9: How Important Is Bus Service into Fort Mohave to You? (Respondents Who Do Not Use Transit)



When asked about **bus service to Bullhead City**, 43% of respondents stated it was “very important” and 27% reported that service was “somewhat important.” Among respondents who do not use transit, 26% of respondents reported this service was “somewhat important” (Figure 10).

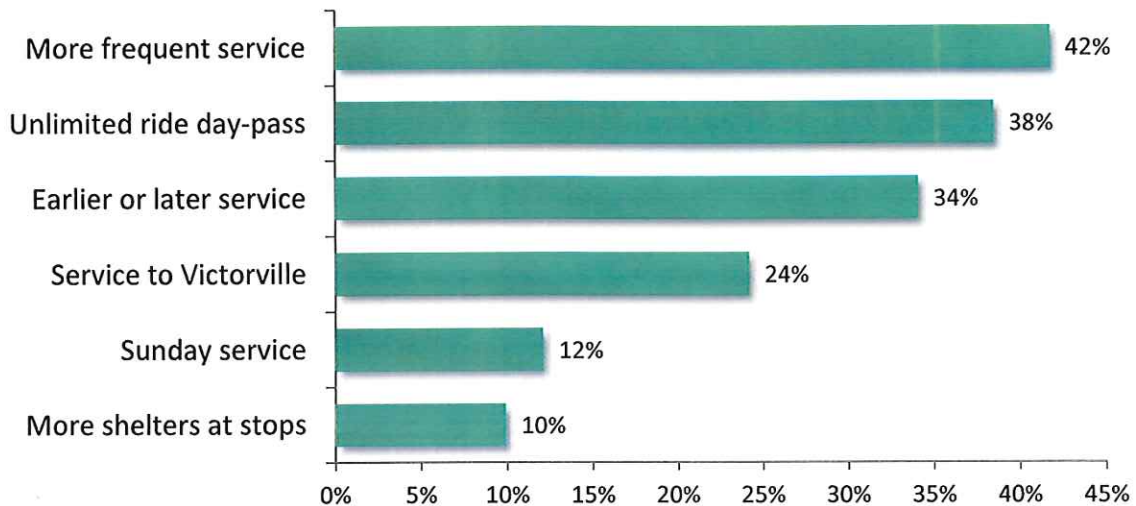
Figure 10: How Important Is Bus Service into Bullhead City to You? (Respondents Who Do Use Transit)



Respondents reported that they were most likely to travel to Fort Mohave or Bullhead City for **shopping trips** (91%), **medical and dental appointments** (63%), and **recreational trips** (23%).

Finally, respondents were asked to choose up to two improvements that were most important to them. The top three improvements were: more frequent service, selected by 42% of all respondents; unlimited ride day-pass, at 38%; and earlier or later service, selected by 34% of respondents (Figure 11).

Figure 11: Among These Possible Improvements, Which Two Would Be Most Important to You?



Additional Comments

Respondents submitted more than 40 comments about public transit in Needles. These included:

- Ten comments expressed appreciation for NTS, including one comment stating that the drivers are “amazing” and one expressing gratitude for free fares for students.
- A couple of comments about the high cost of the service were received, including a request for free transit while there is no grocery store in Needles.
- A few comments about accessibility issues; requested more Americans with Disabilities Act (ADA)-compliant walkways, door-through-door assistance.
- Four comments reported the need to get to grocery stores.
- A couple of commenters requested increased frequency.
- A few comments requested transportation to Fort Mohave and Bullhead City.
- Four comments expressed issues about connectivity or coverage, including the need to get to the Laughlin or Las Vegas airports.
- Several comments about amenities include needing shelter at stops because of the sun, adding trash cans at bus stops, including solar lights on buses and reducing air conditioner use on buses when the weather is cold.
- One commenter requested increased service hours: from 8 a.m. to 4 p.m. Monday-Friday and the same hours on Saturdays and Sundays.
- A couple of comments expressed a need for more information about how to ride.

DISCUSSION OF OUTREACH FINDINGS

This input from multipronged engagement activities is useful in prioritizing potential enhancements to NAT services. The Needles community ***agrees on the need for increased bus stop amenities***, such as bus shelters and trash cans at stops. They also ***agree on a desire for increased frequency with some additional destinations served or stops added***. The ***most cited need was for transportation to shopping***, including into Arizona. (Note, much of the outreach activity took place while the Rite Aid pharmacy was still open but was rumored to be closing; Rite Aid closed in February 2024.)

There were some differences among groups in what they prioritized, reflecting their viewpoints. ***Stakeholders*** expressed interest in improved marketing and education to ensure all residents know about transportation options and how to access them. ***Current bus riders*** requested an all-day pass that can be purchased onboard, operating the bus on Sundays and connections to Victorville/San Bernardino as their most important service improvements. ***Community members*** wanted service to Fort Mohave, more frequent NAT service and an all-day pass.

System Performance Assessment

This performance assessment of NTS over six years between Fiscal Year (FY) 2017/18 and FY 2022/23 focuses on key metrics of ridership, revenue hours, revenue miles, operating costs, fare revenue and various efficiency and cost-effectiveness indicators.

SYSTEMWIDE PERFORMANCE

NTS has faced some challenges related to ridership fluctuations and increasing operating costs. The decline in ridership in FY 19/20, with the beginning of the COVID-19 mandates for social distancing, had a significant impact on overall performance, with subsequent years showing a gradual recovery.

Revenue hours and revenue miles followed trends similar to ridership, indicating a correlation between the level of service provided and rider utilization. Fare revenue has fluctuated, with a noticeable decline in FY 20/21, again most likely COVID-19 related.

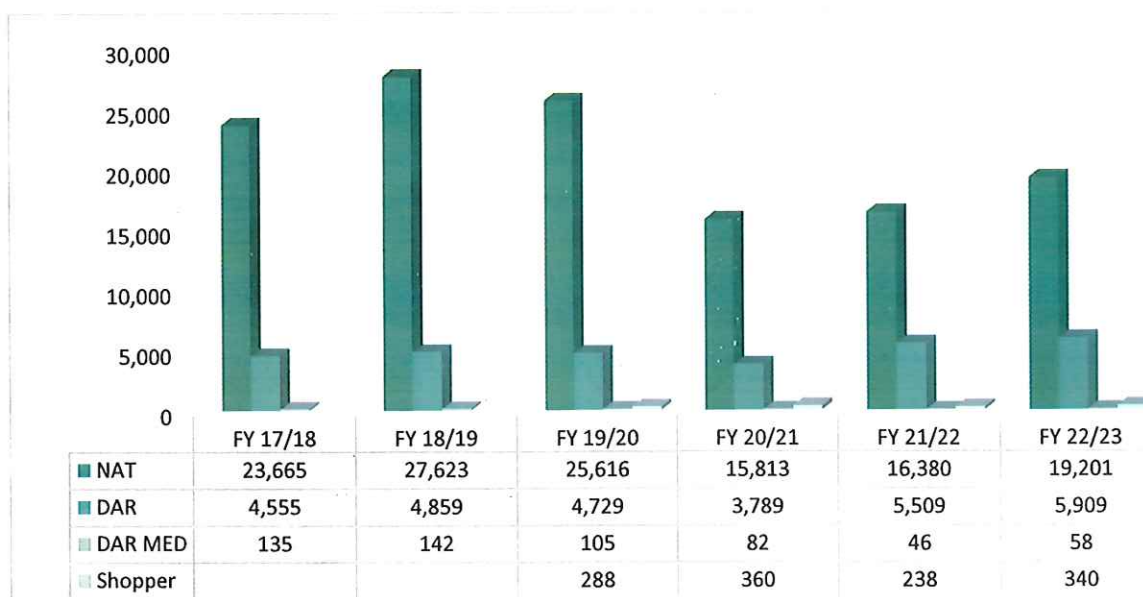
Operating costs increased steadily over these six years, impacting overall financial performance. Increases were, in part, the result of the award of a new operations contract in September 2019, with its associated cost increases. Cost per passenger, cost per revenue hour and cost per revenue mile generally increased, following the rise in operational expenses. Farebox recovery has declined from the 10% levels of FY 17/18 and FY 18/19, where fare revenue has not kept pace with rising operational costs (Table 17).

Table 17: Systemwide Transit Performance Assessment

	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Trend
Needles Transit Services Systemwide							
Ridership	28,355	32,624	30,738	20,044	22,173	25,508	
Revenue Hours	5,021	5,128	5,296	4,960	4,788	5,011	
Revenue Miles	64,515	64,010	66,965	61,955	62,559	63,786	
Operating Cost	\$434,858	\$446,680	\$503,749	\$501,931	\$536,723	\$553,900	
Fare Revenue	\$41,724	\$47,764	\$48,396	\$28,989	\$40,997	\$33,179	
Key Performance Metrics							
Passengers per Hour	5.6	6.4	5.8	4.0	4.6	5.1	
Passengers per Mile	0.4	0.5	0.5	0.3	0.4	0.4	
Cost per Passenger	\$15.34	\$13.69	\$16.39	\$25.04	\$24.21	\$21.71	
Cost per Revenue Hour	\$86.61	\$87.11	\$95.12	\$101.20	\$112.10	\$110.54	
Cost per Revenue Mile	\$6.74	\$6.98	\$7.52	\$8.10	\$8.58	\$8.68	
Farebox Recovery	9.6%	10.7%	9.6%	5.8%	7.6%	6.0%	

Annual ridership for the four NTS services is presented in Figure 12. Overall, ridership for the four transit services was steady prior to the COVID-19 pandemic in FY 19/20 when ridership declined for all services and the Shopper Shuttle began operation. However, ridership has since been recovering on each service, except for the Dial-A-Ride Medical service.

Figure 12: Needles Transit Services Ridership by Mode



DEVIATED FIXED-ROUTE PERFORMANCE

The City's deviated fixed-route transit services experienced fluctuations in ridership over a six-year period, with a peak in FY 18/19, followed by a significant decline in FY 20/21, the initial period of pandemic social distancing (Table 18). A gradual recovery has occurred in subsequent years, with FY 22/23 ridership achieving 75% of pre-pandemic experience. Revenue hours and

revenue miles generally remained stable as the fixed-route service deployed, and hours of service have not changed.

Fare revenue has exhibited a similar pattern to ridership, with a notable decrease in FY 20/21 during the pandemic and a subsequent gradual recovery, and then another noticeable decrease in FY 22/23. Operating costs saw an overall increase, with incremental escalation each year and a significant spike in FY 19/20 with the new transit contract operator, Transportation Concepts, coming onboard in October 2019. Cost per passenger, cost per revenue hour and cost per revenue mile increased considerably in FY 20/21, affected by the significant drop in ridership for that year. Farebox recovery has fluctuated as the service recovers from the reduction in ridership and has been below the 10% threshold since FY 20/21.

