

TRANSIT SERVICE PLAN FOR THE CITY OF WILLCOX



August 2020 | Final Draft



CITY OF
WILLCOX
ARIZONA

Prepared By:



**South Eastern Arizona
Governments Organization**

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1. INTRODUCTION

1.1 HISTORY AND TIMELINE

In December 2017, the SouthEastern Arizona Governments Organization (SEAGO) was awarded a transit planning grant by the Arizona Department of Transportation (ADOT) to conduct a Willcox Transit Feasibility Study. The purpose of the study was to evaluate the feasibility of a public bus service (FTA Section 5311) that would serve Willcox and possibly its surrounding communities of Bowie, Cochise, Kanas Settlement, Pearce/Sunsites and Winchester Heights. The population for the expanded service area is 10,237 people.

The goal of the Willcox Transit Feasibility Study was to address the following questions:

1. Is there community support and adequate potential ridership for a viable public transit system in Willcox and its surrounding communities?
2. Is there sufficient local or other financial support exist to provide necessary matching funds for federal funding to financially sustain transit services over time?
3. Is there the potential to leverage existing transportation services to further develop a public transit service?
4. Do the benefits of providing a public transit system outweigh the costs of service delivery?

In addition, the study was used to determine demand, need, service options, and potential providers for local bus service.

The study revealed adequate unmet need to support a public transportation program in Willcox and the surrounding areas of Pearce/Sunsites, Bowie/San Simon, and Winchester Heights. Vi-Cap, the sole provider of public transportation (ADOT 5310 supported) in the area, was not interested in expanding into a more robust 5311 program. The City of Willcox determined that, given a favorable implementation plan and ADOT funding support through its 5311 program, as well as sufficient matching funds provided by the County, the City would operate a dial-a-ride program for a two-year grant cycle to measure impact and determine if resources would remain adequate to sustain the program.

In 2019, SEAGO was awarded ADOT funding to create an implementation plan for a dial-a-ride program that would serve Willcox and the surrounding areas of Pearce/Sunsites and the Bowie/San Simon areas. It was determined that the Winchester Heights area could be added as part of a later phase-in schedule.

In spring of 2019, Willcox applied to ADOT for 5311 funds to implement the proposed program. With Council approval of the implementation plan, an award of ADOT 5311 funds, and the commitment from Cochise County Board of Supervisors for matching funds, the program is scheduled to begin operations in October 2021.

1.2 LOCATION & POPULATION

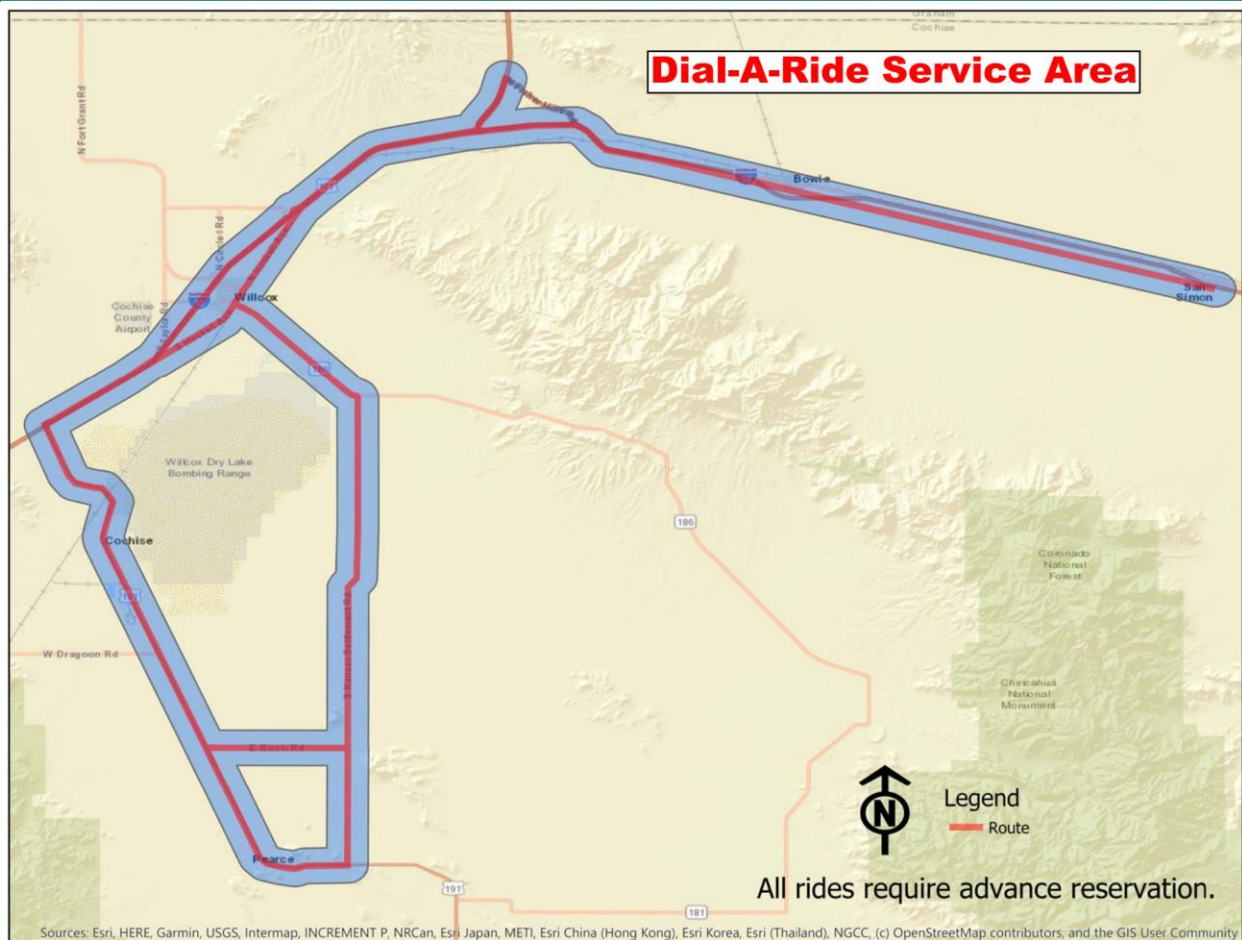
Willcox is located in northern Cochise County in the Sulphur Springs Valley. Interstate 10 intersects the City with three exits. Willcox is located 83 miles east of Tucson, Arizona and 74 miles west of Lordsburg, New Mexico. According to the 2010 census, the population of the city is 3,757. The city encompasses a total area of 6.3 square miles.

Pearce/Sunsites is an unincorporated area comprised of the two communities in close proximity to one another. Pearce/Sunsites is 27 miles South-west of Willcox and has a combined population of 1,983 (2010 census). Willcox is the nearest community providing grocery and retail shopping and health and human services for residents of Pearce/Sunsites.

Bowie is located 23 miles north-east of Willcox and just north of Interstate 10. Sam Simon is 16 miles further east on Interstate 10, 33 miles from Willcox.

Like Pearce/Sunsites, Bowie/San Simon residents must travel to larger communities for products and services. Willcox is the closest incorporated city within Arizona and a preferred destination for residents of both communities. The population of Bowie is 449 (2010 census) and San Simon's population is 165 (2010 census).

Figure 1 Willcox and surrounding communities



2. CONSIDERATIONS

This chapter describes legal, contractual, coordination, employee, and facility considerations in developing a transit system for the City of Willcox.

2.1 GOVERNING BODIES

The City of Willcox Council (Council) is responsible for approving grant applications, agreements, and any contracts related to providing transit service.

A strong commitment of support from Council members is essential to the development and sustainability of a transit program, particularly in consideration of other existing and developing programs that compete for resources.

A City of Willcox Transit program will need to inform current and future Council members of transit system operations, financial needs, and status to assure support for the developing program and for future growth and sustainability of the program.

Because of the complexity of a transit system, careful consideration must be given to the ongoing management of a program. Operations, Maintenance, Capital, Funding, Staffing, Scheduling, Policies, and Procedure plans should be well documented and approved by Council. By including Transit programs in annual planning and by assuring that the program's ongoing operations are well documented, a sustainable system can be developed that can withstand sudden changes in the political will of local, State, and Federal forces.

2.2 LOCAL AND STATE GOVERNMENTS

While some transit communities prefer to forego relationships with nearby local governments and the State, others have found these relationships to be extremely advantageous in the design and implementation of a transit program. The proposed service area includes a sizable unincorporated area governed by Cochise County and has potential to connect to other transit systems including Benson, Douglas, and 5310 funded transportation services for the elderly and disabled.

Developing and maintaining working relationships with these local government entities can enhance the reach of a Willcox-based transit program; thereby, reducing costs in providing services to the largest number of riders.

Developing and maintaining relationships with State level department heads and program management staff can be extremely beneficial when introducing or growing programs. Inviting representatives of state and federal departments to local TAC meetings, celebrations, and planning sessions keeps decision makers aware of the program and invested in its success.

2.3 COORDINATION WITH OTHER ORGANIZATIONS

Federal transit funding requires that grantees coordinate with other transportation providers to assure the maximum amount of service possible while reducing costs by utilizing shared or coordinated

resources. SouthEastern Arizona Governments Organization (SEAGO) is the Mobility Manager for the region and responsible for coordination activities. Participating in the SEAGO coordination group will help assure success and creates an environment of mutual aid and assistance that will be beneficial to a start-up transit program.

Attending these coordination meetings also brings additional resources, training, and operational strategies to participants. By networking with other members, transit managers can identify methods and means which can be utilized to create sustainability for transit programs.

2.4 COORDINATION WITH OTHER TRANSPORTATION PROVIDERS

The successful development of a public transit program based in Willcox will require that the transportation program and Council promote the coordination of existing transportation providers in the design of a public transportation program. Vi-Cap (5310), Douglas (5311), Benson (5311) and Greyhound (5311) each provide services adjacent to or, in the case of Vi-Cap, within the service area. Though these organizations offer transportation primarily outside the Willcox defined service area, there are opportunities whereby schedules can be adopted that promote cross-county transportation that can connect riders to destinations outside the Willcox service area. Additionally, Cochise County transportation providers are engaged in a study to consider opportunities to consolidate elements of services that will further transit goals in the County. Working toward a highly coordinated system is recommended to maximize rider satisfaction and operational efficiency.

2.5 FUNDING OPPORTUNITIES

Reliable funding sources that can be sustained over a period of years are a significant challenge. Developing a range of funding sources cannot be overemphasized. Nearly every successful transit program has been established using a variety of funding sources so that, should funding from one source be reduced, the entire program is not severely affected as funding may be tapped from another source to make up for the loss.

Because the proposed transit program serves a significant portion of northern Cochise County, the City of Willcox may be positioned to collaborate with its County Supervisor to have funds dedicated to the system in support of County residents in Pearce/Sunsites and Bowie/San Simone. Negotiating a multi-year commitment will leverage other funding sources and provide essential match funds needed for FTA support. Additionally, the City can apply for Agency on Aging (AAA – Federal funding) funds that are provided through a multi-year contract and support elderly riders. SEAGO oversees the AAA funding and accepts new applications/contracts on a case-by-case basis.

In addition to federal and state transit resources, the City of Willcox may wish to consider outside funding sources including partners, grants, and fee for service contracts. Other agreements that can produce matching funds include Amtrak and Greyhound Bus Lines for ticket sales and transportation of ticket holders from within the service area to stations in Willcox and Benson as well as contracts with health services providers like Northern Cochise Community Hospital, Chiricahua Clinic(s), Veterans Health Services (Tucson), and non-emergency medical transportation providers.

Willcox is the hub of a regional wine industry that has grown significantly in the last ten years. Wine makers and their retail partners may provide a source of additional funding in the provision of transportation service contracts for vineyard tours, wine festival events, employee transportation, and tasting-room tours. Because the transit program will be a dial-a-ride system, the program can provide these services without infringing on federal prohibitions against providing charter services for FTA 5311 funded programs. Other partners in this category may include event and festival producers (Willcox hosts several cultural festivals each year) and visitor centers.

Cochise College provides higher education opportunities for students across Cochise County. With a branch campus in Willcox, the College may be a source of additional funding resources through the scheduled transportation of students and employees.

The Willcox transit program can substantially improve their system's success and sustainability prospects by identifying and developing a wide range of potential partners who may provide additional funding through contracts, fee-for-service agreements, intergovernmental agreements, and memorandums of understanding.