The performance indicators for passengers per hour and passengers per mile declined notably in FY 20/21, reflecting the overall ridership decrease, but are slowly rebounding as ridership gradually recovers. Cost per passenger, cost per revenue hour and cost per revenue mile have increased as rising operating costs have continued to increase.

Table 18: Needles Area Transit Performance Assessment

	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Trend
Needles Area Transit							
Ridership	23,665	27,623	25,616	15,813	16,380	19,201	
Revenue Hours	3,419	3,412	3,436	3,428	3,446	3,444	
Revenue Miles	49,861	50,028	51,711	50,069	50,276	50,757	
Operating Cost	\$339,780	\$344,721	\$392,093	\$402,414	\$435,885	\$442,575	
Fare Revenue	\$36,343	\$41,618	\$39,880	\$22,949	\$34,321	\$25,382	
Key Performance Metrics							
Passengers per Hour	6.9	8.1	7.5	4.6	4.8	5.6	
Passengers per Mile	0.5	0.6	0.5	0.3	0.3	0.4	
Cost per Passenger	\$14.36	\$12.48	\$15.31	\$25.45	\$26.61	\$23.05	
Cost per Revenue Hour	\$99.38	\$101.03	\$114.11	\$117.39	\$126.49	\$128.51	
Cost per Revenue Mile	\$6.81	\$6.89	\$7.58	\$8.04	\$8.67	\$8.72	
Farebox Recovery	10.7%	12.1%	10.2%	5.7%	7.9%	5.7%	

DIAL-A-RIDE SERVICE PERFORMANCE

Overall, the Needles Senior Dial-A-Ride transportation program has experienced steady growth in ridership, revenue miles and fare revenue over the past five fiscal years. However, this program has also faced increasing operating costs, which have held farebox recovery flat even with the increases in fare revenue.

The number of passengers carried on the program has fluctuated over the past six fiscal years, with a slight drop during FY 20/21 and a peak in FY 22/23 Table 19.

Revenue hours remained relatively stable, following trends in ridership, while revenue miles saw a drop in FY 20/21 then increased in FY 21/22. Operating costs were stable over the first five years of this review but increased noticeably in FY 22/23, with an additional one hour per day increase in service hours as of October 2022. Fare revenue has increased steadily, generated by the collection of passenger fares from increased ridership.

The productivity indicator for passengers carried per revenue hour has been positive, averaging more than four passengers per hour over the past six years, while passengers per mile have shown steady improvement.

Despite the rise in operating costs, the cost per passenger indicator has been controlled, reflecting the increase in the number of passengers carried, while the cost per hour and cost per mile indicators have experienced incremental increases. Farebox recovery has recovered from the low point of FY 20/21 but is still below the desired 10%.

Table 19: Senior Dial-A-Ride Performance Assessment

	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Trend
Needles Senior Dial-A-Ride							
Ridership	4,555	4,859	4,729	3,789	5,509	5,909	
Revenue Hours	1,146	1,182	1,193	1,188	1,170	1,364	
Revenue Miles	10,994	9,547	9,191	8,500	10,130	10,554	
Operating Cost	\$67,727	\$69,914	\$71,349	\$69,852	\$75,111	\$92,739	
Fare Revenue	\$4,349	\$4,478	\$4,628	\$3,839	\$5,315	\$5,958	
Key Performance Metrics							
Passengers per Hour	4.0	4.1	4.0	3.2	4.7	4.3	
Passengers per Mile	0.4	0.5	0.5	0.4	0.5	0.6	
Cost per Passenger	\$14.87	\$14.39	\$15.09	\$18.44	\$13.63	\$15.69	
Cost per Revenue Hour	\$59.10	\$59.15	\$59.81	\$58.80	\$64.20	\$67.99	
Cost per Revenue Mile	\$6.16	\$7.32	\$7.76	\$8.22	\$7.41	\$8.79	
Farebox Recovery	6.4%	6.4%	6.5%	5.5%	7.1%	6.4%	

DIAL-A-RIDE MEDICAL PERFORMANCE

The Needles Dial-A-Ride Medical two-day-a-week service is an essential lifeline for residents in Needles who must seek medical treatment in Arizona. It does, however, face significant challenges in terms of ridership and utilization. The service only operates if a trip has been reserved, so there are often days when the service does not run.

Ridership peaked in FY 18/19 at 142 passengers and has since declined, reaching a low of 46 passengers in FY 21/22 (Table 20).

Revenue from passenger fares has remained relatively low throughout the period, ranging from \$240 to \$1,668 per fiscal year. Operating costs have also fluctuated, with a high of \$32,045 in FY 18/19 and a low of \$8,828 in FY 22/23.

Productivity has increased from 0.2 to 0.9 passengers per hour while the cost per passenger has varied each year but is generally much higher than the Senior Dial-A-Ride. Farebox recovery on the medical service has declined from a high in FY 19/20 of 6.4% down to 2.8% in FY 22/23.

Table 20: Dial-A-Ride Medical Performance Assessment

	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Trend
Needles Dial-A-Ride Medical								
Ridership	135	142	105	82	46	58	50	
Service Hours	456	534	505	191	44	65	47	
Revenue Miles	3,660	4,435	4,431	1,682	666	880	881	
Operating Cost	\$27,351	\$32,045	\$19,146	\$14,091	\$12,220	\$8,828	\$9,075	
Fare Revenue	\$1,032	\$1,668	\$1,224	\$511	\$240	\$246	\$246	
Key Performance Metrics								
Passengers per Hour	0.3	0.3	0.2	0.4	1.0	0.9	1.1	
Passengers per Mile	0.04	0.03	0.02	0.05	0.07	0.07	0.06	
Cost per Passenger	\$202.60	\$225.67	\$182.34	\$171.84	\$265.66	\$152.21	\$181.50	
Cost per Service Hour	\$59.98	\$60.01	\$37.91	\$73.77	\$277.73	\$135.82	\$193.08	
Cost per Revenue Mile	\$7.47	\$7.23	\$4.32	\$8.38	\$18.35	\$10.03	\$10.30	
Farebox Recovery	3.8%	5.2%	6.4%	3.6%	2.0%	2.8%	2.7%	

SHOPPER SHUTTLE PERFORMANCE

The Needles Shopper Shuttle program has demonstrated improvements in efficiency and cost-effectiveness over the analyzed period. Ridership and revenue have fluctuated, but the program has managed to reduce operating costs while maintaining a reasonable level of service.

Ridership reached a peak of 360 passengers in FY 20/21 and then declined to 238 passengers in FY 21/22 before rebounding to 340 passengers in FY 22/23, or about six boardings per week (Table 21). Revenue hours and miles fluctuated along with the trend in ridership, landing at 138 hours and 1,595 miles in FY 22/23. With an operating cost of \$21,161 in FY 19/20, the average cost per passenger boarding was \$73.48, with a productivity indicator of 1.8 passengers per hour in its first year of service. This has improved to a more efficient service with an operating cost of only \$9,758 in FY 22/23, with an average cost per passenger of \$28.70 and a productivity indicator of 2.5 passengers per hour.

Table 21: Shopper Shuttle Performance Assessment

	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Trend			
Needles Shopper Shuttle								
Ridership	288	360	238	340	<div></div>	<div></div>	<div></div>	<div></div>
Revenue Hours	162	153	128	138	<div></div>	<div></div>	<div></div>	<div></div>
Revenue Miles	1,632	1,704	1,487	1,595	<div></div>	<div></div>	<div></div>	<div></div>
Operating Cost	\$21,161	\$15,574	\$13,507	\$9,758	<div></div>	<div></div>	<div></div>	<div></div>
Fare Revenue	\$2,664	\$1,690	\$1,121	\$1,593	<div></div>	<div></div>	<div></div>	<div></div>
Key Performance Metrics								
Passengers per Hour	1.8	2.4	1.9	2.5	<div></div>	<div></div>	<div></div>	<div></div>
Passengers per Mile	0.18	0.21	0.16	0.21	<div></div>	<div></div>	<div></div>	<div></div>
Cost per Passenger	\$73.48	\$43.26	\$56.75	\$28.70	<div></div>	<div></div>	<div></div>	<div></div>
Cost per Revenue Hour	\$130.62	\$101.79	\$105.52	\$70.71	<div></div>	<div></div>	<div></div>	<div></div>
Cost per Revenue Mile	\$12.97	\$9.14	\$9.08	\$6.12	<div></div>	<div></div>	<div></div>	<div></div>
Farebox Recovery	12.6%	10.9%	8.3%	16.3%	<div></div>	<div></div>	<div></div>	<div></div>

Fare Analysis

This fare and revenue review will evaluate NAT's current fare structure with a focus on analyzing existing fare types, pricing, and discount programs. The review will also examine the relationship between fares and ridership, as well as how fare policies impact equity and targeted populations. Finally, it will provide actionable recommendations and implement strategies for both the short- and long-term.

Figure 13: Needles Transit Services Fare Structure

Needles Transit Services (Figure 13) generates passenger revenue through the following services:

- Deviated fixed-route service
- Dial-A-Ride service
- Medical transportation service
- Shopper shuttle service

Service	Description	General Public	Seniors/Disabled
Deviated Fixed-Route	Single Boarding	\$1.35	\$1.25
	Deviation	\$2.00	\$1.90
	30 - Ride Pass	\$39.00	
Dial-a-Ride			\$1.25
Medical	Needles to Valley View	\$6.00	
	Needles to Bullhead	\$12.00	
Shopper Shuttle	Needles to Ft. Mohave	\$9.00	

In addition to passenger fares, NTS receives operational funding from several sources:

- Federal Transit Administration (FTA) Section 5311
- San Bernardino County Measure I
- Transportation Development Act (TDA) Funds – Article 8c
- Mojave Desert Air Quality Management District (MDAQMD) AB 2766 Funds
- State of Good Repair Funds (via the Road Repair and Accountability Act – SB 1)
- State Transit Assistance (STA) Capital and Operations Funds

CURRENT CONDITIONS

Figure 14 describes the type of fares received by fiscal year. The chart shows a continued growth in the 30-ride pass program (22% in FY 20 to 40% in FY 24) where riders can purchase a ticket of 30 fare punches for NAT service. The increase in 30-ride passes has caused a corresponding decrease in NAT deviated fixed route cash fares (60% in FY 20 to 39% in FY 24). The volume of Dial-A-Ride fares has been consistent throughout the last five years (18% in FY 20 to 21% in FY 24).