2.6 QUALIFIED EMPLOYEES

Finding and maintaining qualified transit employees is difficult for nearly all rural based transit programs. While the Dial-a-ride system does not require Commercial Drivers Licenses (CDLs). If the system grows to include a fixed route program or acquires rolling stock that requires drivers have CDLs, the system can provide incentives to have drivers trained, however; if CDL drivers are utilized heavily by local or regional employers, they are often lured away with greater salaries and benefits. Certified mechanics face similar opportunities. Start-up systems generally are unable to pay more than a prevailing wage for drivers, mechanics, and staff.

The City of Willcox transit program will be initiated as a dial-a-ride system which does not require CDL drivers and may be able to attract volunteer drivers for use as backup or to supplement paid drivers in providing contracted, short-term services for events and other limited transportation agreements.

Dispatchers will need to be trained in scheduling considerations for a dial-a-ride program as well as federal and state policy regarding non-paratransit dispatching.

Transit program manager(s) will be well served to engage in Transit Management Training offered through the ADOT RTAP programs, regional conferences, and SEAGO training opportunities.

Holding employees to high standards (Commercial Drivers Licenses, Automotive Service Excellence Certificates, and Certified Transit Manager Certificates) will assure the successful development and growth of a transit system.

2.7 ADEQUATE FACILITIES

An immediate consideration prior to the implementation of a transit program is the identification of adequate facilities in which to house administrative staff and securely park vehicles. Facility locations

should be convenient for drivers and dispatchers who may need to have ready access in early morning or late evening hours; should provide a safe and comfortable environment; be relatively convenient to maintenance and fueling stations; and if possible, provide fenced and covered parking for vehicles. Identifying a facility that can meet the needs of a system for several years is optimal.

New or existing maintenance facilities should be equipped to handle larger vehicles. Lifts, tire balancers, and other specialized equipment must be considered.

Because the system will start as a dial-a-ride program, passenger amenities such as covered or shaded shelters that are lit (if necessary), provide cover from rain and wind, and have benches are not required. However, if passengers who wish to use the system regularly and do not live on a safe and reliable road surface, cannot be accommodated, a transit stop or shelter may be considered where passengers who have scheduled a ride can be picked up in a safe environment that is accessible with transit vehicles. This may be something to consider in Pearce/Sunsites and Bowie/San Simone when multiple passengers can be scheduled collectively and meet at a centralized location.

3. INVENTORY OF EXISTING SERVICES

3.1 WILLCOX AREA TRANSIT SERVICES

Chapter 4 of the Feasibility Study identifies three transportation providers (not including non-emergency medical services) working in the service area.

3.1.1 VOLUNTEER INTERFAITH CAREGIVER PROGRAM (VI-CAP)

Service: The Volunteer Interfaith Caregiver Program (VICaP) provides dial-a-ride service to meet the needs of the elderly and disabled. They will also serve the general public on a space available basis. The services are utilized for trips to doctor visits, dialysis, grocery shopping, DES visits, among other trip purposes. VICaP provides approximately 17 trips a day. Trips are scheduled with an advanced reservation. Local trips require 48 hours advanced notice for a ride. A 7-day notice is required for rides to Safford, Sierra Vista, and Tucson. General service hours are from 8:00 am to 4:00 pm, Monday through Friday. VICaP transportation is free, with a donation box available for those clients who wish to contribute to the program.

Vehicles: A 9-passenger cutaway handicap-accessible van, a 7-passenger mini-van (under ADOT lien), and a donated 7-passenger mini-van are used to provide transportation support for clients in the greater Willcox area. In addition, VICaP uses program volunteers driving their own vehicles to provide additional support in the Willcox area. VICaP was awarded in FY18 a vehicle with ramp and should be placed in service in late 2019.

Funding: In FY18, VICaP applied to ADOT's 5310 program for operating funds to provide operating support for the project. VICaP was awarded \$20,000 to provide services to the elderly and disabled. In 2018, the SEAGO Area Agency on Aging (AAA) joined as a funding partner. AAA provides \$40,000 annually in Older Americans Act funding.

3.1.2 GREYHOUND

Greyhound service is provided 7 days a week from Willcox to El Paso and from Willcox to Tucson/Phoenix. The bus departs to Tucson/Phoenix at 6:05am. The bus departs to El Paso at 3:00pm. This bus stop is located at the Freeway Texaco, 1203 W Rex Allen Drive. The bus is wheelchair accessible.

3.1.3 PRIVATE TRANSPORTATION PROVIDERS

In 2019 there were two Uber drivers serving Willcox. A recent check showed no active drivers. Drivers for Uber and Lyft typically are available during festivals and large events and are not a consistent source of transportation to the area. There are no other private transportation providers that serve the Willcox area. A non-emergency medical transportation service provider does provide services in several southeastern Arizona communities, including the Willcox area.

4. TRANSPORTATION NEEDS ASSESSMENT

The Feasibility Study describes Needs and Demands in Chapter 5 using industry standard estimation formulas provided by the Transit Cooperative Research Program (TCRP) – a federally funded national organization that provides relevant research, protocols, and best practices to the public transit industry.

These estimates do not take into consideration those persons who have access to transportation but, because of the lengthy commute or drive times for shopping and appointments and high cost of travel, are seeking a more cost-efficient means of travel.

Chapter 5 also provides survey data from public outreach efforts conducted in support of the study.

Survey data revealed a greater number of riders seeking access to shopping and services in the Willcox area. However, demand calculations and analysis indicated that a dial-a-ride system would be more cost effective until such time that ridership gained momentum and a sustainable fixed route system in Willcox could be implemented. Data on potential transportation to and from the outlying communities did not support a fixed route system but rather a limited dial-a-ride schedule (two or three days a week) with emphasis on dispatchers scheduling multiple riders for each trip, when possible.

4.1 CALCULATED NEED AND DEMAND USING TCRP

4.1.1 NEED

The total number of people estimated to need transit service is the sum of persons living in households with incomes below the poverty level and persons living in households without an automobile. For the Willcox area transit needs this estimate is approximately 786 persons in need of transportation for lack of a vehicle. There are 1802 persons living below the poverty level. **See Figure 3.** Among those, there are 786 persons aged 64 and older who live in poverty. **See Figure 2.** It can be assumed that a portion of those without vehicles also live below the poverty line. While the area has shown a decrease in population since the 2000 census of 4.7%, it had a significant increase between 1990 and 2000 of 13.9%

It is expected that population will level off in the 2020 census with a growth rate of .008% (US Census City/Town estimates for 2020.)

Figure 2 Willcox area demographics

Demographics Inputs	Enter demographic data (from US Census website or other source)
Total Population	10,237
Persons Age 16 and Above	
Persons Age 60 and Over	3,798
Persons Age 16 to 64	
Mobility Limited Population	
Mobility Limited 16 to 64	1,201
Families Below Poverty Level	
Persons Age 16 to 59	
Persons Age 75 and Above	
Persons Age 65 and Above	
Persons Age 64 or Less Living Below Poverty Level	786

Transit needs and demands were estimated using procedures described in Transit Cooperative Research Program (TCRP) Report 161 – Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation. The formula is designed to determine the magnitude of need in a geographic area and estimate ridership for a potential transit system. Data is gathered from Census Tables: S0101; S0801; C17001, & C08201 as prescribed by the TCRP program and input into the demographic tables below.

Figure 3 TCRP Transit Need inputs

Transit Need Inputs		
Number of persons residing in households with income below the poverty level:	1,802	
Number of persons residing in households owning no vehicles:	Households	Persons
1-Person households:	112	112
2-Person households:	169	338
3-Person households:	65	195
4-or-more-Person households:	0	0

4.1.2 DEMAND

TCRP Report 161 states that the estimate of need using the mobility gap method is typically greater than the number of trips actually observed on rural passenger transportation systems and at best, only about 20 percent of the mobility gap trip-based needs are typically met.

Based on analysis of data reported to the Rural National Transit Database for 2009, TCRP Report 161 developed the following equation to estimate passenger transportation demand in rural areas:

$$\text{Demand} = (2.20 \times \text{Population age 60+}) + (5.21 \times \text{Mobility Limited Population age 18 to 64}) + (1.52 \times \text{Residents of Households having No Vehicle})$$

Using input data from the Feasibility Study, passenger transportation demand was estimated to be 11,600 trips per year for “non-program passenger transportation” (i.e., transportation demand not resulting from participation in a particular social-service transportation such as Vi-CAP). **See Figure 4.**

Figure 4 TCRP Output findings

Estimation of Transit Need		
Total need for passenger transportation service:	2,447	Persons
Total households without access to a vehicle:	346	Households
State Mobility Gap:	1.2	Daily 1-Way Psgr.-Trips per Household
Total need based on mobility gap:	415	Daily 1-Way Passenger-Trips
	124,600	Annual 1-Way Passenger-Trips
General Public Rural Non-Program Demand		
<i>Estimate of rural transit trips based on vehicle-miles</i>		
Rural transit trips:	9,262	Annual 1-Way Passenger-Trips
<i>Estimate of rural transit trips based on vehicle-hours.</i>		
Rural transit trips:	7,696	Annual 1-Way Passenger-Trips
<i>Trips per person based on vehicle-hours per person</i>		
Trips per person:	1	Annual Trips per Person
Non-Program Demand based on TCRP B3 Methodology		
Demand for Persons Age 60 and Above	7,900	Annual 1-Way Passenger-Trips
Demand for Persons with Mobility Limitations Age 16 to 64	2,400	Annual 1-Way Passenger-Trips
Demand for General Public	1,300	Annual 1-Way Passenger-Trips
Total Rural Non-Program Demand	11,600	Annual 1-Way Passenger-Trips

Using survey data from the Feasibility Study, the TCRP model estimated 600 annual trips. Historic data from 2014 (Northern Cochise Community Hospital) showed a ridership for the year of 16,088. In 2019 ViCap averaged 16 rides per day. ViCAP data shows demand including unmet daily demand is 37 rides per day. On an annual basis, with a five day a week schedule, the daily demand would yield 5,080 rides.

An average ridership estimate using TCRP, Survey data, and historic use shows an average of 8,342 ride demands per year. The actual ridership will be dependent on the service schedule, number of vehicles and drivers available to provide rides, the ability to transport more than one ride per trip, and the ability to dispatch in a highly efficient manner that combines as many rides possible in a single trip to the outlying communities.

4.1.3 COMMUTER NEED AND DEMAND

Commuter demand was not considered in ride estimates but can be considered in the growth of the transit system.

4.2 REVIEW OF PREVIOUS PLANS

In the search for previous studies or plans, one was identified. The 2019 Transit Feasibility Study conducted by SEAGO. This plan estimated demand at 11,796 for the service area that included Willcox, Bowie/San Simone, Pearce/Sunsites, Cochise, Kansas Settlement and Winchester Heights. The study and subsequent discussions with area organizations recommended a dial-a-ride/demand response system under the management of the City of Willcox, serving Bowie/San Simon, Pearce/Sunsites, and the City of Willcox.

5. GOALS AND OBJECTIVES

5.1 MISSION STATEMENT

The City of Willcox expressed a desire to create public transit services for residents of Willcox. Understanding that nearby rural communities utilized Willcox for health and human services as well as shopping and recreation, the Council approved the inclusion of four outlying communities in its service area as a means to support the local economy. With that in mind, the Transit program may wish to consider the following mission statement:

The mission of the Willcox Transit program is to empower the area's general public to expand their opportunities for education and work and improve their quality of life by providing reliable, accessible, and affordable transit services to the Willcox, Bowie, San Simon, Pearce, and Sunsites communities.

5.2 GOALS AND OBJECTIVES

5.2.1 GOAL - BUILD A POSITIVE, PROFESSIONAL, AND CUSTOMER-RESPONSIVE TRANSIT PROGRAM TO HELP ENSURE THAT WILLCOX TRANSIT IS RECOGNIZED AS THE LEADING PROPONENT AND ADVOCATE FOR MOBILITY IN THE NORTH-COCHISE COUNTY AREA.

Objectives:

Implement transit services beginning with a five-day-a-week dial-a-ride/demand response service within the City of Willcox and a limited schedule to the outlying service areas.

Design and maintain routes and schedules that are most responsive to the unmet needs of Willcox and the defined service area.

Develop policies and procedures that are responsive to potential riders; meet federal and state requirements and provide a safe and comfortable experience for riders and drivers.

Assure the Transit program operates in a fiscally responsible and compliant manner that assures long term sustainability.

Hire and train professional staff to be aware of and responsive to riders, their needs, rights, and to their safety and comfort.

5.2.2 GOAL - IMPROVE OVERALL TRANSPORTATION PROVISION WITH INCREASED COORDINATION

Objectives:

Improve overall transportation provision within Cochise County by coordinating with existing private, 5310, and 5311 transit providers whose service area is in or near the Transit service area to facilitate inter-city and community connections.

5.2.3 GOAL - ASSURE THAT TRANSIT SERVICES ARE CONSTITUENT AND RIDER DRIVEN IN DESIGN, MANAGEMENT, AND PERFORMANCE.

Objectives:

Establish a Transit Advisory Committee of stakeholders to provide guidance and oversight (this is not a governing board but rather an advisory one) in transit planning, operations, and funding. The

Committee should include representatives from the

Health and Human Services Providers

City of Willcox Planning, Public Works, and Public Safety departments

Existing transit providers in the area both public and private,

Northern Cochise Hospital

Retail services including Interstate 10 hotel operators whose long-haul trucking customers often seek public transportation

Major employers including representative(s) from the wine industry

SEAGO

Housing Authority and Senior Housing

Cochise College

Riders from each of the service area communities including seniors and the disabled

Survey residents, riders, and employers on a scheduled basis to determine gaps in transit provision and evaluation of existing services.

Establish performance measurements and provide annual evaluation of performance.

6. RECOMMENDED SERVICE PLAN

6.1 FEASIBILITY STUDY RECOMMENDATIONS

The Transit Feasibility Study recommended a dial-a-ride/demand response system serving the City of Willcox with limited service to Bowie/San Simon and Pearce/Sunsites communities.

6.2 RECOMMENDED SERVICE PLAN YEARS 1 AND 2 OF OPERATIONS

Establish five day-a-week dial-a-ride schedule that serves the City of Willcox each Tuesday through Saturday and operates within the City limits but can include common destinations adjacent to the City’s boundaries.

Establish two days a week (Wednesday and Saturday), limited dial-a-ride service to Pearce/Sunsites with emphasis on multi-ride dispatching in the am and pm.

Establish two days a week (Tuesday and Friday), limited dial-a-ride service to Bowie/San Simon

Figure 5 Service Schedule

Schedule	Location	Service Type	Reservations
Tuesday through Saturday 8am to 5pm	Willcox to and around Willcox	Dial-a-Ride	24 hours in advance or as available
Tuesday and Thursday 8:30 a.m. to 4:00 p.m	Bowie/San Simon to and from Willcox	Dial-a-Ride	24 hours in advance or as available
Wednesday and Friday 8:30am to 4:00 p.m.	Pearce/Sunsites to and from Willcox	Dial-a-Ride	24 hours in advance or as availab.e

6.3 RECOMMENDED SERVICE PLAN YEARS 3 & 4 OF OPERATIONS

1. Consider a daily, intra-city fixed loop route within City of Willcox
2. Consider fixed loop routes from outlying communities into Willcox on a limited basis (three days a week with a morning loop and early afternoon loop each day.)

7. RECOMMENDED OPERATIONS PLAN

7.1 RECOMMENDED OPERATIONS PLAN – YEAR ONE

This Operations Plan develops only those activities in year one.

YEAR 1 – OPERATIONS OVERVIEW

Dial-a-ride Service in Willcox:

Service hours for the system will be Tuesday through Saturday from 7:30 a.m. to 6:00 p.m. Pre-scheduled, door to door service within the City of Willcox service area will begin with first pick-up no

earlier than 8:00 a.m. and last pick-up no later than 5:00 p.m., leaving time for drivers to conduct pre- and post-inspection of vehicles.

Rides must be scheduled 24 hours in advance through scheduler/dispatcher. A voice recording device to take after-hours and weekend calls will be utilized to allow callers access to ride requests when the transit service is not open. The service may also wish to utilize an online ride-request option and may allow rides to be scheduled within 24 hours should the schedule allow and, on a case,-by-case basis.

Dial-a-ride Service in Bowie/San Simon

Service hours for this system will be Tuesdays and Thursdays from 7:30 a.m. to 6:00 p.m. Pre-scheduled, door to door service to and from Bowie/San Simon will begin with first pick-up no earlier than 8:30 and last pick-up no later than 4:00 p.m. allowing time for drivers to return to Willcox and conduct post-inspection of vehicles prior to 6:00 p.m.

As with the Willcox service, rides must be scheduled 24 hours in advance with ability to be scheduled with less advance on a case-by-case basis where the schedule allows.

Dispatchers will attempt to schedule multiple riders per trip to increase efficiencies in the system that increase per-trip rides and reduce dead-head trips to and from Willcox.

Dial-a-ride Service in Pearce/Sunsites

Service hours for this system will be Wednesdays and Fridays from 7:30 a.m. to 6:00 p.m. Pre-scheduled, door to door service to and from Bowie/San Simon will begin with first pick-up no earlier than 8:30 and last pick-up no later than 4:00 p.m. allowing time for drivers to return to Willcox and conduct post-inspection of vehicles prior to 6:00 p.m.

Figure 6 Operations Schedule

Schedule	Location	Service Type	Reservations
Tuesday through Saturday 8am to 5pm	Willcox to and around Willcox	Dial-a-Ride	24 hours in advance or as available
Tuesday and Thursday 8:30 a.m. to 4:00 p.m	Bowie/San Simon to and from Willcox	Dial-a-Ride	24 hours in advance or as available
Wednesday and Friday 8:30am to 4:00 p.m.	Pearce/Sunsites to and from Willcox	Dial-a-Ride	24 hours in advance or as availab.e

YEAR 1 OPERATIONS STRATEGIES

City of Willcox Council appoints Community Programs Department (CPD) as the management entity for Transit Service.

CDD, drivers, and dispatchers receive training on schedule management, taking ride requests, dispatching, data collection and FTA/ADOT compliance requirements as well as safety and PASS training.

CDD engages in public education campaign in the Willcox service area and makes rider guide, schedule, and ride request procedures and policies available to the public. Announces service launch.

CDD engages in marketing program for the Willcox service area and conducts rider training/awareness events.

Service operates in Willcox for three months to assess scheduling and service hours and surveys ridership. CDD makes adjustments to service as necessary while also informing the public of any changes.

At month four, CDD engages in public education campaign in the Pearce/Sunsites service area and makes rider guide, schedule and ride request procedures and policies available to the public. Announces service launch.

CDD engages in marketing program for Pearce/Sunsites service area and conducts rider training/awareness events.

At month six, CDD Engages in public education campaign in the Bowie/San Simon service area and makes rider guide, schedule and ride request procedures and policies available to the public. Announces service launch.

At month nine, Service to Willcox, Pearce/Sunsites, and Bowie/San Simon is assessed using rider surveys, cost evaluation, trip numbers, and other data to determine if adjustments in service plans are necessary while also informing the public of any changes.

The Transit services are assessed in month eleven to determine viability for continuing the system and possibilities for expansion. CDD develops a full report with recommendations for City Council Action.

YEAR 1 STRATEGY JUSTIFICATIONS

A phased in approach to the Willcox Transit system is highly recommended as the City has no direct experience in operating and managing a transit/transportation system. Utilizing SEAGO technical assistance, Willcox CDD, drivers, and public safety dispatchers will receive operations and administration training before launch of the system.

Launching the system operations only in Willcox for the first three months will allow drivers, dispatchers and program managers to test the operations plan and become familiar with scheduling software, safety and maintenance requirements, drive times, and rider trends as well as build ridership for this local service.

Launching the Pearce/Sunsites service area on a limited, two days a week basis, at the three-month mark, allows transit personnel to ease into more difficult scheduling requirements with greater drive times. Operating the expanded service into month six of operations allows the team to assess ridership potential, adjust scheduling requirements, and prepare for further expansion to Bowie/San Simon in month nine.

When the Bowie/San Simon service is launched in month nine, the transit team should be seeing trends in ridership, be utilizing scheduling tactics that maximize rides per trip, and will have a better sense of costs related to the service including cost per ride for each service area.

At the end of the one-year service plan, the transit program will be in a position to fully assess the impact, effectiveness, and sustainability of the service and may also consider further expansion to Winchester Heights, Increasing service days in existing markets, and/or the creation of a Willcox fixed-route loop.

7.2 RECOMMENDED SERVICE CHARACTERISTICS

Service characteristics describe the type of service to be provided, the number of vehicles needed to provide the service (including spares/backup vehicles), the number of miles expected to be driven, the number of hours in each day’s service and the expected number of riders. **See Figure 7.** These characteristics are summarized in Tables 2, 3, and 4 for the Willcox Service, Pearce/Sunsites Service, and Bowie/San Simon Service, respectively.

Figure 7 Willcox Service Characteristics (five days a week)

Willcox Service Area (in or near Willcox city limits)	Vehicles	Revenue Miles/Yr.	Revenue Hours/Yr.	Rides/Yr.
<p>Dial-a-ride pre-scheduled door to door service Begin with 1 active van and one backup.</p> <p>Tuesday through Saturday Service hours 7:30 a.m. to 6:00 p.m. Revenue Hours 8:00 a.m. to 5:00 p.m.</p>	One 9 passenger van with lift	75 miles per day 19,500 miles per year	9 hours per day 2,340 per year	21 passenger trips daily 5,460 passenger trips annually

Figure 8 Pearce/Sunsites Service Characteristics (two days a week)

Pearce/Sunsites Service Area	Vehicles	Revenue Miles/Yr.	Revenue Hours/Yr.	Rides/Yr.
<p>Dial-a-ride pre-scheduled door to door service Utilize existing van and backup in first year</p> <p>Tuesday & Thursday Service hours 7:30 a.m. to 6:00 p.m. Revenue hours 8:30 a.m. to 4:00 p.m.</p>	<p>One 9 passenger van with lift</p> <p>(same van used in Willcox service area)</p>	<p>168 miles per day</p> <p>17,472 miles per year</p>	<p>7.5 hours per day</p> <p>780 hours per year</p>	<p>6 passenger trips daily</p> <p>624 passenger trips annually</p>

Figure 9 Bowie/San Simon Service Characteristics (two days a week)

Bowie/San Simon Service Area	Vehicles	Revenue Miles/Yr.	Revenue Hours/Yr.	Rides/Yr.
<p>Dial-a-ride pre-scheduled door to door service Utilizing existing van and backup in first year</p> <p>Wednesday & Friday Service hours 7:30 a.m. to 6:00 p.m. Revenue hours 8:30 a.m. to 4:00 p.m.</p>	<p>One 9 passenger van with lift</p> <p>(same van used in Willcox area)</p>	<p>240 miles per day</p> <p>24,960 miles per year</p>	<p>7.5 hours per day</p> <p>780 hours per year</p>	<p>6 passenger trips daily</p> <p>624 passenger trips annually</p>

7.3 RECOMMENDED FARE STRUCTURE

Figure 10 Fare Structure

Recommended Fares All fares are one-way	Within Willcox service area	Willcox to and from Pearce/Sunsites	Willcox to and from Bowie/San Simon
Cash Fares			
Children 4 and under	Free	Free	Free
Youth to age 17	.50	1.00	1.50
Adult	1.00	2.00	2.50
Senior/Disabled	.50	1.00	1.50
30-day Pass Fares	Can be used across service areas		
Youth 5 to 17	\$10.00	\$10.00	\$10.00
Student with ID	\$10.00	\$10.00	\$10.00
Adult	\$20.00	\$20.00	\$20.00
Senior/Disabled	\$10.00	\$10.00	\$10.00
Special Purchases			
Book of 40 \$1.00 and 20 .50 cent tickets	\$50.00	\$50.00	\$50.00
Book of 20 \$1.00 and 10 .50 cent tickets	\$25.00	\$30.00	\$30.00

Book of 10 \$1.00 and 5 .50 cent tickets	\$12.00	\$12.00	\$12.00
Adult One Day Pass	\$5.00	\$5.00	\$5.00
SEAGO AAA 1-year pass	Free when qualified	Free when qualified	Free when qualified

7.4 RECOMMENDED GOVERNANCE STRUCTURE

The City of Willcox will maintain ownership and governance of the Willcox Transit System. As the governing body, the City Council is responsible for approving all policy, financial, and planning activities.