Figure 14: Fare Distribution by Program

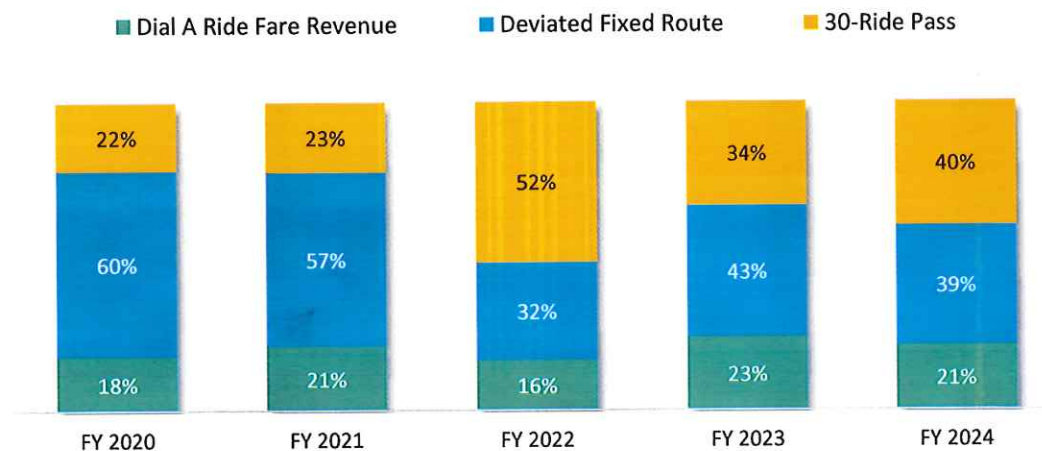
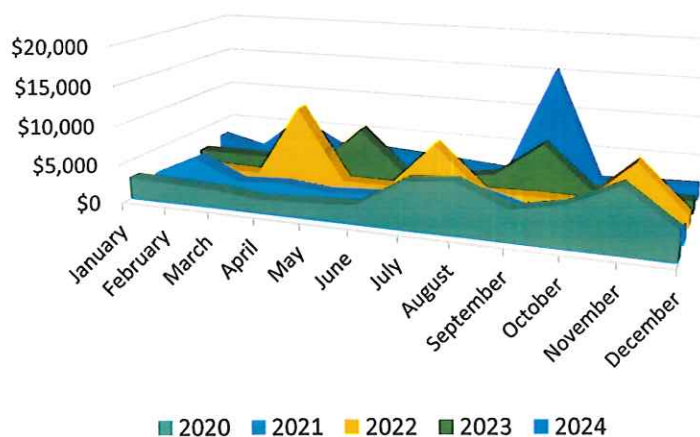


Figure 15 shows the amount of passenger revenue received by month over the last five years. This is helpful when understanding seasonal trends, peak and off-peak periods, and potentially determining if fares are impacted by major service changes. Also, this information may be helpful when trying to market and communicate fare information to the community.

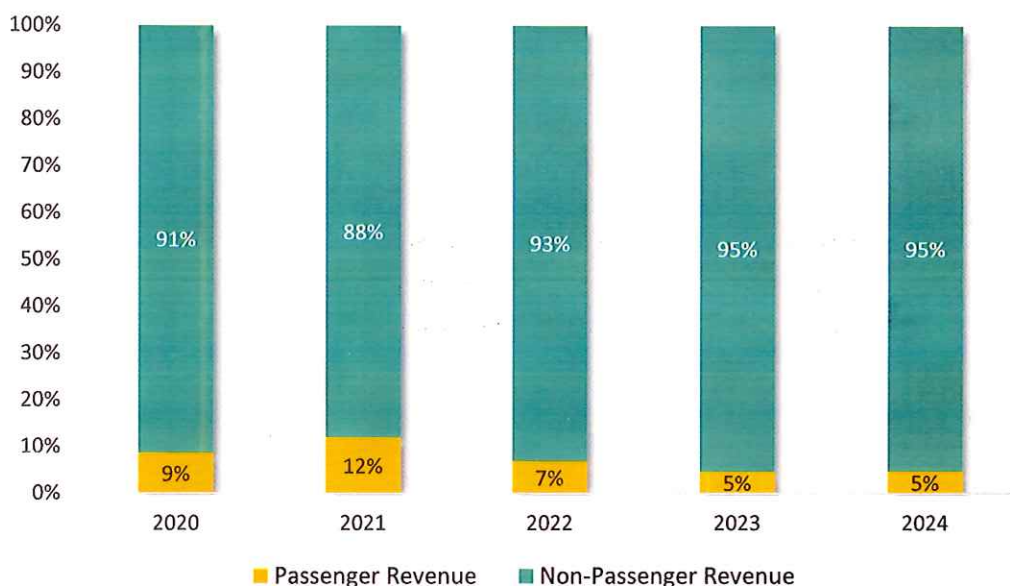
Figure 15: All Passenger Revenue by Month



As for the NAT, passenger fare revenue tends to increase in the later months of the year, with September 2024 receiving a large amount of revenue in relation to all other months and years. There are dips in revenue for the months of June and December. This may relate to the end of the school year and the Christmas and New Year holidays.

Comparing farebox revenue with other revenue sources is important for understanding the financial health, sustainability and funding strategy of a transit agency. Assuming all non-farebox revenue goes toward the operations of the agencies, Figure 16 states that 5% - 10% of farebox revenue covers the cost of operations, which is slightly less than the average farebox recovery for small transit agencies throughout the United States. According to the *Rural Transit Fact Book 2024*, rural transit systems had an average farebox recovery ratio of 9% in 2022.¹ More detail on farebox recovery based on programs is provided later in the document.

Figure 16: Farebox Revenue vs. Non-Passenger Revenue FY 20–FY 24



Figures 14 through 16 provided a high-level overview of fares for Needles Transit Services. However, the following charts will examine fares at a more granular level and provide analysis for future considerations regarding fare structure.

Figure 17 displays the two larger NAT fare types by percentage of overall fares and their trends over the last five years. The 30-ride punch pass is currently making up 42% of all farebox revenue, while regular cash fares are making up 25%, a near reverse of the trend in 2021.

¹ <https://www.ugpti.org/resources/reports/>

Figure 17: NAT Regular Fare vs. 30-Ride Punch Pass FY 20–FY 24

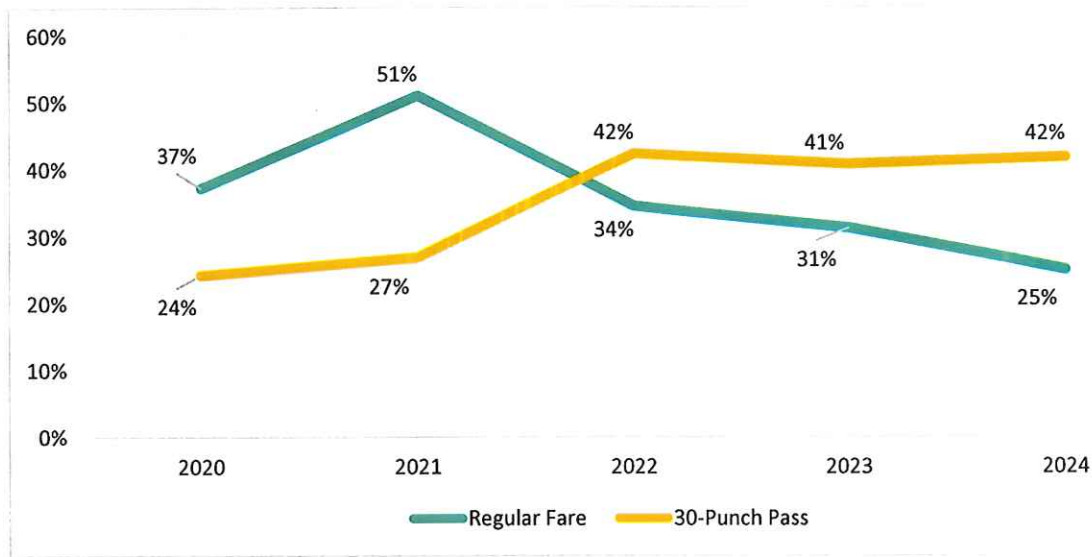


Figure 18 examines the categories of smaller NAT fare types, which include: (a) the percentage of children who board and do not pay a fare, (b) the number of wheelchair boardings, (c) seniors and persons with disabilities, and (d) seniors and disabled who take a deviation.

The NAT’s “Children Under 5 Ride Free” program has a minimal impact on overall operations, accounting for 1.5% to 5% of ridership. Wheelchair boardings, seniors and disabled riders, as well as those using the deviation feature, represent a small share of total ridership, but may require more time and effort in operations.

Figure 18: NAT Specific Fare Program by Percentage of Overall Fares

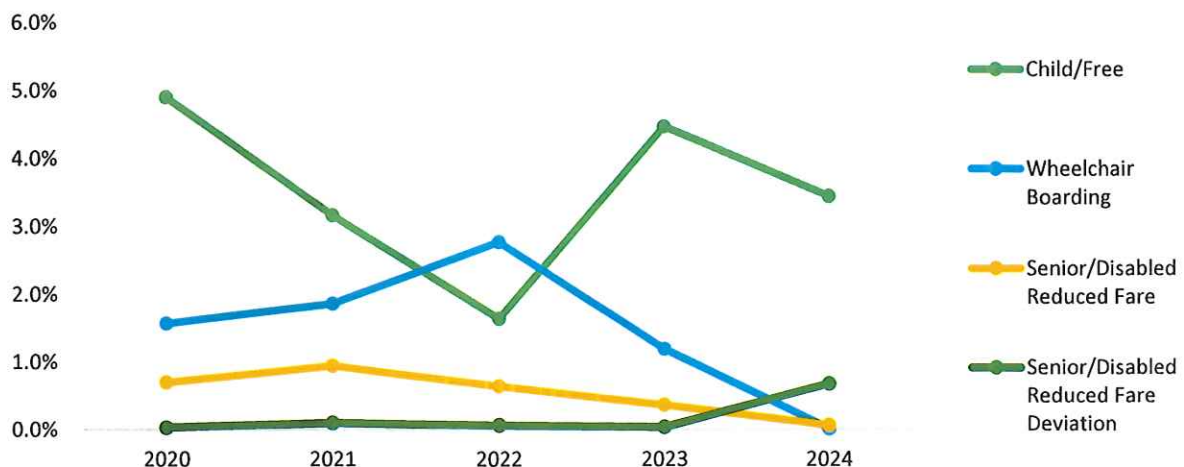
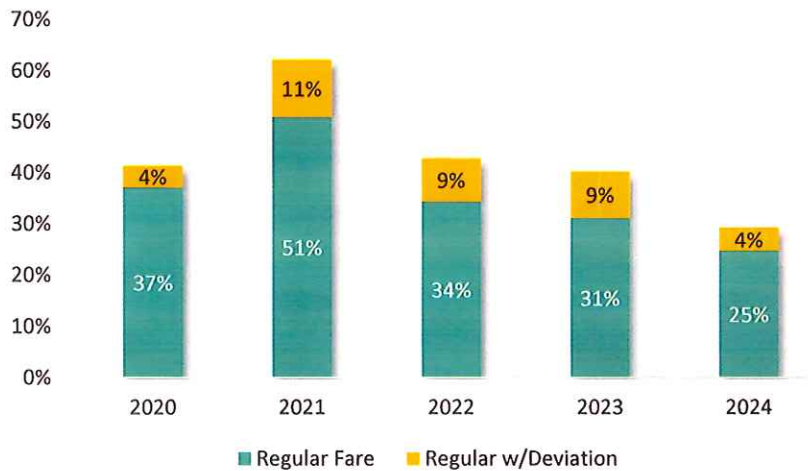


Figure 19: NAT Regular Fare vs. Regular Ride with Deviation



In addition to senior and disabled deviations, NAT offers deviation service for the general public, which costs \$.65 more than a regular bus ride, which is at \$1.35. Deviations are at their lowest in FY 24, at roughly 4.5% (Figure 19).