The Community Programs Department will be responsible for the management of the Willcox Transit system. Hiring of personnel and engagement of contractors will utilize established City of Willcox hiring and contracting policies and procedures.

With oversight from the City Manager, the Transit Manager will direct all transit activities including all planning, policy development, performance, financial management, staff management, procurement, reporting and day-to-day operations of the transit system. The Transit Manager will work with the City Manager and Council to determine the best use of the City’s existing staff in assisting the Transit system and allocating approved and eligible expenses to the Transit system. The Transit Manager also will develop a Transit Advisory Committee made up of stakeholders, including riders, who will assure that the transit system is responsive to the needs of the public.

7.5 RECOMMENDED STAFFING

7.5.1 START UP OPERATIONS – YEAR 1 OCTOBER 2020-SEPTEMBER 2021

- Transit Manager – 50% Full time equivalent employee (FTE) Sept. 2020 to June 2021
- Administrative Assistant /Financial staff support – 10% FTE
- City Manager Oversight – 5% FTE

7.5.2 OPERATIONS – YEAR 1 BEGINNING JULY 2021 THROUGH SEPTEMBER 2021

- Transit Manager – 1 FTE July 2021 through Sept. 2021
- Dispatcher – 1.5 FTE (System will utilize existing public safety dispatchers)
- Drivers – 1.5 FTE July 2021 through Sept. 2021
- Fleet Maintenance – 15% FTE for transit vehicles August 2021 through Sept. 2021

Administrative support – assistance from City of Willcox Administration for procurement, billing, finance, grant writing, insurance, human resources, legal and other indirect administrative support. These costs can be allocated and charged to the Transit system and are eligible expenses under both FTA 5311(c) and ADOT 5311 funding.

7.6 RECOMMENDED FUNDING

7.6.1 FEDERAL FUNDING

There are several federal funding sources available to Willcox Transit in support of ongoing operations of a Transit program. Public Transportation Funding sources are:

Coordinated Technology Implementation Program (CTIP)	Rural Transit Assistance Program (RTAP) (ADOT)
FTA Bus and Bus Facilities	Section 5309 Bus and Bus Facilities, Ladders of Opportunity Program
FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities (ADOT)	TIGER Discretionary Grant Program
FTA Section 5311 Public Transportation Program (ADOT)	HHS – Area Agency on Aging (SEAGO)
Planning Assistance for Rural Areas (PARA) Program	And other federal departments including HUD, VA, and Labor

7.6.2 LOCAL AND OTHER FUNDING SOURCE POTENTIAL

In addition to fare revenues, Willcox Transit may wish to seek additional funding resources at the local level and through partnerships. Potential sources may include:

Northern Cochise Hospital which may want to assure patient follow up visits and reduced recidivism for discharged patients.

Chiricahua Clinic which may want to assure patient follow up visits

Cochise College which may purchase student passes

Employers that may wish to purchase vouchers, rider passes, and transportation incentives for employees

Human and Social service organizations that may wish to purchase rides for clients or vouchers, passes, and incentives for employees

Advertising revenue received from sold advertisements on buses

County DES and Workforce offices which may wish to provide funding in support of rides for clients seeking jobs

Local hotels and vacation rentals

AMTRAK and Greyhound Bus Lines for Inter-City In-kind

Legacy Foundation in support of healthy communities

8. FINANCIAL PLAN

The Financial Plan includes budgets for the Years 1 and 2 of the Service/Operations Plan as described in Chapter 7. Each budget is established based on FTA 5311(c) and Arizona DOT 5311 program budget requirements and eligible expenses for these programs.

Wage and compensation rates are based on comparative transit programs as defined in *TCRP Report 127, Employee Compensation Guidelines for Transit Providers in Rural and Small Urban Areas*

The City of Willcox, in anticipation of starting service as quickly as possible, applied for 5311 funding for the October 2020 federal fiscal year. Therefore, budget estimates have been modestly inflated to anticipate cost increases, particularly for fuel and oil in 2021. **Table 9 is the two-year budget submitted with the City's first 5311 application.**

The first year begins October 2020 and is a startup budget with operations beginning in July 2021. The second year reflects a full year of operations across service areas.

ADMINISTRATIVE, OPERATIONS, AND CAPITAL BUDGET

Figure 11 Two-year budget Willcox Transit

Willcox Transit	Year 1 Total Budget	Year 2 Total Budget	Total Combined Year 1+2 Budgets
ADMINISTRATION			
Administrative Supplies	240.00	240.00	480.00
Administrative Staff	-	-	-
Administrative Overhead (COB)	-	-	-
Administrative Equipment	1,600.00	-	1,600.00
Financial Staff	4,800.00	4,800.00	9,600.00
Fringe Benefits (Admin)	10,584.00	11,760.00	22,344.00
General Liability Insurance	5,000.00	5,000.00	10,000.00
HR / Employee Recruitment	1,200.00	2,400.00	3,600.00

In-kind (Administration)	-	-	-
Management Support	1,800.00	1,800.00	3,600.00
Management / Contractor Fee	-	-	-
Marketing / Advertising	27,700.00	5,000.00	32,700.00
Phones / Internet	4,620.00	5,760.00	10,380.00
Postage	1,540.00	240.00	1,780.00
Printing	360.00	360.00	720.00
Professional Services	21,600.00	21,600.00	43,200.00
Program Audit	2,000.00	2,000.00	4,000.00
Program Manager	-	-	-
Rental Equipment	540.00	540.00	1,080.00
Space Rental	-	-	-
Staff Other	-	-	-
Substance Abuse Program	240.00	960.00	1,200.00
Transit Director	-	-	-
Transit Manager / Coordinator	33,000	37,200	70,200
Travel - non training	3,600	3,600	7,200
Utilities	1,020	1,020	2,040
Insurance Fleet	666	3,996	4,662
Other	-	-	-
Total Administration Costs	122,110	108,276	230,386
OPERATING			
Administrative Assistant	-	-	-
Dispatcher(s)	5,625	22,500	28,125
Driver Training and Certifications	1,600	1,000	2,600
Driver Salaries	2,912	47,328	50,240
Facility Maintenance / Janitorial	-	-	-
Financial Staff	-	-	-

Fringe Benefits	3,090	23,752	26,842
Fuel	300	36,000	36,300
Mechanic(s)	2,500	15,000	17,500
Oil	-	-	-
Operating Supplies	800	1,200	2,000
Operations Management	-	-	-
Printing	-	-	-
Radio Services / Equipment	400	2,400	2,800
Service Contract	-	-	-
Software Maintenance	800	2,400	3,200
Supervisor(s)	-	-	-
Repairs	1,200	1,200	2,400
Travel	-	-	-
Uniforms	400	800	1,200
Preventive Maintenance	600	3,600	4,200
Vehicle Licenses	-	-	-
Other	-	-	-
Volunteer Drivers	-	-	-
In-Kind (Ops/Intercity)	-	-	-
Staff Other	-	-	-
Total Operating Costs	20,227	157,180	177,407
Deductions including Fares Earned	-	4,800	4,800
Net Operating Costs	20,227	152,380	172,607
CAPITAL			
Van with ramp or lift	-	65,000.00	65,000.00
Total Capital Costs	-	65,000.00	65,000.00
PLANNING			
Total Planning Costs	-	-	-
TOTAL REQUEST	142,337.36	325,655.84	467,993.20

IN-KIND AND MATCHING FUNDS BUDGET – YEAR 1 ONLY

Source	Amount	Type	Status
City of Willcox	\$19,535	In-kind	Confirmed
Cochise County	\$13,000	Matching Cash	Confirmed
AAA	\$15,000	Matching Cash	Pending approved delivery plan
Total Match Available	\$47,535		
Match requirement for year 1	\$13,000	Capital Match Requirement	
	\$10,113	Operating Match Requirement	
	\$24,422	Administrative Match Requirement	
Total Match Required	\$47,535		

9. CAPITAL EQUIPMENT PLAN

Capital equipment generally is made up of three types of capital purchases:

Vehicles and their accessories;
 Equipment and furnishings; and
 Facilities.

9.1 VEHICLES

There are several types and makes of buses and vans. ADOT's 5311 program allows an applicant to choose vehicles that are purchased by ADOT (relieving the applicant of an arduous procurement process) or to procure buses through its own bid process. Applicants also can piggy-back on existing contracts held by other organizations such as Valley Metro which contracts for several bus types.

Because the service plan is a dial-a-ride system, Willcox Transit will need two vehicles (one in use and one as backup) that can be interchanged on a daily basis. The total service area is made up largely of City maintained streets in Willcox and rural county roads maintained by Cochise County and a federal interstate maintained by federal and state officials. Except for the interstate, roads are typically rough, narrow, and subject to flooding during the monsoon season. The City of Willcox comprises 6.3 square miles. The distance between Pearce/Sunsites and Willcox is 27 miles of county road. The distance between Bowie/San Simon and Willcox is 40 miles on Federal Interstate 10.

It is recommended that Willcox Transit system purchase two 9 passenger vans with lifts to ensure the use of a spare should one be out of service. It is recommended that the vehicles be used in an alternating fashion so that wear and regular maintenance is provided evenly.

It is recommended that vehicle purchases include the following:

- Fare-boxes that accept bills and coins

- Upgraded seats – may wish to consider large capacity seats

- Upgraded suspension features

- Upgraded air conditioning

- Tinted side windows (keeps bus cooler)

- Heavy duty wheelchair lift that can accommodate personal scooters

Some new vehicles can be purchased with alternative fuel options including Hybrids, Natural Gas (CNG), Propane (LPG), Bi-Fuel, Diesel, and Gasoline. Because of the remote nature of Willcox, access to alternative fuels may be difficult and more costly. City of Willcox may wish to determine the feasibility of supplying any alternative fuels at their fueling station.

9.2 EQUIPMENT AND FURNISHINGS

There are several different types of equipment used in a transit program. Electronic equipment can include phones, computers/software, printers, copiers, GPS tracking, etc. There also is equipment used in the maintenance and repair of vehicles such as upgrades or installation of heavy vehicle lifts, tire balancers and tire replacement equipment, specialized tools, etc.

To keep costs at a minimum, it is recommended that Willcox Transit use its City owned and operated vehicle maintenance and repair garage. Following the manufacturer's recommended service plan; oil changes, tune-ups, tire changes and rotation, fluid changes and other standard maintenance procedures require a vehicle lift and the appropriate equipment and tools which, if not currently available, can be obtained through capital purchases addendum to the budget during the year two budget review with ADOT.

In subsequent years, should the system be sustainable, it is also recommended that the system consider the purchase of computer equipment, software, and peripherals for the transit management and dispatching personnel. It is recommended that four computer systems be purchased; one for the transit

manager, one for the dispatcher, one for drivers' training and a laptop that can be utilized away from the office.

Software should include Microsoft Office Suite and Adobe Acrobat Pro (this is essential to have when applying for federal and state funding). Peripherals such as scanners, printers, fax machine, and a copier also will be needed. It may be feasible to purchase an all-in-one copier-scanner-fax-printer that would serve the early needs of the system.

Because the City intends to operate the Transit system from its Community Programs Department, office furniture and equipment may be available without further purchases. It should be noted that drivers will need basic surfaces on which to make reports or participate in online training activities.

Phone and communications equipment are included in the operating budget as its purchase price does not achieve the procurement thresholds for capital equipment (\$5,000).

9.3 FACILITIES

The City of Willcox will provide adequate office, vehicle maintenance and storage, and driver reporting workspaces. No new facilities will be required for the first two years of operation.

The City will operate a door to door dial-a-ride system that does not require bus stops or shelters.

Resources for capital projects in future years may be applied for through ADOT 5311. ADOT Capital request match is generally between 7% and 20%. The City of Willcox may use its own staff to install shelters, signs, and benches and may either charge the project or use the service as an in-kind match.

10. PERFORMANCE MEASURES

Performance measures and objectives are based on the projected Year 2 ridership, revenue miles, and budgets, Year 2 was used for performance measure purposes because Year 1 includes startup costs that will not be repeated in Year 2. Using the Administration and Operations budget total, **Figure 12** shows that costs are within range of other on-demand systems in rural areas of the state (2018 NTD reports). The long-distance nature of the system and the limited hours of the routes creates some disparities. To bring costs down in the second year will require the system to carefully monitor the first-year budget for accuracy of need and adjust accordingly. Increasing ridership will also reduce the cost per ride and may be achieved with a concerted marketing effort.

Figure 12 Annual Performance Measures

Annual Performance Measures for Total System			
Total Miles	Total Hours	Total Rides	Year 2 Budget
61932	3900	6708	265,456
Cost per mile	Cost per hour	Cost per ride	
\$4.28	\$68.06	\$39.57	

These data can also be used in determining the value of contracting out services or selling rides to other organizations using true costs as seen in **Figure 12**. Using data estimates in **Figure 13, 14, & 15**, we can determine how each route compares in cost per ride, hour, and miles, helping to determine costs for expansion or reduction in service. Willcox Transit will report data each year to the National Transit Data Base and can monitor performance measures each year for possible system changes that would increase efficiency.

Figure 13 Willcox Service Area Performance Measures

Willcox	Program Data Inputs	Variable Cost Inputs	Outputs
	Operating Statistics	Unit Cost	Cost
# Program Hours	2,340	\$18.2256	\$42,648.00
# Program Miles	19,500	\$0.9849	\$19,205.36
	Total Variable Cost		\$61,853.35
	Overhead Rate	1.009873103	\$62,464.04

Total Cost to Program	\$124,317.39
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Figure 14 Pearce/Sunsites Service Area Performance Measures

<i>Pearce/Sunsites</i>	Program Data Inputs	Variable Cost Inputs	Outputs
	Operating Statistics	Unit Cost	Cost
# Program Hours	780	\$18.23	\$14,215.97
# Program Miles	17,472	0.9849	\$17,208.00
	Total Variable Cost		\$31,423.97
	Overhead Rate	1.009873103	\$31,734.22
	Total Cost to Program		\$63,158.18

Figure 15 Bowie/San Simon Service Area Performance Measures

<i>Bowie/San Simon</i>	Program Data Inputs	Variable Cost Inputs	Outputs
	Operating Statistics	Unit Cost	Cost
# Program Hours	780	\$18.2256	\$14,215.97
# Program Miles	24,960	\$0.9849	\$24,583.10
	Total Variable Cost		\$38,799.07
	Overhead Rate	1.009873103	\$39,182.14
	Total Cost to Program		\$77,981.21

With route ridership estimates we can see the cost per ride in each route.

Willcox 5,460 rides per year anticipated; \$124,317 anticipated budget = \$22.76 per ride.

Pearce/Sunsites 624 rides per year anticipated; \$63,158 anticipated budget = \$101.21 per ride

Bowie/San Simone 624 rides per year anticipated; \$77,981 anticipated budget = \$124.96 per ride

Rider estimates are very low for the second year and numbers should rise as the system continues to operate and residents become confident in using the transit system.

There are any number of performance measures that can be utilized in a rural system. [TCRP Report 88 – A Guidebook for Developing a Transit Performance Measurement System](#) outlines a number of these

Other performance measures	2022	2023	2024	2025
On-Time Rate				
Missed call Rate (deviations)				
Complaint Rate				
Number of Marketing/Guide and ticket outlets				
Customer Satisfaction				
Accident Rate				
Workdays lost				
Employers and Partners who participate in marketing and ridership building efforts				

measures and offers case studies of how changes were made based on performance assessment. Below is an example table for tracking performance measures from year to year. **See Figure 16.**

Figure 16 Other Performance Measures

11. RECOMMENDED POLICIES FOR COMPLIANCE

There are five major sources of information for which compliance is required with FTA funded transit systems.

[2 CFR 200 Super-circular replacing A-87 and A-122](#)

This is the umbrella super-circular that replaced the A87 Circular which provided guidance to local governments.

[FTA Circular 9040.1G](#)

This circular provides guidance for the 5311 Rural Transit program including the 5311 program.

[ADOT 5311 Guide](#)

This document provides guidance and application instruction for the 5311 Rural Transit program

[FTA Master Agreement for Transit](#)

The FTA Master Agreement associated with the 5311 Rural Transit programs (the most common funding sources for public transit and recommended in this plan) is updated each year.

[FTA Circular 5010.1 D = Guidance for Grant Management](#)

This circular provides guidance for grant management

Figure 17 highlights some, but not all of the compliance areas for 5311 Rural Transit programs. Once awarded, 5311 Rural Transit recipients are subject to a triennial review conducted by the State. By carefully reviewing the guidance references above and implementing policies and procedures that assure compliance, a transit program will be well positioned for sustainable success.

Figure 17 Compliance requirements

Area	Requirement	Evidence
Financial Management and Financial Capacity	The grantee must demonstrate the ability to match and manage FTA grant funds, cover cost increases and operating deficits, cover maintenance and operational costs for FTA funded facilities and equipment, as well as conduct and respond to applicable audits.	Audit Financial management written policies and procedures Financial reports Financial plans (short term years) Transit financial reports Cost allocation plan Local Match availability Procurement policies
Technical Capacity	The grantee must be able to implement FTA funded projects in accordance with the grant application, Master Agreement, and all applicable laws and regulations, using sound management practices.	Grant management practices Third party contracts (must show pass through of compliance requirements) Leases Data management

Area	Requirement	Evidence
Maintenance	Grantees and subrecipients must keep federally funded vehicles, equipment, and facilities in good operating condition. Grantees and subrecipients must keep ADA accessibility features on all vehicles, equipment, and facilities in good operating order.	<ul style="list-style-type: none"> Vehicle maintenance plan Vehicle maintenance records ADA equipment maintenance Records Records of service disruption Pre and post trip inspection checklists Manufacturer’s recommendations Maintenance staff availability and training Facilities maintenance plan and records Maintenance contracts
Americans with Disabilities Act	Titles II and III of the Americans with Disabilities Act of 1990 (ADA) provide that no entity shall discriminate against an individual with a disability in connection with the provision of transportation service. The law sets forth specific requirements for vehicle and facility accessibility and the provision of service, including complementary paratransit service.	<ul style="list-style-type: none"> ADA plan and policies ADA compliance – facilities ADA training plan and policy for employees Paratransit plan (if applicable) or demand response plan (deviations of fixed route) Missed trip and trip denial reports On-time performance report Complaint policies and procedures
Title VI Civil Rights	The grantee must ensure that no person shall, on the grounds of race, color, or national origin, be excluded from participating in, or be denied the benefits of, or be subject to discrimination under any program or activity receiving federal financial assistance without regard to whether specific projects or services are federally funded. The grantee must ensure that federally supported transit services and related benefits are distributed in an equitable manner.	<ul style="list-style-type: none"> Title VI plan and policies Public notices of civil rights Complaint procedures and records Limited English proficiency plan and policy Sub-recipient monitoring plan Employee training plan
Procurement	Grantees may use their own procurement procedures that reflect applicable state and local laws and regulations, provided that the process ensures competitive procurement and the procedures conform to applicable federal law, including 49 CFR Part 18 (specifically	<ul style="list-style-type: none"> Procurement policies and procedures for third party contracts Contracts with vendors Administration/Management procedures Records retention Inventory procedures and records

Area	Requirement	Evidence
	Section 18.36) and FTA Circular 4220.1F, “Third Party Contracting Guidance	Third party contract clauses
Disadvantaged Business Enterprise	The grantee must comply with 49 CFR Part 26 to ensure nondiscrimination in the award and administration of DOT-assisted contracts. Grantees also must create a level playing field on which DBEs can compete fairly for DOT-assisted contracts.	DBE plan DBE goals and reports DBE reporting
Legal	The grantee must be eligible and authorized under state and local law to request, receive, and dispense FTA funds and to execute and administer FTA funded projects. The authority to take actions and responsibility on behalf of the grantee must be properly delegated and executed. Grantees must comply with Restrictions on Lobbying requirements.	Source and delegation of authority List of certifications and assurances Lobbying activities
Satisfactory Continuing Control	The grantee must ensure that FTA-funded property will remain available to be used for its originally authorized purpose throughout its useful life until disposition.	Real property use and disposition Equipment records, inventory, leases, and disposition Fleet records, inventory, leases, disposition, and spare ratio Monitoring of sub-recipients, contractors, lessees
Planning	The grantee must participate in the transportation planning process in accordance with FTA requirements, MAP-21, and the metropolitan and statewide planning regulations. Grantees must participate in a coordinated public transit-human services transportation planning process that identifies the transportation needs of individuals with disabilities, older adults, and people with low incomes; provides strategies for meeting those local needs; and prioritizes transportation services for funding and implementation.	SEAGO Mobility Management Coordination Plan TTIP Plan inclusion

Area	Requirement	Evidence
Charter Bus	Grantees are prohibited from using federally funded equipment and facilities to provide charter service if a registered private charter operator expresses interest in providing the service. Grantees can operate community-based charter services excepted under the regulations.	Charter policy Charter records Training
School Bus	Grantees are prohibited from providing exclusive school bus service unless the service qualifies and is approved by the FTA Administrator under an allowable exemption. Federally funded equipment or facilities cannot be used to provide exclusive school bus service. School tripper service that operates and looks like all other regular service is allowed.	School Bus policy School Bus records
Safety and Security	Grantees are must have a safety and security plan that includes Background Checks, Drug & Alcohol Testing, Accident Investigation, Risk Management, Vehicle Inspections, and Training	Safety and security plan Accident report log Drug & Alcohol testing log Maintenance log
Drug Free Workplace and Drug and Alcohol Program	All grantees are required to maintain a drug-free workplace for all employees and to have an ongoing drug-free awareness program. Grantees receiving Section 5307, 5309 or 5311 funds that have safety-sensitive employees must have a drug and alcohol testing program in place for such employees.	Drug Free Workplace policy Drug Free Workplace plan Drug and alcohol testing policy Post-accident testing policy Reasonable suspicion training New hire data collections and records Records control policy Monitoring Safety sensitive employee training
Equal Employment Opportunity	The grantee must ensure that no person in the United States shall on the grounds of race, color, religion, national origin, sex, age, or disability be excluded from participating in, or denied the benefits of, or be subject to discrimination in employment under any project, program, or activity receiving federal financial assistance under the federal transit laws. (Note: EEOC's regulation only	EEO Plan and Policies EEO Complaint Policies and Procedures Third Party Compliance monitoring

Area	Requirement	Evidence
	identifies/recognizes religion and not creed as one of the protected groups.)	
Training	The grantee is encouraged to establish a driver and dispatcher training program that includes PASS, Defensive Driving, First Aid, CPR, Safety, Emergency Evacuation, Bio-hazards, Reasonable Suspicion, Vehicle Inspections, Civil Rights, Operations, and Behind the Wheel.	Training plan Training records Training policy

12. MARKETING PLAN

12.1 OBJECTIVES

Key objectives for the transit system marketing plan are:

- Build a strong identity for a sustainable public transit system that serves the needs of the City of Willcox and the General Public
- Develop easily understood transit system information that is available in several formats; that is accessible to those with disabilities, and those who do not speak English; and explains how one can use the system or seek additional information.
- Develop the City’s transit leadership by providing recommendations regarding transit-system marketing for the purposes of enhancing the value of the service to the community.

12.2 TARGET AUDIENCES

Target audiences for the marketing materials are:

- Current and prospective transit riders
- General Public – particularly elderly, disabled, low-income, and those with few or no transportation options
- Students
- Partners - Employers, retailers, health and human services organizations, transit service area communities, and other transportation providers.

12.3 TARGET MARKETING AGENTS

In addition to targeting potential riders, Agents, with direct access to potential riders, may assist in marketing efforts. Examples of transit agents are listed below:

Employers

City of Willcox
Health Care organizations
County and State Government offices

Retail Stores (Safeway, Family and General
Dollar Stores, Hardware, Apple Annie's,
Walmart, Wine Industry, etc.)

Education

Cochise College
Area School Districts
Charter Schools

Head Start

Housing

Public Housing offices
Utility companies

Subdivision or Apartment Complex offices

Human Services

Department of Economic Security
Workforce offices

Food Banks
Regional Hospitals

Government

Federal and state offices (USDA, Bureau of Land Management, Fish & Game Department
Local City and County offices
State and Federal Congressional offices

Recreational & Cultural

Sports Leagues
RV and Campground Facilities
Festival and event organizers

12.4 STRATEGIES

TCRP Report 122, Understanding How to Motivate Communities to Support and Ride Public Transportation (2008) [TCRP Link](#) identifies a number of ways in which riders may be persuaded to use public transit. While the report focuses a great deal on urban travel, much of the information is transferable to rural systems.