In FY 24, NAT started offering free fares to students (Figure 20) for all the programs NAT offers and student boardings now account for 11.60% of the overall ridership (highlighted in yellow).

Figure 20: NAT Fare Category Distribution FY 2024

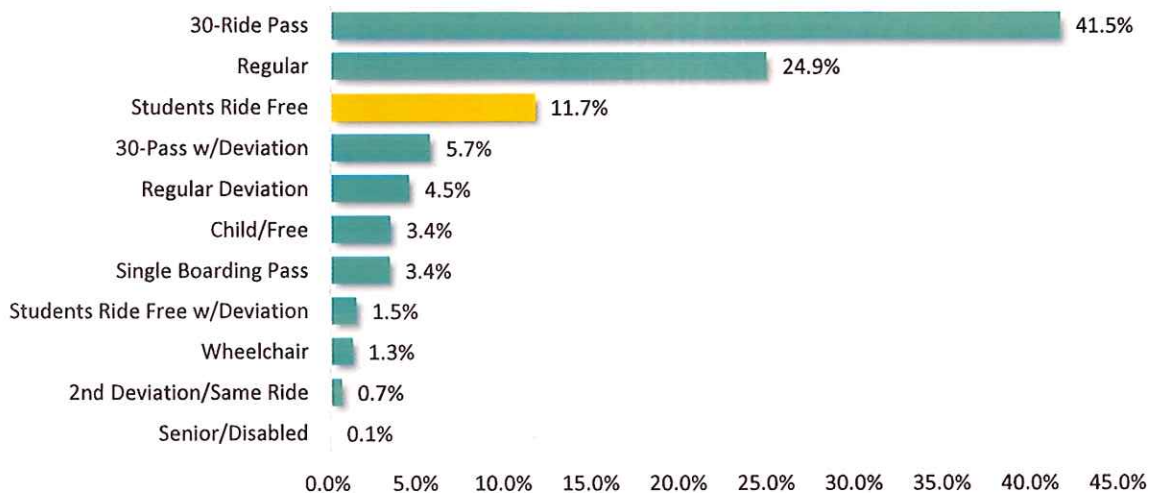
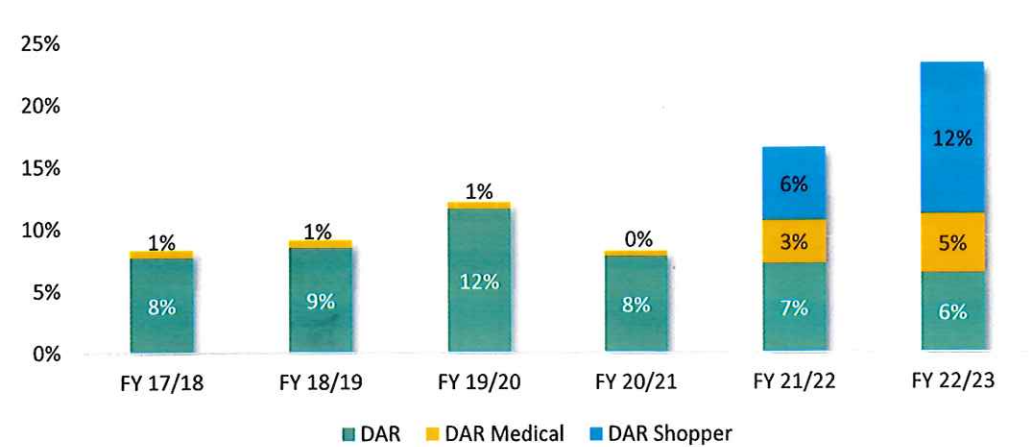


Figure 21 details the farebox recovery ratios for the three Dial-A-Ride programs offered by NTS, which are Dial-A-Ride, Dial-A-Ride Medical and a Dial-A-Ride Shopper Shuttle. The Shopper service began July 10, 2019 and has brought in significant revenue; this service is priced higher than other NTS services given the distance that the vehicle travels.

Figure 21: Demand Response Farebox Recovery by Dial-A-Ride Program



ANALYSIS AND RECOMMENDATIONS

Overview

NTS offers a range of discounts aimed at serving some of the most vulnerable populations. However, the current fare structure may be perceived as confusing or difficult to process, with limited availability of clear, easily retrievable information. Additionally, the requirement for exact change on board, along with the need to purchase passes at off-site locations, can create barriers for riders. These challenges present an opportunity to explore partnerships — such as integrating with Token Transit or seeking support from the San Bernardino County Transportation Authority (SBCTA) — to modernize fare collection and improve overall accessibility and convenience for passengers.

Specifically, Token Transit is a mobile ticketing platform that allows riders to purchase, store and use public transit passes directly from their smartphones. The app simplifies fare payment by eliminating the need for cash or physical tickets. OmniTrans and Basin Transit are currently using Token Transit for their payment system.

NAT Deviated Fixed Route Service

There has been a notable increase in the purchase of NAT’s 30-ride punch pass where the County of San Bernardino has purchased large quantities of the NAT 30 Punch Pass and the NAT and Dial-A-Ride single boarding passes. It would be beneficial for NTS to continue promoting these passes and to regularly evaluate pricing to ensure they remain attractive and financially sustainable each fiscal year.

Dial-A-Ride

Dial-A-Ride services are inherently more expensive to operate than fixed-route services due to lower passenger efficiency, longer and less direct travel routes, higher labor costs per trip and the need to serve larger, more dispersed service areas. As a result, it is reasonable for Dial-A-Ride fares to be slightly higher than fixed-route fares. According to the Americans with Disabilities Act (ADA) of 1990, paratransit fares may be up to twice the cost of a comparable fixed-route fare. Currently, NAT's fixed-route fare is \$1.35 and senior/disabled fare of \$1.25, while the Dial-A-Ride fare is \$1.25. While the Needles Dial-A-Ride programs are not ADA services, a requirement met by the $\frac{3}{4}$ -mile deviation of the NAT bus, a modest fare increase for Dial-A-Ride could (a) help better align revenue with the higher cost of service, and (b) potentially encourage capable riders to shift to fixed-route services, which are more cost-efficient to operate.

Deviations

Transit agencies like NAT that offer route deviation services typically apply an additional charge to the base fare to offset the higher operational costs associated with deviating from the fixed route. This surcharge also serves to help distinguish between riders willing to pay a premium for more convenient, closer service and those who are able and willing to walk to a designated bus stop. While the ADA limits fares for complementary paratransit services to no more than twice the fixed-route fare, this requirement does not apply to deviated fixed route services offered to the general public.

NAT currently charges an additional \$0.65 for deviations. In FY 24, deviations accounted for 4.5% of regular rides and 0.7% of senior and disabled rides. Since these figures indicate that deviations are not placing a significant burden on the system, increasing the deviation fee at this time could potentially reduce usage further and negatively impact rider satisfaction. However, it is important to consider gradually adjusting the deviation surcharge in tandem with any base fare increases to maintain fare consistency over time and to prevent a sudden rise in deviation requests that could compromise system efficiency in the future.

Age Benchmark

As noted throughout this document, NTS offers a variety of programs for seniors; however, until May 2025, the age of eligibility differed across these programs. This inconsistency can create confusion — particularly in a community with a rapidly aging population. To address this, NTS now markets all senior services to individuals aged 60 and older. While this approach simplifies messaging, it could've had implications for those currently eligible between the ages of 55 and 59. In response to this, registered riders between the ages of 55-59 have been grandfathered into the service.

Recommendations

This section presents the recommended service improvements and enhancements for Needles Transit Services (NTS). These recommendations are an outgrowth from the input provided through the outreach process and the assessment of system performance presented in the earlier chapters of this document.

RECOMMENDED SERVICE ALTERNATIVES FROM THE PREVIOUS SRTP

The FY 2020 SRTP for NTS presented 15 recommended service alternatives between financially constrained and financially unconstrained scenarios. An assessment of the implementation of the recommended alternatives is presented in Table 22.

Table 22: Assessment of FY 2020 SRTP Recommendations

Scenario	Service Alternative	Description of Alternative	Implemented Y/N	Current Assessment of Recommendations
Constrained Scenario	Service to Fort Mohave	Develop Service Plan for travel to Fort Mohave/Bullhead City.	Y	An operating plan for the Fort Mohave-Bullhead Shuttle (FBMS) was developed in 2021. The operating plan was later revised as part of this SRTP process in 2024. Service planned for implementation in July 2025.
	Unlimited ride all-day pass	Conduct a fare study.	Y	The fare study was conducted as part of this SRTP process.
	Provide shelters at bus stops	Bus shelter implementation program.	Y	All bus stops capable of having shelters were addressed.
	Access to Retail	Part of the plan for the Fort Mohave Bullhead Shuttle.	Y	Operating plan for FBMS was developed and refined.
Unconstrained Scenario	Dispatching Software/Hardware for Demand Responsive Service	Research potential dispatching software.	N	Improvements to scheduling and dispatching software are considered in the recommendations of this SRTP
	Operate bus on Sundays	Include in Unconstrained Scenario as potential service expansion.	N	The cost to implement Sunday service is greater than available resources
	Operate service later than 7:00 p.m. on Weekday	Include in Unconstrained Scenario as potential service expansion.	N	Feedback from the community has not been great enough to substantiate the investment
	Operate service earlier than 10:00 a.m. on Saturdays	Include in Unconstrained Scenario as potential service expansion.	N	Feedback from the community has not been great enough to substantiate the investment
	Operate service later than 5:00 p.m. on Saturdays	Include in Unconstrained Scenario as potential service expansion.	N	Feedback from the community has not been great enough to substantiate the investment
	Access to jobs in Arizona	Increase Fort Mojave service to 5 days a week.	N	Service to Fort Mohave has not been implemented to assess its utilization for increased service
	Expand DAR service	Expand Dial-a-Ride (DAR) service beyond 1:00 p.m.	Y	The Senior Dial-A-Ride service was expanded to 2:00 pm on weekdays. Service end time was later reduced back to 1:15pm due to limited use.
	Improve service to Barstow/Victorville.	Look at providing an additional trip on Route 200 to Barstow/Victorville.	N	VVTA Route 200 was discontinued during the COVID-19 pandemic due to low ridership
	Improve service to healthcare such as trips to ARMC and other hospitals that accept Medicaid.	Develop partnership with healthcare community, social service, non-profit. Develop mobility option to access regional healthcare.	N	Service beyond the Victor Valley and into San Bernardino has not been implemented due to cost constraints.
	Restructure DAR Medical Service	Include in Unconstrained Scenario as potential service expansion.	N	Restructuring of Dial-A-Ride Medical Service is included in the refined FBMS operating plan.
	Operate service earlier than 7:00 a.m. on Weekdays	Was not considered for implementation at that time.	N	Feedback from the community has not been great enough to substantiate the investment

As of FY 25, all four of the constrained service alternatives and one of the unconstrained alternatives have been implemented. Most of the recommendations in the unconstrained scenarios require significant financial investment where the benefit of the recommendation did not outweigh the cost of implementation.