Early marketing for the initial dial-a-ride service is critical to the sustainability of the program as new riders will need to be attracted to the system. Understanding what may motivate a person to choose public transit will be key in marketing efforts. Issues like cost savings, lack of transportation options, and ease in arranging a ride are three of the more significant reasons potential riders might choose to use transit services. Marketing strategies need to be rider-focused using diverse media outlets including social networking.

Because the targeted audience is, primarily, persons conducting personal business (shopping, health services and other appointments), using agents to help market the service may attract riders. Additionally, agents representing employers and visitor destinations may use the transit system to attract workers and visitors.

There are several rider types that belong to unique subsets, each having specific transportation needs or requirements. These include residents of outlying communities, long-haul truck drivers, festival/event organizations, and appointment-based services.

An overall marketing plan should be revised with implementation scheduled well in advance of the system's start date. A 5311 funding application was filed with ADOT in early 2020 with, if funded, resources available October 1 of 2020. Service is scheduled to begin in October 2021. Advance work on implementing the marketing plan can and should begin as soon as it is determined that City of Willcox will receive ADOT funding and implement a transit program. Strategies will vary for target audiences and communities within the service area.

12.4.1 STRATEGIES FOR WILLCOX – POPULATION 3,528; OF 2,495 ADULTS, 500 ARE SENIORS; AVERAGE HOUSEHOLD SIZE 2.62

The target audience for this community, the hub of the transit system, includes persons who are elderly, disabled, low-income, residents, visitors, and long-haul drivers using Willcox as a resting point.

Willcox, located on Interstate 10, is a rest stop for long-haul truckers when they have reached their daily maximum of driving hours or when they stop for the night. Once arrived, these drivers cannot continue driving their trucks to reach shopping or restaurant destinations. Few restaurants are within walking distance and the grocery is nearly a mile away. Partnering motels frequented by truck drivers can recommend the transit services for those in the area during service hours and provide printed materials in each room.

The City of Willcox owns and manages its natural gas and water utilities. The transit service can use the City's billing process to inform residents of the transit service with flyers, and information printed on bills.

Cochise County Public Health, in partnership with University of Arizona Extension Office, facilitates the Healthy Willcox consortium of health and human services organizations, government entities, and other interested parties who work together to build educational and health services programming to encourage individual wellness and advance a healthy community. This group has identified public transit as a priority in Willcox and can assist in marketing efforts through their meetings, events, programming, and social media.

Working with retailers (grocery, essential needs, pharmacy, and others) to identify transit needs for both workers and customers will guide marketing efforts with these agents. Employers may post notices in breakrooms and utilize other forms of communications providing information including service guides, maps, and ride scheduling instructions in both English and Spanish. Employers also may provide bus passes or discount coupons for future rides. Retailers may provide notices to customers in partnership with the transit service using pre-printed bags. Information on receipts, and coupons or discount passes.

The service can identify agents willing to sell bus tokens or passes on behalf of the service making access more streamlined for first-time users.

Willcox hosts three major festivals each year as part of their cultural schedule along with other events that draw residents and visitors. The Wine Festival, Wings over Willcox, and Rex Allen Days all bring significant numbers of visitors to the area. The transit service can work with the organizers of these events to coordinate transit services for volunteers, workers, and participants; keeping the transit system brand in the public eye and encouraging regional residents to become familiar with the service. The transit system, when possible, shall provide access to information for event participants through information tables, flyer boxes, banners, and other media.

Working with health and other appointment-dependent organizations, the transit service can encourage use of the system by training appointment schedulers and key customer-service personnel to recommend the transit service and also assist potential riders in scheduling rides for follow up appointments.

Community organizations, including the Senior Center can offer rider training opportunities that introduce potential riders to drivers, dispatchers, vehicles, and scheduling strategies. These trainings can provide written flyers, rider guides, phone numbers, and promotional materials along with discounts and coupons to encourage future ridership.

Print and social media along with radio spots are mainstays of a successful marketing effort. The Arizona Range News is the weekly newspaper serving Willcox, Sunsites, Pearce, Cochise, Dragoon, San Simone, and Bowie with a circulation of 2,650. The Range News offers advertising in both its print and electronic publications. There are eight group/public/community sites on Facebook where transit information can be shared. These outlets have followers that range from 50 to over 1000. If identified marketing agents (as described above) were tasked with sharing information on their websites and social media, the combined impact could reach several thousand residents of the region. There are 18 radio stations whose signal reaches Willcox. KWCX and KHIL are located in Willcox and offer paid advertising.

All marketing materials for each strategy, both print and electronic, should be provided in both English and Spanish with electronic versions created for computer-based accessibility and applications designed to aid persons with disabilities, e.g. text-to-voice.

12.4.2 STRATEGIES FOR PEARCE-SUNSTITES – POPULATION 1,032; MEDIAN AGE 61; AVERAGE HOUSEHOLD SIZE 2

The target audience for this community (27 miles from Willcox with little or no services) is primarily persons who are elderly, disabled, low-income, and persons with no vehicle access. Destination preferences include shopping (grocery and household goods), medical appointments, and social services.

In addition to the strategies listed for Willcox, marketing strategies for this community can include a direct mail effort (approximately 600 mailing addresses) which includes the announcement of the system, the service area, and how to arrange a ride. Marketing agents (see Target Marketing Agents paragraph above) including community clubs, Senior Center, the Fire District's ambulance service, VFW,

Goldminer RV Resort, and Dollar General Store. These agents can provide poster and brochure access and encourage their customers to use the transit services for trips to Willcox.

Social Media opportunities include Facebook and Instagram. There are five Pearce-Sunsites groups including Sunsites Café, Dragoon/Sunsites & Pearce Buy/Sett/Free/Helping Hand (945 total members), Sunsites Community Association, and Sunsites Pearce, AZ Community (343 total members.)

12.4.3 STRATEGIES FOR BOWIE AND SAN SIMON – COMBINED POPULATION 450. OF 391 ADULTS, 136 ARE SENIORS; AVERAGE HOUSEHOLD SIZE 2.4

The target audience for this community (Bowie is 20 miles from Willcox, and San Simon is 40) is primarily persons who are elderly, disabled, low-income and persons with no vehicle access. Destination preferences include shopping, medical appointments, and social services.

In addition to the strategies listed for Willcox, marketing strategies for this community can include a direct mail effort (approximately 210 mailing addresses) which includes the announcement of the system, the service area, and how to arrange a ride. Marketing agents include the Bowie Market, the school district, local churches, Fire Department, Cochise County government, Senior Center, Fort Bowie Vineyards, Jimmie Libhart Library, Lesco Enterprise, Mountain View RV Park, Pistachio Corp of AZ, and Rural Accent health and human services. Each of these can provide transit service information (print collateral in English and Spanish) and encourage customers and patrons to use the system. The Senior Center also can provide rider training opportunities to its members and the general public.

There is one private group on Facebook, “where the heck is Bowie”, which may provide a platform for announcing and marketing the new transit service.

All marketing materials for each strategy, both print and electronic, should be provided in both English and Spanish with electronic versions created for computer-based accessibility and applications designed to aid persons with disabilities, e.g. text-to-voice.

12.5 RIDER GUIDE

Once a transit name and brand have been established, a Rider Guide must be developed. (See Appendix D for a sample Guide) The Rider Guide, which includes service areas, ride reservation instructions, and schedules, is developed in conjunction with transit policy information guides. Historically, ADOT has provided marketing assistance through an on-call consultant that specializes in transit marketing and print material. This expense can be included in both an ADOT 5311 and FTA 5311(c) application.

The Rider Guide typically contains a color map showing the service area, information on how dial-a-ride services operate, schedules, policies, and rider responsibilities. The guide also explains how to arrange a ride, cancellation policies, and civil rights assurances and complaint procedures. The guide also can include information on other transit or transportation services in the area. Additional information that should appear on a Rider Guide includes:

Website address

Where to purchase passes and tickets

Phone numbers

How to ride information

Fares

How to schedule a ride

Service days and holidays with no service

The Rider Guide should be available in English and Spanish, any other language(s) identified as appropriate, and for those who are blind. The later can be accommodated with information by phone, or the system can keep one or two Braille guides available for those requesting service.

Rider Guides should be posted on websites and social media. It may be useful to develop a smart-phone application that also provides scheduling and stop locations.

12.6 RIDER TRAINING

The City of Willcox may wish to conduct various rider training sessions with employers, the Senior Center, Northern Cochise Hospital, and others. Any opportunity to introduce potential riders to the system and, thereby, reduce fear and uncertainty will be well received and increase ridership for the program. Simply parking a van at Safeway parking lot, posting signs welcoming people to explore the bus, and distributing rider guides and passes can create interest in the service.

Rider Training can include information on the service area, how to arrange a ride, rider rights and responsibilities, using the lift, safety, and fare information.

12.7 HOSPITAL AND CLINIC PERSONNEL TRAINING

As a dial-a-ride service, many riders may seek rides to health care destinations. A strong partnership with healthcare providers will assure that patients can be transported in a timely manner and help assure patients return for follow-up visits. Limited service schedules outside of Willcox will necessitate a clear understanding among health-care workers to limit appointments to times when transit services are available to the patient, when transportation is a driving concern for patients. In order to best serve riders using the hospital and other medical facilities, it will be useful to hold a training sessions at Chiricahua Clinic and the Northern Cochise Hospital to acquaint social workers and discharge agents with information, schedules, and destinations that can be accommodated.

12.8 PARTNERS – REGIONAL MOBILITY MANAGEMENT

The Mobility Management Coordination group, hosted by SEAGO, is another important partner available in marketing and delivering transit services. Beyond the coordination opportunities, Coordination Group members can share the transit system information on their own websites, social media, and marketing efforts. In addition, they can provide rider guides to their riders who may wish to connect to or utilize the Willcox system.

It is highly recommended that City of Willcox transit representatives join the SEAGO Mobility Management Coordination group as early as possible to take advantage of marketing opportunities and coordination efforts that may bring more riders to the system.

12.9 ADVERTISING

Advertising the new service is essential to the success of the program particularly to residents of Willcox, Pearce-Sunsites, Bowie, and San Simon. Press releases are a common and inexpensive way to have information in print format and Public Service Announcements are generally free (though not always a good time slot) through radio stations. Paid advertisements in local and regional newspapers can develop good will and may result in free public interest stories. Paid advertising also should be considered on local radio stations. These can be especially useful when promoting an incentive program or giveaways. Paid advertisements in county fair programs, sports programs, and other event media opportunities can reach target markets and support regional community good will.

While billboard advertising is expensive, there may be partners or employers who will run transit promotions on their digital marquis. Billboards between Willcox and Sunsites are very limited due to scenic highway restrictions, however; use of signage on Federal Hwy 191 and Business I10 as one leaves Willcox to the east and west may serve as reminders to commuters that transit options are available and often very much cheaper than driving.

Press releases can be sent to all print and electronic media including newspapers, magazines, weeklies, and employer newsletters can be used to promote the transit service and are excellent supplements to paid advertising. Inviting the media to transit events like rider training, employer recognitions, and rides on the bus to interview riders provide much needed human-interest stories for media outlets.

Other methods of advertising may include:

Stickers that can be placed on shopping bags, utility bill envelopes, and shopping ad flyers

Public service announcements to all area radio stations – may want to include pass giveaway

Call to artists for logo ideas – using all media outlets to promote the request

Bulk mail piece to selected census tracts for outlying areas and low-income neighborhoods

Billboard sponsored by major employer(s)

Bus wraps and other exterior graphics that include logo, system name, phone number and website. If the system will be selling advertising on bus exteriors, consideration should be given to the use of wraps.

12.10 SOCIAL MEDIA

It is recommended that the City of Willcox establish and maintain a presence on social media outlets like Facebook and Instagram. Posting pictures of buses and riders (with permission) and sharing schedule information are good ways to let people have ready access to transit information.

Establishing a business Facebook page and encouraging riders to “like” or “follow” the site will create an avenue for outreach to a large population and can act as an outlet for announcements, give-away items, and further marketing of the program. Schedules, maps, and fare information can be shared here as well.

The difficulty with this type of advertising is that it must be regularly maintained to be effective. City of Willcox may want to consider having high school or college interns be responsible for social media management.