SERVICE RECOMMENDATIONS FOR THIS SRTP

Fort Mohave/Bullhead Limited Shuttle (FMBS)

Planning for the Fort Mohave Bullhead Limited Shuttle began in FY 20 during the previous SRTP process to address the City of Needles' need for travel into Fort Mohave and Bullhead, Arizona, for grocery and medical destinations. The City's loss of a major grocery store has required residents to travel into Fort Mohave to meet their shopping needs. During FY 19/20, the City developed and implemented the Shopper Shuttle service to quickly address the need for access to grocery stores in Fort Mohave, traveling across state lines one day per week on Wednesdays to meet residents' needs.

The Dial-A-Ride Medical service continues to operate two days per week, providing access to much-needed medical care in Fort Mohave and Bullhead City, Arizona. However, over the past several years, ridership has decreased on the service operating on Tuesdays and Thursdays.

The refined Fort Mohave Bullhead Limited Shuttle Operating Plan developed through this SRTP combines the Shopper Shuttle and Dial-A-Ride Medical service to a two-day per week, two-run per day service available for any trip purpose. The operating plan includes an assessment of performance on the NTS demand response programs; an FMBS zone-based fare structure; a detailed operating plan with service hours and destination time points; and a financial plan that outlines proposed service costs and funding needs for implementation.

The FMBS Operating Plan was presented to the Needles City Council in February 2025 and approved to move forward, along with a new logo as part of a rebranding effort for demand response programs. The shuttle is expected to launch in July 2025 (Figure 22).



High-level service design components include:

- Combines the DAR Medical and Shopper Shuttle Services
- Runs two days per week – Tuesday/Thursday – two runs per day
- Uses existing Dial-A-Ride vehicles
- Requires advanced reservations – prepaid zone-based round-trip fare
 - Zone 1 - Fort Mohave: \$9.00
 - Zone 2 – Bullhead City: \$12.00

- Proposed annual operating expense of approximately \$50K – \$60K

Figure 22: FMBS Fare Zones and Destinations Timetable

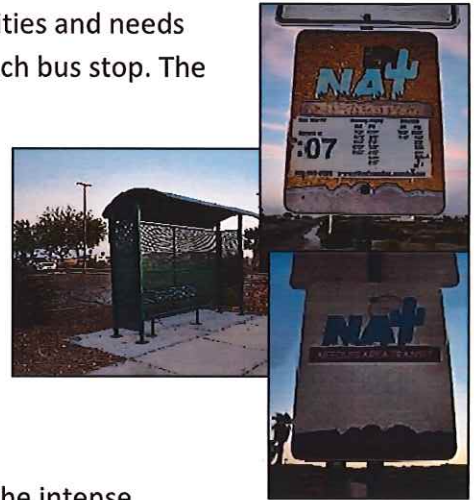


Location	Estimated Time Point
Northbound - Morning	
El Garces (Needles)	8:15 AM
Valley View Medical Center	8:35 AM
Walmart Fort Mohave	8:40 AM
Safeway Fort Mohave	8:45 AM
CVS Fort Mohave	8:50 AM
Smith's Fort Mohave	8:55 AM
Target Bullhead	9:05 AM
Silver Creek Rd. Bullhead	9:20 AM
Totals	
Southbound - Morning	
Silver Creek Rd. Bullhead	10:15 AM
Target Bullhead	10:30 AM
Smith's Fort Mohave	10:35 AM
CVS Fort Mohave	10:40 AM
Safeway Fort Mohave	10:45 AM
Walmart Fort Mohave	10:50 AM
Valley View Medical Center	10:55 AM
El Garces (Needles)	11:15 AM
Totals	
Northbound - Afternoon	
El Garces (Needles)	11:30 AM
Valley View Medical Center	11:50 AM
Walmart Fort Mohave	11:55 AM
Safeway Fort Mohave	12:00 PM
CVS Fort Mohave	12:05 PM
Smith's Fort Mohave	12:10 PM
Target Bullhead	12:20 PM
Silver Creek Rd. Bullhead	12:35 PM
Totals	
Southbound - Afternoon	
Silver Creek Rd. Bullhead	1:15 PM
Target Bullhead	1:30 PM
Smith's Fort Mohave	1:40 PM
CVS Fort Mohave	1:45 PM
Safeway Fort Mohave	1:50 PM
Walmart Fort Mohave	1:55 PM
Valley View Medical Center	2:00 PM
El Garces (Needles)	2:20 PM
Totals	

Current recommendations for the FMBS include the development of a marketing program to promote community awareness of the available service and create the collateral that will be used to promote the service. As a component of preparation for the new service and promotion of existing services, the City — in partnership with SBCTA — developed a new transit website independent of the City's main website specifically for NTS. The website presents the available transit services in a way that clearly communicates what is available and how to ride. Next steps include the development of the FMBS rider guide as a component to the marketing program. The FMBS rider guide will be distributed to the stakeholders of this SRTP, available on the NTS website, and available at numerous community outlets, such as City Hall, Pal Verde College, Needles Regional Senior Center, Needles Chamber of Commerce, and the Needles Branch Library.

Bus Stop Improvement Program

During this SRTP process, an assessment of bus stop amenities and needs was conducted to evaluate the needed improvements at each bus stop. The assessment included an inventory of each bus stop and its current amenities, such as benches, shelters, lighting, signposts and trash cans, and accessibility issues for pedestrians and wheelchairs. This inventory is a tool that the City can use for ongoing improvements at each bus stop.



The ongoing bus stop improvement plan for the near-term horizon includes two primary activities:

1. Repainting bus stop shelters to correct fading from the intense summer sun.
2. Installation of solar lights at bus stops to accommodate nighttime riders in the winter months when it is dark prior to the NAT's service end at 7:00 p.m.
3. Revisit the FY 20 Bus Stop Improvement List to determine if any outstanding improvements were not completed.

During FY 24, the City ordered and installed new bus stop signs with route information and time points at all bus stops. The ongoing improvement program will include regular maintenance of those signs to prolong readability and useful life.

Fare Pass Technology

A perennially requested service improvement from NAT riders has been the need for all-day and monthly fare passes. The current 30-Ride Punch Pass sold at a discount of \$1.50 from the regular fare when purchased requires a card punch to be used for every ride, even on multiple rides on the same day of travel. The introduction of a day pass and/or monthly pass would provide riders with unlimited trips during the time period of the pass.

In addition to unlimited rides, current technology can facilitate an easier and more convenient way for riders to pay the fare. Fare payment can be made through a mobile app with a debit or credit card or store value account, eliminating the need to visit City Hall to purchase punch passes. The fare can be stored on a mobile device instead of physically carrying punch passes and reporting of purchased fare by fare type would be more readily accessible than the manual process of driver counts used today.

In San Bernardino County, Omnitrans, Mountain Transit and Basin Transit have partnered with Token Transit to streamline mobile ticket purchasing. Once the rider downloads and installs the

mobile app, they can purchase available passes for immediate use or store them for future travel. Once the vehicle approaches their bus stop, they can open the mobile app and activate their pass and validate their ticket onboard the vehicle to take a trip. Migrating to a technology like Token Transit also supports the idea of fare capping, where once an individual has purchased enough single rides that add up to the amount of the pass, they automatically qualify for the pass without having to pay the full pass price upfront and ride for free during the remaining time period of the pass.



The following financial plan section includes the start-up costs of implementing Token Transit technology and the required annual licensing fee through the SRTP's five-year period.

New Garage with EV Infrastructure

The City of Needles currently stores its transit vehicle fleet at two locations: The three-bay transit garage located at 1101 Front Street, adjacent to the El Garces Train Station; and the open-air City Garage at 112 Robuffa Street.



The City has plans to duplicate the three-bay transit garage on Front St. adjacent to the existing garage that will allow all transit vehicles to be housed at the same location. The current transit garage provides overnight storage of transit vehicles and bus maintenance and repair. The City has already budgeted \$350,000 for the construction of the new garage shell, but that does not include any of the upgrades that will be needed to comply with the California Air Resources Board (CARB) requirements regarding the Innovative Clean Transit (ICT) regulation.

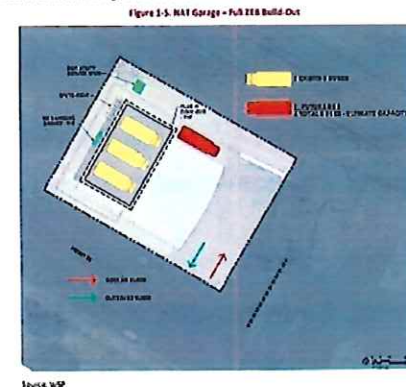
The City approved its Zero-Emission Bus (ZEB) Rollout Plan in June 2023 that outlined the steps needed to convert its fleet to zero emissions, including the required infrastructure to operate battery electric buses. To facilitate this transition, once the new garage is constructed, the City will need to prepare for the infrastructure improvements that will be needed in the future. This will likely include:

- Working with the City's Department of Public Works to ensure an adequate electricity supply is available to each garage to support vehicle-charging equipment and HVAC installation to regulate indoor temperature to keep charging equipment and vehicle batteries at acceptable operating temperatures.

The plug-in charging dispensers and charging cabinets will be served by the following electrical infrastructure:

- One medium voltage utility service transformer along the northwestern facility exterior and site boundary.
- One switchgear service along the western facility exterior and site boundary.

Figure 1-5 illustrates the NAT Garage at full build-out.



- Hiring an engineering and design firm to advance the recommendations of the ZEB Rollout Plan in the two garages to ensure that current and future CARB requirements can be met and create a plan for infrastructure needs at the site.
- Developing a list of equipment and construction that will need to be procured for the completion of ZEB upgrades. Purchases for ZEB equipment should be staggered to allow for technological upgrades to be introduced to the market in the future.

Recommendations from this SRTP include financial planning for an in-depth ZEB analysis, charging stations and installation.