12.11 WEBSITE – SMART PHONE APPLICATION

While websites are not necessarily effective for promoting a service, they are still especially useful for people seeking specific information and as a platform for keeping information timely. Smart Phone applications can be particularly useful for people checking schedules or making ride arrangements on the go. A website that is readily displayed on a smart phone should be standalone (even though it may be linked) rather than part of any of its partner websites.

Website content must be sure to include visuals of the buses, a service area map, a schedule, and policy information for the transit system. It also should include rider rights and responsibilities as well as methods for persons with disabilities to get more information (TDDY number, phone number for those with visual impairments, etc.)

The website should include information on intercity services with partners and how transfers can be made. Information on fares, passes, and how to obtain them should be prominent on the website. Promotions, rider training opportunities, and other events can be posted there as well. All information also should be in Spanish.

12.12 PROMOTIONS

Promotions can generate interest and help motivate potential riders to use the service. Promotions should be developed with rider criteria in mind and should be well advertised with a beginning and ending date. Promotions generally include a free or discounted ride or can provide special services to groups and organizations. There are a significant number of promotion ideas posted on various websites. A simple Google search for “transit promotion ideas” included the following:

- SummerDime rides – All rider fares are ten cents during a summer month
- Buddy fare – Two people ride for the price of one.
- National recognition promotions i.e. National Library month. All riders with a Library Card ride free on a certain day. This can be adapted to any national recognition day.
- School calendar promotions – free rides for students the first week of school, free rides for students during spring break, etc. Partner with schools to promote the rides.
- Senior’s Yard Sale Tour. Have an off-schedule bus do yard sale tour in partnership with Senior Centers. This is a good way to acquaint riders with using the bus.
- Punch card passes. Have riders get a card punched at various stops (grocery, clinic). Once a card is filled, the rider qualifies for a free pass. This encourages riders to schedule rides, becoming more familiar with the system, and helps promote local businesses. No purchases should be required to receive a card punch at a participating merchant or service office.
- While making a school visit, take pictures of kids in the driver’s seat and post them on the bus.
- Design ideas for bus stops and shelters – this could be a promotion where a business supports an artist to design (with criteria) and then build a bus shelter or bus stop sign.
- Rider Surveys that include a prize drawing for people who participate.

- Connecting transportation to the road – Install, in the bus interior, historic photographs of places or buildings that you see along the route with a short note of the place’s historic significance.
- Call to artists for a moving gallery – ask artists to submit two-dimensional works of art that can be mounted on the buses interior ceiling or side walls. The “show” can be up for a specific length of time and done once or twice a year.
- “Dump the Pump” or “Gas Pains” campaigns that focus on fuel savings for the rider.
- “It’s easier than...” A campaign that points out that riding the bus is easier than a lot of things. Making this cute and unexpected is the key to success, i.e. Riding the bus is easier than making a tight curve at 100 mph in a nifty little sports car – unless you’re a Grand Prix driver. These can be part of an overall campaign or just a onetime promotion.
- Ask members of the public to submit ideas for a radio commercial encouraging the use of public transportation, and then invite them to be the star.
- Attend festivals, fairs, and events with a bus and passes to promote the service.

12.13 MARKETING SCHEDULE AND BUDGET

The following schedule, **See Figure 18**, is a guide to implementing a marketing plan. The schedule can be expanded to include activities required for each element. The schedule should be updated with each plan revision. The budget for startup and Year 1 (October 1, 2020 to September 30, 2021) marketing activities is \$27,700 and the budget for Year 2 (October 1, 2021 to September 30, 2022) marketing activities is \$5,000.

Figure 18 Marketing Schedule and Budget

Objective/Strategy/ Activity	2020	2020	2021	2021	2021	2021	2022	2022	2022
	3rd Qtr.	4th Qtr.	1st Qtr.	2 nd Qtr.	3rd Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	3 rd Qtr.
Update marketing plan									
Acquire City Council approval									
Identity									
Design logo and establish name	\$2,000								
Finalize service plan									
Design signage, bus pass and incentive tickets		\$1,000							
Information & Education									
Develop Rider Guide and Service Area Map	\$5,000								
Translate materials into Spanish		\$300							
Identify and develop methods to provide information to people who are blind or deaf		\$300							
Identify distribution points and provide racks & copies			\$2000						
Identify and meet with potential partners and agents regarding vouchers and incentives									
Create loyalty awards for riders				\$500					
Develop website				\$3000					

Objective/Strategy/ Activity	2020	2020	2021	2021	2021	2021	2022	2022	2022
	3rd Qtr.	4th Qtr.	1st Qtr.	2 nd Qtr.	3rd Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	3 rd Qtr.
Develop social media sites			\$2,000						
Arrange and hold public meetings to promote system, show bus					\$1500				
Arrange vehicle wrap installation before delivery of new van				\$4252					
Arrange rider training at agent centers				\$600					
Implement advertising campaign			\$5,000-\$10,000						
Develop and disseminate press packages to print, radio, and television									
Design and initiate incentives (giveaways)						\$2,500			
Promote bus pass sales									
Develop and send direct mail inviting people to use the system. Develop addresses by census blocks in service areas						\$600			
Develop smart phone app scheduler			\$3,000						
Initiate web based direct advertising (Facebook, Google Search, etc.)								\$1,000	
Data Creates Value									

Objective/Strategy/ Activity	2020	2020	2021	2021	2021	2021	2022	2022	2022
	3rd Qtr.	4th Qtr.	1st Qtr.	2 nd Qtr.	3rd Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	3 rd Qtr.
Develop data showing value of transit vs. using a car									
Develop data showing benefit to retailers									
Develop and present information package identifying value of transit to residents and employees									
Survey riders								\$150	
Quarterly Total	2,500	2,700	4,966	6,716	10,818	1,675	925	1,275	1,125
Annual Total	\$27,700					\$5,000			

13. IMPLEMENTATION ACTIVITIES

The following tables (Tables 19, 20, 21, 22, and 23) includes major implementation tasks in the following areas:

- Governance
- Finance
- Capital
- Service
- Plans and Policies

The tables indicate activities to be completed either PRIOR to system launch, AFTER launch, or on an ongoing basis. Responsible Parties are listed first by those who initiate the activity, then those who are involved in the activity.

13.1 GOVERNANCE

Figure 19 Implementation Activities – Governance

Activity	Responsible Party	Time Frame
City Council approval of plan and preliminary Budget	City Manager	6-12 months prior to system launch
Hire Transit Manager	City Manager	
Establish Mission and Policies for Transit Advisory Council	Transit Manager	
City Council appointment of TAC Members	City Manager	
Develop Goals, Objectives, & Tasks for Transit Strategic Plan with Council approvals	Transit Manager	
Review assurances and certifications regarding Federal and State funding sources	Transit Manager/City Manager	

13.2 FINANCE

Figure 20 Implementation Activities – Finance

Activity	Responsible Party	Time Frame
Establish Transit account in City budget	Transit Manager/Finance Director	Beginning of City Fiscal year prior to October 1 of start year
Establish initial budget	Transit Manager/Finance Director	3-5 months prior to funding application date
Determine if outside contractor will be used for day-to-day operations	Transit Manager/Finance Director	
Prepare and issue RFP if required	Transit Manager/Finance Director	

Activity	Responsible Party	Time Frame
Review assurances and certifications regarding finance	Transit Manager/Finance Director	
Compare City procurement procedures with Federal and State funding requirements and update as required	Transit Manager/Finance Director	
Identify and schedule funding applications	Transit Manager/Grant Writer	6 months prior to application deadline
Meet with federal and state funding agency personnel to determine funding potential	Transit Manager/Grant Writer	
Apply for Federal and State funding	Transit Manager/Grant Writer	Published deadlines
Alert Auditor to new program	Finance Manager	Upon approval to institute transit system
Alert Insurance to new program	Finance Manager	

13.3 CAPITAL

Figure 21 Implementation Activities – Capital

Activity	Responsible Party	Time Frame
Determine vehicle needs and develop specifications	Transit Manager/TAC	6 months prior to application date
Determine Equipment & Furnishings needs and develop specifications	Transit Manager	
Determine Facilities needs and develop specifications	Transit Manager/Fleet Manager/Public Services Manager	
TAC review of capital purchase requirements	Transit Manager/TAC	3 months prior to application date
Identify potential “piggy-back” contracts through which any of the above items can be purchased, including vehicle purchases through ADOT	Transit Manager/Finance Manager	

Activity	Responsible Party	Time Frame
If not “piggy-backing” on existing contract, develop bid package	Transit Manager/Finance Manager	1 month after funding award
City Council Approval to go out to bid for any required purchases meeting bid threshold	Transit Manager	
Solicit bids, evaluate, select	Transit Manager	1 month after announcing bid opportunity
Negotiate voucher pricing with partners (both price Willcox Transit will pay for service, and price Willcox Transit will charge for transportation services to other organizations)	Transit Manager/other transportation providers, employers, human services organizations	3-4 months prior to application data
Take Delivery of procured Buses, conduct inspection and formally accept. Enter into vehicle inventory.	Transit Manager	6 months after award
Take delivery of Equipment and Furnishings and enter into equipment inventory	Transit Manager	2 months after award
Take delivery of Facilities materials and enter into facilities inventory	Transit Manager	2 months after award – unless construction
Schedule installation of facilities equipment	Transit Manager/ Public Services Manager, Fleet Manager	2 months after award – unless construction



Figure 22 Implementation Activities – Service

Activity	Responsible Party	Time Frame
Establish office space	City Manager	1 week prior to hiring Transit Manager
Meet with City Council to review implementation plan and schedule and confirm TAC member appointments	City Council/Transit Manager/	2 weeks after hiring Transit Manager
Meet with TAC to review service structure, provide orientation, and identify efforts for upcoming year	Transit Manager/TAC	1 month after TAC appointments
Meet with 5310 transit providers to determine coordination options and establish voucher value when sharing rides	Transit Manager/ SEAGO Coordination Council members	2-3 months after hiring Transit Manager
Meet with employers to promote service, determine interest in rider incentives and purchased rides	Transit Manager/Employers	
Meet with Fleet Manager to review maintenance plan	Transit Manager/Fleet Manager	
Meet with SEAGO Coordination Council	Transit Manager/SEAGO Mobility Manager	
Develop logo and system name	Transit Manager/Members of the Public, TAC, Stakeholders	
Develop policies, procedures, and operations handbook	Transit Manager/Professional Services Consultant	

Activity	Responsible Party	Time Frame
Assemble training materials	Transit Manager/Professional Services Consultant	3-4 months after hiring Transit Manager
Finalize route schedule	Transit Manager/Professional Services Consultant	
Develop Rider Guide	Transit Manager/Professional Services Consultant	
Develop rider passes and vouchers	Transit Manager/Professional Services Consultant	
Distribute Rider Guides	Transit Manager/TAC	1 month prior to start date
Train dispatchers	Transit Manager /Professional Services Consultant	2-3 months prior to start date
Establish call and scheduling policies and procedures	Transit Manager/Dispatcher/Professional Services Consultant	
Carry out Marketing Plan	Transit Manager/TAC	
Test all public access portals (phone, website, phone apps)	Transit Manager	
Establish Drug/Alcohol Testing contracts	Transit Manager/City Manager	2-3 months prior to start date
Hire and train Drivers	Transit Manager/HR/City Manager/Professional Services Consultant	2 weeks prior to start date
Review and schedule vehicle maintenance plan	Transit Manager/Fleet mechanic/Public Works	1 month prior to start date
Finalize recordkeeping procedures	Transit Manager/Admin. Asst.	2-3 months prior to start date
Hold public meetings to launch program	Transit Manager/Admin. Asst., TAC	1 month and 2 weeks prior to start date
Survey riders at three-month intervals for first year	Transit Manager/Admin. Asst./Drivers/TAC	1 month after start date

Activity	Responsible Party	Time Frame
Revise or make changes to system on an as needed basis	Transit Manager/Professional Services Consultant	1-3 months after start date
Meet with TAC at least quarterly	Transit Manager/TAC	Every three months
Establish financial need with Transportation TAC (Roads and Streets) and include in TTIP	Transit Manager/City Manager/Finance Director/Public Works	Annually