Vehicle Replacement Plan

Over the next five years, the City of Needles will need to replace three of its transit vehicles that will have reached the useful life threshold. The transit vehicles are replaced for several reasons, including the mitigation of high mileage to reduce maintenance costs, increased safety and efficiency, and the need to accommodate requirements of the ICT. Replacing older vehicles with new ones allows transit agencies to maintain a reliable fleet, improve passenger experience and potentially reduce operational expenses.



The following vehicles are scheduled for replacement:

- FT 25/26: Vehicle S-5, 2009 Starcraft Starlite Dial-A-Ride vehicle – to be replaced with low-floor Cutaway
- FY 27/28: Vehicle N-9, 2018 Glaval NAT vehicle – to be replaced with a ZEB
- FY 29/30: Vehicle S-3, 2002 Ford Dial-A-Ride vehicle – to be replaced with a ZEB

Lifeline Service to the Victor Valley

Lifeline transportation to the Victor Valley remains a high priority for a number of Needles' residents as communicated through the outreach interviews, community open house, and the NAT onboard and community household surveys. Needles is positioned 175 miles away from the Victor Valley, the closest urbanized area to Needles within San Bernardino County. While this trip is not typically one that needs to be made on a regular basis, it is still required on an episodic basis for some medical procedures not available in Needles and for those that must remain in California due to insurance requirements. The court system is another trip need that cannot be met by travelling into neighboring Arizona.

The Victor Valley Transit Authority (VVTA) is the Consolidated Transportation Services Agency (CTSA) for the High Desert communities in San Bernardino County, of which the City of Needles

and the Colorado River subregion are included. Under the CTSA umbrella, VVTA operates the Transportation Reimbursement and Information Program (TRIP) that reimburses volunteer drivers



per mile for the trips they provide to eligible and registered riders. In the past, VVTA operated several programs to help bridge the gap between Needles and the Victor Valley that included the Route 200 bus route that provided a round trip on Fridays; the car share rental program operated by Enterprise Rent-a-Car; and a subsidized taxi program. All three of these programs have been discontinued, leaving an unmet need for public transit to fill the gap.

During this SRTP planning process, VVTA has agreed in concept to expanding its TRIP program to also include low-income members of the general public, in addition to the standard eligibility of older adults and persons with disabilities. This will allow those without transportation options to find a willing volunteer to make the trip and be reimbursed for their vehicle, fuel and maintenance. Through coordination with SBCTA, this new service alternative will not present a cost to the City of Needles, instead SBCTA will budget a separate allocation of funds to cover the increase in TRIP utilization for the expanded eligibility. The role of NTS will be to help promote the availability of the modified service and the change in eligibility to the community of Needles to ensure adequate promotion of the service to those in need. Coordination between VVTA, SBCTA and Needles will continue during the development phase and planning of the new service modification.

Additional Service Enhancements of Consideration

Several other service alternatives were considered as part of this SRTP but were not recommended for implementation due to fiscal constraints considering other recommendations, impacts to farebox recovery or the expectation of low utilization of the proposed alternative. The following is a list of those considered alternatives and justifications for non-recommendation (Table 23).

Table 23: Additional Service Enhancements of Consideration

Service Alternative	Description of Alternative	Reason for Non-Recommendation
Scheduling Software for Demand Response Services	Transition from a manual vehicle scheduling process to an automated technology that optimizes vehicle routing.	Demand response programs only deploy one vehicle in peak service. Improved vehicle utilization will not result in cost savings in a single vehicle operation.
NAT Service on Sunday	Implement Sunday service on the NAT deviated fixed-route.	Demand for Sunday ranked lower compared to other service enhancements addressed in this SRTP. Service would increase NAT operating costs by at least 17% for a service perceived to generate low ridership and low farebox recovery.
Earlier and Later NAT Weekday Service	Start NAT weekday service at 6:00 a.m. and end NAT weekday service at 8:00 p.m.	The first and last runs on the existing NAT service generate the lowest ridership. These service adjustments would only benefit a small number of riders and have an impact on farebox recovery that will increase service costs.
Earlier and Later NAT Saturday Service	Start NAT Saturday service at 9:00 a.m. and end NAT Saturday service at 6:00 p.m.	The existing NAT ridership on Saturday is lower than weekday ridership. Further analysis is required to determine whether additional trip generators exist earlier and later in the day that would warrant additional service. Recommend analyzing ridership of the first and last runs of the day to determine productivity and farebox recovery.
Increased Frequency on the NAT	Increase NAT headways from 1-hour to 30 minutes on weekdays.	This improvement would double NAT's operating cost on weekdays, requiring the introduction of an additional vehicle and driver. Capacity on existing vehicles is not at maximum load and does not warrant the increase in cost to satisfy convenience.

Financial Plan

Needles Transit Services (NTS) is funded through a variety of federal, state and local revenue sources. This chapter describes existing funding sources and presents future funding needs through FY 29/30. A detailed operating and capital, expenditure and revenue plan is included in Table 26 and Table 27 at the end of this chapter.

FUNDING SOURCES

The following section provides a brief description of each funding source utilized by NTS for operating and capital expenditures.

Federal Revenues

The Federal Transit Administration (FTA) provides financial assistance to transit systems that provide public transportation as authorized by the Bipartisan Infrastructure Law of 2021, as enacted in the Infrastructure Investment and Jobs Act. The legislation reauthorizes surface transportation programs for FY 2022 through FY 2026. FTA provides annual formula grants to transit agencies nationwide, as well as discretionary funding in competitive processes with varying purposes and eligibility.

FTA 5311 – FORMULA GRANTS FOR RURAL AREAS

FTA 5311 – Formula Grants for Rural Areas: The 5311 program provides capital, planning and operating assistance to states to support public transportation in rural areas with populations of less than 50,000. Most rural formula funds (83.15%) are apportioned based on land area and population factors. The remaining rural formula funds (16.85%) are apportioned based on land area, vehicle revenue miles and low-income individual factors. Rural 5311 funding supports Needles Transit's NAT operating budget, estimated at just over a half million dollars annually based on SBCTA's projections, representing almost 7% of NTS operating revenue.

State Funding

TRANSPORTATION DEVELOPMENT ACT (TDA)

The Mills-Alquist-Deddeh Act (SB 325) was enacted by the California Legislature to improve existing public transportation services and encourage regional transportation coordination. Commonly known as the Transportation Development Act (TDA) of 1971, this law presents statutes for regulation of state funding for public transit and non-transit-related purposes. The TDA established the Local Transportation Fund (LTF) and the State Transit Assistance (STA) programs to fund transit services in California. In some cases, areas with a population of less than 500,000 may use LTF funding for repairs to local streets and roads through an unmet

needs process. Needles allocates all of its available LTF funds to transit, reserving all funds for the provision of transit services.

Local Transportation Fund – LTF

LTF funds are derived from ¼-cent of every dollar collected by the general sales tax statewide and are returned by the California Department of Tax and Fee Administration (CDTFA). All revenues are considered local funds and returned to the originating county for the designated Regional Transportation Planning Agency (SBCTA in San Bernardino County) to administer, within the general guidelines and priorities of the program. Because funds are based on sales tax, revenues vary from year-to-year depending on the economy. LTF funds can be utilized for operations and capital under TDA Article 4. Article 4 funds are the primary source of operating support for the NAT, representing approximately 41% of operating revenue over the next five years.

LTF Article 3 – The TDA provides that 2% of the LTF be made available to counties and cities for facilities for the exclusive use of pedestrians and bicyclists, known as the TDA Article 3 Program. In San Bernardino County, Article 3 funds are awarded through a competitive process administered by SBCTA on a biennial cycle. Needles is encouraged to pursue Article 3 funds to support its ongoing bus stop improvement program, including new shelters, benches, lighting and ADA-accessibility enhancements.

State Transit Assistance – STA

STA funds are collected from diesel fuel excise taxes, with 50% of funds distributed based on county population size and 50% of funds distributed based on transit operator revenues from the prior fiscal year. In 2017, Senate Bill 1 (SB 1) augmented the STA program by nearly doubling the amount of STA funds provided to each county. STA funds can be utilized for capital and operations; however, Needles will use a significant amount to cover operating expenses in this financial plan in addition to funding for vehicle replacements. STA funds overall support a significant portion of the capital and operating budget for NTS, representing almost 50% of total revenue at approximately \$2.6 million through FY 2030.

LOW CARBON TRANSIT OPERATIONS PROGRAM – LCTOP

LCTOP receives funding from the cap-and-trade Greenhouse Gas Reduction Fund appropriated by the State Legislature. The LCTOP fund estimates are provided from the State Controller's Office (SCO) and are apportioned based on the county's population and transit operator revenues.

Senate Bill 942 allows transit operators to continue free and reduced fare transit programs, while other uses for LCTOP funds must be in accordance with the approved Caltrans' guidance. This includes expenditures that directly enhance or expand transit service by supporting new or

expanded transit services for operating or capital programs. Needles will continue to use some LCTOP and other local funds to support free fares for students on NAT service.

STATE OF GOOD REPAIR (SENATE BILL 1) – SGR/SB 1

In 2017, Senate Bill 1, known as the Road Repair and Accountability Act (RRAA), created a new funding program for transit operators to upgrade, improve and maintain equipment in a State of Good Repair. This includes the maintenance and rehabilitation of existing vehicles, transit facilities and the purchase of new, energy-efficient transit vehicles. The program's funding is derived from a Transportation Improvement Fee on vehicle registrations. These funds are allocated in the same manner as STA funds and have an annual program of project requirements, resolutions for funding and require annual reporting to Caltrans. Needles receives a small allocation of SGR funds that will be used to support preventative maintenance.

SENATE BILL (SB) 125 – TRANSIT AND INTERCITY RAIL (TIRCP) AND ZERO EMISSIONS CAPITAL (ZETCP) PROGRAMS

The Transit and Intercity Rail (TIRCP) and Zero Emissions Capital (ZETCP) programs are derived through a population-based formula, distributed to SBCTA by the California State Transportation Agency (CalSTA). All TIRCP projects must both increase ridership and reduce greenhouse gas emissions while ZETCP funds must be used to support the purchase of zero-emission vehicles or refueling infrastructure.

SBCTA has secured SB 125 funding on Needles' behalf to cover the initial cost of implementing the FMBS service in FY 26 and covering operating costs through FY 29 when those funds will have been fully expended. Future apportionments are dependent on continued appropriations by the State Legislature and can be used for operations if shown to prevent service reduction or elimination.

Local Funding

MEASURE I – LOCAL SALES TAX MEASURE

San Bernardino County's Measure I is a one-half-cent sales tax to fund for transportation improvements, first passed in 1989 and extended in 2004 to run through 2040. Funds are allocated based on the Measure I Ordinance and Expenditure Plan and Strategic Plan with a 10-year Delivery Plan that outlines near-term strategies to fund programs and projects. Current NTS Measure I allocations are based on SBCTA Board-approved amounts and are used to cover a portion of operating expenses for the Senior Dial-A-Ride program.

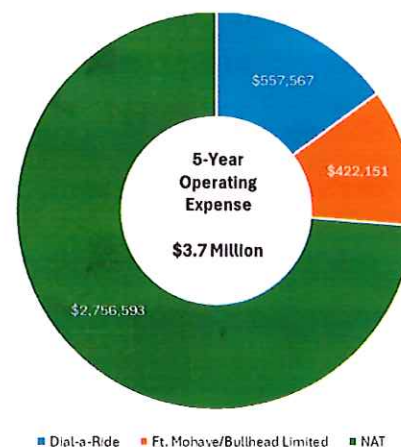
OPERATING PLAN

This operating plan outlines the forecasted expenditure considering the expected revenues from federal, state and local funding available to Needles. The plan seeks to fund the core Needles Services as well as the recommended service alternatives and enhancements presented in the previous chapter based on funding assumptions for planned service. However, it will be important to closely monitor key assumptions, actual expenses and future revenue trends to ensure the plan's success.

Operating Expenditure

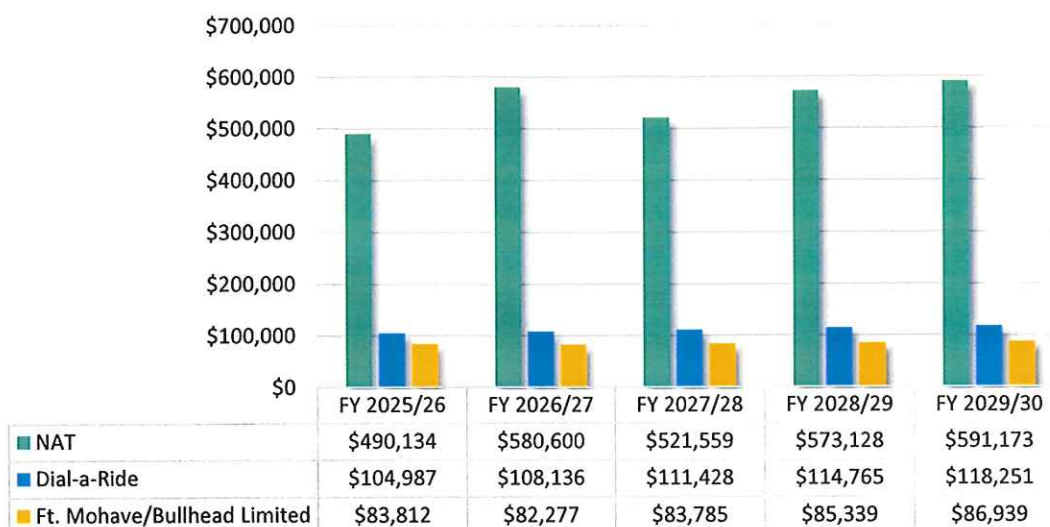
The NTS operating budget in this plan is driven by its three transit services which include the new FMBS service that combines the existing Shopper Shuttle and Dial-A-Ride Medical demand response programs. The greatest expense over the next five years will be allocated to the core NAT deviated fixed-route at almost \$2.7 million, or 74% of the total operating budget. The long-standing Senior Dial-A-Ride represents 15% of all expenditures while the new FMBS service is expected to account for 11% of operating costs (Figure 23).

Figure 23: 5-Year Operating Expense



The forecasted FMBS operating budget is slightly higher than the combination of Dial-A-Ride Medical and Shopper Shuttle Services that it replaces due to recent underutilization of the Dial-A-Ride Medical service. The FMBS budget is presented with full-service utilization; however, expenses could be lower if both runs of each service day are not utilized. Expense projections for FY 26/27 include the cost of consultant ZEB design services for the new vehicle garage and continuation of the FMBS. Contractor expenses assume a 3% annual increase across all transit services while other increases are related to the rising cost of fuel, administration, the bus stop improvement program, and computer and software costs. It is unknown at this point what impact a transition to zero-emission electric buses will have on operating expenses, considering increases in energy costs for recharging and maintenance of charging infrastructure compared to the cost-savings from reductions in fossil fuel usage. The annual operating expense by transit program is presented in Figure 24.

Figure 24: Annual Operating Expense by Transit Program

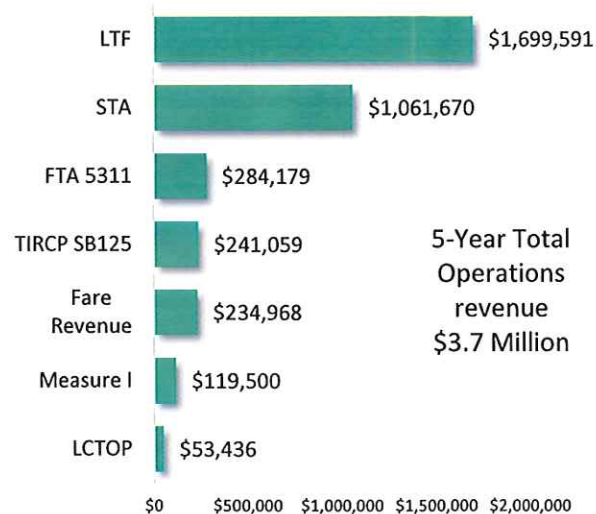


Operating Revenue

The NTS operating revenue plan builds upon revenue projections provided by SBCTA for the five-year SRTP period (Figure 25). These projections are based on current economic conditions and may change based on actual revenue received, changes in the Consumer Price Index (CPI), changes in population, demonstration of need and continuance of appropriations by federal and state legislatures, and success of application submittals for discretionary grants.

The primary funding for transit operations will consist of TDA-generated revenue from LTF and STA, totaling almost \$2.8 million over five years, representing 75% of all revenue. Operations funding from FTA 5311, SB 125, Measure I and LCTOP account for 19% of operating funds while passenger fares account for 6% of all revenue.

Figure 25: 5-Year Operating Revenue



CAPITAL PLAN

The following capital plan provides the cost estimates and funding plan for asset management and investment based on expected revenue. Capital expenditures include vehicle replacement zero-emissions planning, a new garage, bus stop improvements and fare technology implementation.

Capital Expenditure

The largest single expenditure over the five-year planning period will be the replacement of three transit vehicles that will have reached the useful life benchmark. An investment of \$793,000 considers the transition from two combustion-powered vehicles to battery electric vehicles on a one-to-one replacement basis. The transition to battery electric buses could require additional vehicles to maintain current levels of service if the recharge range of electric vehicles is insufficient to cover the span of a service day. Careful planning of ZEB purchases will ensure that the asset can meet the needs of the transit system.

NTS will secure the assistance of a consultant to conduct an analysis of ZEB transition needs, including the charging infrastructure of the vehicle garages, and procurement of ZEB vehicles, as shown in Table 24. The capital expenditure plan sets aside \$250,000 for charging equipment and installation and an operating expense of \$75,000 for consultant assistance. An allocation of \$350,000 in STA funds has been set aside for the construction of the new garage in FY 25/26.

Table 24: List of Improvement Projects by Year

Project	FY 26	FY 27	FY 28	FY 29	FY 30	Totals
Vehicle Replacements	\$180,857		\$298,000		\$315,000	\$793,857
Garage Building Construction	\$350,000				\$315,000	\$665,000
Zero Emission Infrastructure						
Charging stations		\$150,000				\$150,000
Constructon		\$100,000				\$100,000
ZEB Analysis (Operations)		\$75,000				\$75,000
Token Transit (Capital & Operations)		\$100,000		\$35,000	\$35,000	\$170,000
Bus Stop Improvement	\$20,000	\$3,500	\$3,500	\$3,000		\$30,000
Totals	\$550,857	\$428,500	\$301,500	\$38,000	\$665,000	\$1,983,857

The introduction of Token Transit to facilitate fare payment is budgeted at \$100,000, based on similar start-up costs experienced by Basin Transit. A \$35,000 per year licensing and maintenance fee for Token Transit is represented in the FY 28/29 and FY 29/30 operating budget. Bus stop improvements are expected to be funded through discretionary Article III funding, applied for in the next call-for-projects and set aside to be used over time.

Capital Revenue

Funding for capital expenditure will be primarily funded through STA funds accounting for 97% of all expenses (Figure 26). The remaining capital funds will be derived from SGR as needed and applied for over the five-year period.

A summary of total expenses and revenue is presented in Table 25. Almost \$5.3 million is expected to be needed over the five-year period.

Figure 26: 5-Year Capital Revenue



Table 25: Summary of Expense and Revenue by Year

	FY 2025/26		FY 2026/27		FY 2027/28		FY 2028/29		FY 2029/30		5-Year Total
	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Totals
Total Expense	\$678,934	\$545,857	\$771,013	\$355,000	\$716,772	\$301,500	\$773,231	\$3,500	\$796,362	\$318,000	\$5,260,168
Total Revenue	\$732,307	\$576,340	\$696,043	\$359,996	\$716,772	\$307,996	\$775,738	\$9,996	\$788,522	\$324,996	\$5,288,706

Table 26 and Table 27 following provide the detailed funding plan for NTS over the next five years.

Table 26: Detailed Operating and Capital Expense Plan

	FY 2025/26		FY 2026/27		FY 2027/28		FY 2028/29		FY 2029/30		
	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Totals
Dial-a-Ride											
Contractor	\$73,638		\$75,847		\$78,122		\$80,466		\$82,880		\$390,953
Insurance	\$14,385		\$14,817		\$15,261		\$15,719		\$16,190		\$76,372
Internet	\$700		\$700		\$750		\$750		\$800		\$3,700
Advertising	\$200		\$200		\$200		\$200		\$200		\$1,000
Fuel	\$6,118		\$6,302		\$6,491		\$6,686		\$6,886		\$32,482
Admin	\$9,146		\$9,421		\$9,703		\$9,995		\$10,294		\$48,559
Buildings		\$350,000									\$350,000
ZEB Construction & Equipment				\$125,000							
Vehicles		\$180,857								\$315,000	\$495,857
Office Supplies	\$800		\$850		\$900		\$950		\$1,000		\$4,500
Mode Revenue Sub-Total	\$104,987	\$530,857	\$108,136	\$125,000	\$111,428	\$0	\$114,765	\$0	\$118,251	\$315,000	
Ft. Mohave/Bullhead Limited											
Contractor	\$37,128		\$38,242		\$39,389		\$40,571		\$41,788		\$197,118
Insurance	\$7,410		\$7,632		\$7,861		\$8,097		\$8,340		\$39,340
Advertising	\$5,000		\$2,000		\$2,000		\$2,000		\$2,000		\$13,000
Admin	\$4,275		\$4,403		\$4,535		\$4,671		\$4,811		\$22,694
TRIP - Victor Valley	\$30,000		\$30,000		\$30,000		\$30,000		\$30,000		\$150,000
Mode Revenue Sub-Total	\$83,812	\$0	\$82,277	\$0	\$83,785	\$0	\$85,339	\$0	\$86,939	\$0	\$422,151
NAT											
Contractor	\$425,277		\$438,035		\$451,176		\$464,711		\$478,653		\$2,257,852
Insurance	\$1,318		\$1,358		\$1,399		\$1,441		\$1,484		\$7,000
Advertising	\$500		\$500		\$500		\$600		\$600		\$2,700
Fuel	\$33,600		\$35,280		\$37,044		\$38,896		\$40,841		\$185,661
Admin	\$11,422		\$11,764		\$12,117		\$12,481		\$12,855		\$60,639
Vehicles						\$298,000					\$298,000
ZEB Construction & Equipment				\$125,000							
Computer/software	\$16,517		\$17,013	\$100,000	\$17,523		\$53,049		\$54,640		\$258,741
Shelters/signs		\$15,000		\$5,000		\$3,500		\$3,500		\$3,000	\$30,000
Dues & Membership	\$1,100		\$1,200		\$1,300		\$1,400		\$1,500		\$6,500
Training	\$400		\$450		\$500		\$550		\$600		\$2,500
Consultant			\$75,000								\$75,000
Mode Revenue Sub-Total	\$490,134	\$15,000	\$580,600	\$230,000	\$521,559	\$301,500	\$573,128	\$3,500	\$591,173	\$3,000	\$3,309,593
Total	\$678,934	\$545,857	\$771,013	\$355,000	\$716,772	\$301,500	\$773,231	\$3,500	\$796,362	\$318,000	\$5,260,168

Table 27: Detailed Operating and Capital Revenue Plan

	FY 2025/26		FY 2026/27		FY 2027/28		FY 2028/29		FY 2029/30		
	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Totals
Dial-a-Ride											
Fare Revenue	\$7,500		\$6,000		\$6,000		\$6,000		\$6,000		\$31,500
Measure I	\$18,900		\$23,991		\$24,663		\$25,526		\$26,420		\$119,500
Prior STA Pop		\$530,857									\$530,857
STA - Pop	\$72,735	\$0	\$78,145	\$125,000	\$80,765		\$83,239		\$85,831	\$315,000	\$840,715
Mode Revenue Sub-Total	\$99,135	\$530,857	\$108,136	\$125,000	\$111,428	\$0	\$114,765	\$0	\$118,251	\$315,000	\$1,522,572
Ft. Mohave/Bullhead Limited											
Fare Revenue	\$4,000		\$4,000		\$4,000		\$4,000		\$4,000		\$20,000
STA - Pop	\$36,232		\$26,698		\$26,112		\$25,918		\$55,731		\$170,691
Prior STA Pop	\$14,979										\$14,979
TIRCP SB125	\$53,178		\$51,579		\$53,673		\$55,421		\$27,208		\$241,059
Mode Revenue Sub-Total	\$108,389	\$0	\$82,277	\$0	\$83,785	\$0	\$85,339	\$0	\$86,939	\$0	\$446,729
NAT											
Fare Revenue	\$37,000		\$35,010		\$36,060		\$37,142		\$38,256		\$183,468
FTA 5311	\$53,315		\$57,716		\$57,716		\$57,716		\$57,716		\$284,179
LTF	\$327,847		\$326,241		\$336,690		\$348,311		\$360,502		\$1,699,591
STA - Ops	\$4,063		\$4,757		\$4,757		\$4,757		\$4,757		\$23,091
STA - Pop	\$102,558	\$0	\$68,547	\$225,000	\$72,977	\$298,000	\$114,349		\$108,742		\$990,173
SGR - Op		\$705		\$705		\$705		\$705		\$705	\$3,525
SGR - Pop		\$9,291		\$9,291		\$9,291		\$9,291		\$9,291	\$46,455
LCTOP - Ops	\$0		\$1,033		\$1,033		\$1,033		\$1,033		\$4,132
LCTOP - Pop	\$0		\$12,326		\$12,326		\$12,326		\$12,326		\$49,304
Prior STA Pop		\$35,487									\$35,487
Mode Revenue Sub-Total	\$524,783	\$45,483	\$505,630	\$234,996	\$521,559	\$307,996	\$575,634	\$9,996	\$583,332	\$9,996	\$3,319,405
Total	\$732,307	\$576,340	\$696,043	\$359,996	\$716,772	\$307,996	\$775,738	\$9,996	\$788,522	\$324,996	\$5,288,706

Time Stop on Map	"Location" Name	Actual Stop Location	Sign – NOTE ALL SIGNS REPLACED IN 2024	Shelter	Bench	Trash Can	Other Notes ALL SIGNS REPLACED IN 2024
:00	G St. at Broadway	SB G / NS Broadway	Sign on agency post	Agency post	Agency Bench		Shelter needs painting
:02	Third St. at F St.	EB 3rd / FS F	Sign on agency post	Agency post			Stop moved east to city hall block – Stopped bus would block driveway north of stop – recommend moving stop east to far side of F St (would also be nearer to city office) – DONE
:03	D St. btwn Third St. & Acoma	SB D / FS 3rd	Sign on agency post	Agency post			Boarding area should be widened. Sign partially obscured by fence ... use taller post. Side walk not large enough for shelter, explore potential for a bench
:04	D St. at Cibola	SB D / OPP Cibola	Sign on agency post	Agency post			Shelter needs painting
:05	Lily Hill Dr. at Elks Lodge	Lily Hill Dr. at Elks Lodge	Sign on agency post	Shelter	Agency Bench		Shelter needs painting
:06	Lily Hill Dr. at Clary Dr.	Lily Hill Dr. / OPP Clary	Sign on agency post	Agency post	Agency Bench		Shelter needs painting
:07	Bailey Ave. at Lily Hill Dr.	NB Bailey / FS Lily Hill Dr.	Sign on agency post	Shelter	Agency Bench		Shelter needs painting
:08	1401 Bailey Ave.	NB Bailey at Needles Hospital	Sign on agency post	Shelter	Agency Bench		Shelter needs painting
:09	1111 Bailey Ave. / Library	NB Bailey / NS J	Sign on agency post	Shelter	Agency Bench		Shelter needs painting
:10	Erin Dr. at Bailey Ave.	WB Erin / FS Bailey	Sign on agency post	Agency post			Stop needs boarding area – recommend relocation either east to sidewalk far side Bailey (noted school students were let off bus there) or west to far side of 1st school bus driveway
:11	Erin Dr. at Coronado	WB Erin / NS Coronado	Sign on agency post	Shelter	Agency Bench		Shelter needs painting. Access path needed to mobile home park west of stop – DONE
:12	Coronado at J St.	SB Coronado / NS J	Sign on agency post	Shelter	Agency Bench		Shelter needs painting. Access paths needed to stop – stop was frequently used by wheelchairs, but drivers had to pick them up in parking lot across the street – DONE
:14	J St. at Civic Center	EB J / FS Bailey	Sign on agency post	Agency post	Agency Bench		Shelter needs painting. wheelchair curb ramp needed at crosswalk – DONE
:15	J St. at Hospitality Ln	Curbside @ Dollar General	Sign on agency post	Agency post	Agency Bench	City trash can	Need retaining wall for dirt siding off hill behind stop – DONE
:20	Needles Towne Center	Needles Towne Center at County Offices	Sign on agency post	Agency post			Stop at west edge of County of San Bernardino offices
:23	Broadway at B St.	WB Broadway / FS B	Sign on agency post	Shelter	Agency Bench		Shelter needs painting
:24	Broadway at E St.	WB Broadway / FS E	Sign on agency post	Agency post			Same as :00
:25	G St. at Broadway	SB G / NS Broadway	Sign on agency post	Shelter	Agency Bench		Rebuild wheelchair curb ramp – DONE
:31	Broadway at J St.	WB Broadway / FS J	Sign on agency post	Agency post			Shelter needs painting. Need sidewalk from stop north to corner, and curb ramp at corner – DONE
:32	Broadway at Market	NB Broadway / NS Market	Sign on agency post	Agency post	Agency Bench		Shelter needs painting. Need sidewalk from stop north to corner, and curb ramp at corner – DONE
:34	Q St. at Needles Hwy	SB Q / NS Needles Hwy.	Sign on agency post	Shelter	Agency Bench		NAT sign needs to be relocated to allow wheelchair access (placed close to middle of sidewalk) – needs island-boarding area, and sidewalk from boarding area south to corner – DONE
:35	Pashard St. at Needles Hwy.	NB Pashard / NS Needles Hwy.	Sign on agency post	Shelter	Agency Bench		Shelter needs painting
:36	Needles Hwy. at Arch St.	EB Needles Hwy / NS Arch	Sign on agency post	Agency post			Stop is right at corner, with no boarding area and with several driveways in stop area ... relocate either east to far side R St. between 2nd and 3rd driveways, or move to westbound Needles Hwy far side of R St. in front of store
:37	Needles Hwy. at R St.	EB Needles Hwy / NS R	Sign on agency post	Agency post			Stop needs boarding area, and accessible path from stop north to corner – DONE
:38	Broadway at Market	SB Broadway / FS Market	Sign on agency post	Shelter	Agency Bench		Repair boarding area and sidewalk in stop area – DONE
:39	Broadway at J St.	EB Broadway / NS J	Sign on agency post	Agency post			Shelter needs painting. Move bus stop out from behind shelter
:40	Broadway at G St.	EB Broadway / NS G	Sign on agency post	Agency post	Agency Bench		
:41	Broadway at D St.	EB Broadway / NS D	Sign on agency post	Agency post	Agency Bench		
:42	Broadway at A St.	EB Broadway / NS A	Sign on agency post	Agency post			Sidewalk too narrow to install a shelter; possibly enough space for a bench
:43	Broadway at Cibola	EB Broadway / NS Cibola	Sign on agency post	Agency post			
:44	Broadway at Goodwill	SB Broadway / FS Goodwill	Sign on agency post	Shelter	Agency Bench		Stop is in driveway of a house ... could be relocated to southbound Cherry/far side Safari, with raised boarding area
:46	Safari Dr. at Cherry St.	WB Safari / NS Cherry	Sign on agency post	Agency post			Stop needs boarding area
:48	Highway 95	Shoulder of Hwy 95 across from Cemetery	Sign on agency post	Agency post			
:50	Needles Towne Center	Needles Towne Center at County Offices	Sign on agency post	Agency post			same as :20
:53	Broadway at B St.	WB Broadway / FS B	Sign on agency post	Shelter	Agency Bench		Same as :23
:54	Broadway at E St.	WB Broadway / FS E	Sign on agency post	Agency post			
:55	G St. at Broadway	SB G / NS Broadway	Sign on agency post	Shelter	Agency Bench		Same as :00