13.5 PLANS AND POLICIES

Figure 23 Implementation Activities - Plans and Policies

Activity	Responsible Party	Time Frame
Establish grant management systems	Transit Manager/Finance Manager	3-4 months prior to start date
Establish reporting schedules and data collection methods for National Transit Database, State, and Federal funding sources	Transit Manager/Professional Services Consultant	
Establish Safety plan and policies	Transit Manager/Professional Services Consultant	
Establish Training plan	Transit Manager/Professional Services Consultant	
Establish Civil Rights and ADA policies and make public notices	Transit Manager/Professional Services Consultant	3-4 months prior to start date
Establish Drug & Alcohol policies and procedures	Transit Manager/Professional Services Consultant	
Establish Maintenance plan, policies, and procedures	Transit Manager/Professional Services Consultant/Public Works	
Attend SEAGO Coordination meetings	Transit Manager	

Acquire City Council approval for all plans, policies, and procedures	Transit Manager/City Manager	
Conduct staff and driver training on all plans, policies, and procedures	Transit Manager/Professional Services Consultant	1-2 weeks prior to start date
Submit monthly/quarterly/annual reports to City Council, TAC, and funding sources	Transit Manager/Admin. Asst.	Ongoing
Submit DBE Reports to State if required	Transit Manager/Admin. Asst.	Ongoing



Willcox Transit - IMPLEMENTATION SCHEDULE

City of Willcox		9/20	10/20	11/20	12/20	1/21	2/21	3/21	4/21	5/21	6/21	7/21	8/21	9/21	10/21	11/21
September																
Hire or appoint Transit Manager	City Manager	█														
Establish Grant Management System	Transit Manager	█														
Establish Transit account in City budget	Finance Manager	█														
Procure transit consultant firm or organization for first and second year support	City Manager, Transit Manager	█														
Review assurances and certifications with City Department heads including finance (grant management and reporting) and public works (fleet maintenance)	Transit Manager, Department Heads	█														
Obtain Council Approval for Title VI and Transit Plan	City Manager	█														
October																
Develop/revise goals, objectives and tasks for Council approval	Transit Manager/City Manager		█													
Alert City auditor to new program	Finance Manager		█	█												
Attend first SEAGO coordination meeting	Transit Manager		█	█	█											

Willcox Transit - IMPLEMENTATION SCHEDULE

City of Willcox		9/20	10/20	11/20	12/20	1/21	2/21	3/21	4/21	5/21	6/21	7/21	8/21	9/21	10/21	11/21
Establish Mission and policies for TAC	Transit Manager															
November																
Review assurances and certifications regarding Federal and State Funding Sources	Transit Manager															
Establish TAC schedule and hold first meeting	Transit Manager															
December																
Meet with transit providers to determine coordination options and voucher value when sharing rides	Transit Manager															
February																
Finalize procurement of vehicle asset order and vehicle add-ons (farebox, bike rack, destination signage, etc.)	Transit Manager															
Meeting with employers to promote service, determine interest in rider incentives and purchased rides	Transit Manager															
Finalize fare and voucher pricing	Transit Manager															

Willcox Transit - IMPLEMENTATION SCHEDULE

City of Willcox		9/20	10/20	11/20	12/20	1/21	2/21	3/21	4/21	5/21	6/21	7/21	8/21	9/21	10/21	11/21
April																
Develop logo/brand and system name	Transit Manager															
Determine approach to maintenance and develop appropriate maintenance plan	Transit Manager															
May																
Establish call and scheduling policies and procedures	Transit Manager, Dispatcher(s)															
Meet with fleet maintenance to go over maintenance plan and compliance and reporting requirements	Transit Manager, Fleet Manager															
Finalize schedule and centralized pick-up points if needed	Transit Manager, Dispatcher(s)															
Develop/finalize operations handbook	Transit Manager															
June																
Schedule and install facilities/office equipment for drivers', dispatchers, and Transit Manager	Transit Manager															
Assemble driver/dispatcher training materials	Transit Manager															
Establish reporting schedules data collection methods	Transit Manager															

Willcox Transit - IMPLEMENTATION SCHEDULE

		9/	10/	11/	12/	1/	2/	3/	4/	5/	6/	7/	8/	9/	10/	11/
City of Willcox		20	20	20	20	21	21	21	21	21	21	21	21	21	21	21
Establish safety plan and policies	Transit Manager															
Establish training plan	Transit Manager															
Establish Civil Rights and ADA policies and make public notices	Transit Manager															
Establish Drug and Alcohol policies	Transit Manager															
July																
Take delivery of vehicles	Transit Manager, Fleet Manager															
Identify and contract Drug/Alcohol testing provider	Transit Manager															
Finalize marketing strategies	Transit Manager															
Acquire Council approval for all policies	City Manager															
Finalize Rider Guide	Transit Manager															
Develop rider passes and vouchers	Transit Manager															
August																
Hire and Train Drivers	Transit Manager, City Manager															
Carry out Marketing Strategies	Transit Manager															
September																
Schedule operations launch around availability of buses and plan grand opening	Transit Manager															

Willcox Transit - IMPLEMENTATION SCHEDULE

City of Willcox		9/20	10/20	11/20	12/20	1/21	2/21	3/21	4/21	5/21	6/21	7/21	8/21	9/21	10/21	11/21	
Distribute Rider Guides	Transit Manager																
October																	
Launch Service	Transit Manager																
November																	
Revise system as needed	Transit Manager																
Survey ridership at quarterly intervals	Transit Manager																

APPENDIX A TCRP RESOURCES

The Transit Cooperative Research Program provides free publications on several transit topics. The following are guidebooks and reports that were used in the development of this plan and that would be useful to a Transit Manager.

TCRP Report 54 Managing Rural Transit Systems TCRP Docs\TCRP_RPT_54_Managing Rural systems.pdf

TCRP Report 135 Controlling System Costs: Basic and Advanced Scheduling Manuals and Contemporary Issues in Transit Scheduling TCRP Docs\TCRP_RPT_135.pdf

TCRP WebDoc 49 Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation TCRP Docs\tcrp_webdoc_49-1.pdf

TCRP Report 147 Toolkit for Estimating Demand for Rural Intercity Bus Services TCRP Docs\tcrp_rpt_147.pdf

TCRP Synthesis 94 Innovative Rural Transit Services <TCRP Docs\tsyn94.pdf>

TCRP Report 101 Toolkit for Rural Community Coordination Services TCRP Docs\TCRP_RPT_101-1.pdf
Guidebook for Rural Demand-Response Transportation: Measuring, Assessing, and Improving Performance (2009) <https://www.nap.edu/catalog/14330/guidebook-for-rural-demand-response-transportation-measuring-assessing-and-improving-performance>
Microtransit or General Public Demand-Response Transit Services: State of the Practice (2019) <https://www.nap.edu/catalog/25414/microtransit-or-general-public-demand-response-transit-services-state-of-the-practice>

TCRP Report 205 Social and Economic Sustainability Performance Measures for Public Transportation: Final Guidance Document <http://www.trb.org/Publications/Blurbs/179093.aspx>

Guidance for Developing a Transit Asset Management Plan (2014) <https://www.nap.edu/catalog/22306/guidance-for-developing-a-transit-asset-management-plan>

Travel Training for Older Adults Part II: Research Report and Case Studies (2014) <https://www.nap.edu/catalog/22298/travel-training-for-older-adults-part-ii-research-report-and-case-studies>

Uses of Social Media in Public Transportation (2012) <https://www.nap.edu/catalog/14666/uses-of-social-media-in-public-transportation>

Managing the Transit Scheduling
Workforce (2019)

<https://www.nap.edu/catalog/25457/managing-the-transit-scheduling-workforce>

Practices in the Development and
Deployment of Downtown Circulators
(2011)

<https://www.nap.edu/catalog/14499/practices-in-the-development-and-deployment-of-downtown-circulators>

Understanding How to Motivate
Communities to Support and Ride Public
Transportation (2008)

TITLE VI IMPLEMENTATION PLAN



CITY OF
WILLCOX
ARIZONA

MARCH 2020

Title VI Contact: Caleb Blaschke
Title VI Contact Phone: 520-384-4271
Title VI Contact Email: cblaschke@willcox.az.gov
Alternate Language Phone: 520-384-4271
Address: 101 S. Railroad Suite B, Willcox, Arizona 85643
Web Address: <https://willcox.az.gov/>
Para Información en Español: 520-384-4271

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Executive Summary

Incorporated in 1915, the City of Willcox is a municipal government agency that provides essential public services to the community of Willcox.

Willcox is located in northern Cochise County in the Sulphur Springs Valley. Interstate 10 intersects the City with three exits. The city is surrounded by Arizona's most prominent mountain ranges. Four of Arizona's five largest mountains are located within a 65 mile radius. A very large dry lakebed, the Willcox Playa, is located 5 miles south of the City. It is the remnant of the Ice Age-era Lake Cochise. Scores of birds including Sandhill Cranes winter in the area.

Originally known as 'Maley', Willcox was founded in 1880 as a whistle-stop on the Southern Pacific Railroad. It was later renamed in honor of General Orlando B. Willcox who arrived on the first train in 1880. Willcox has maintained its rural lifestyle through a strong agricultural and ranching economy. Willcox is the birthplace of Rex Allen, who wrote and recorded many songs and was known as "The Arizona Cowboy."

The City of Willcox's mission is to provide a healthy, positive environment for living, education, and employment; supply safe, pure water, dependable sewer and natural gas, quality fire and police protection, well maintained streets, refuse collection, recreational facilities and other citizen requested services in an economical and professional manner.

In 2020, the City of Willcox will be a first time FTA Section 5311 applicant. The City intends to begin service in October 2021, with Demand Response (Dial-a-Ride) service to the City of Willcox and the surrounding communities of Sunsites/Pearce, Bowie/San Simon, and Winchester Heights. The service will operate in response to calls from passengers or their agents to a transit dispatcher, who then dispatches a vehicle to pick up the passengers and transport them to their destinations. Two vehicles will be operated daily. The service will operate Monday to Friday from 7:00 am to 6:00 pm. Advanced reservation trips made the day before would receive priority over same day requests.

What type of program fund(s) did you apply for?

- 5310
- 5311
- Other (please explain) _____

Type of Funding Requests? (Check all that apply)

- Vehicle Funds
- Operating Funds
- Other (please explain) _____

Is your agency receiving direct funds from FTA?

- If yes, please attach a copy of your FTA letter of approval of Title VI Plan.
- No

Non Discrimination Notice to the Public

Notifying the Public of Rights Under Title VI and ADA CITY OF WILLCOX

CITY OF WILLCOX operates its programs and services without regard to race, color, national origin or disability in accordance with Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act of 1990 (ADA). Any person who believes she or he has been aggrieved by any unlawful discriminatory practice under Title VI may file a complaint with the **CITY OF WILLCOX**.

For more information on the **CITY OF WILLCOX's** civil rights program, and the procedures to file a complaint, contact **Caleb Blaschke, (520) 384-4271; email cblaschke@willcox.az.gov;** or visit our administrative office at **101 S. Railroad Avenue Suite B, Willcox, AZ 85643**. For more information, visit <https://willcox.az.gov/>.

Complaints may be filed directly with the Arizona Department of Transportation (**ADOT**) **Civil Rights Office**. ATTN: Title VI Program Coordinator 206 S. 17TH Ave MD 155A RM: 183 Phoenix AZ, 85007 or with the Federal Transit Administration (**FTA**). ATTN: Title VI Program Coordinator, 1200 New Jersey Ave., SE Washington DC 20590

If information is needed in another language, contact *Para información en Español llame:

Non Discrimination Notice to the Public

Spanish

Aviso Público Sobre los Derechos Bajo el Título VI Y ADA CITY OF WILLCOX

CITY OF WILLCOX (y sus subcontratistas, si cualquiera) asegura cumplir con el Título VI de la Ley de los Derechos Civiles de 1964, Sección 504 de la Ley de Rehabilitación de 1973 y La Ley de ciudadanos Americanos con Discapacidades de 1990 (ADA). El nivel y la calidad de servicios de transporte serán proveídos sin consideración a su raza, color, país de origen, o discapacidad.

Para obtener más información sobre el programa de Derechos Civiles de **CITY OF WILLCOX**, y los procedimientos para presentar una queja, contacte **Caleb Blaschke (520) 384-4271**; o visite nuestra oficina administrativa en **101 S. Railroad Avenue Suite B, Willcox, AZ 85643**. Para obtener más información, visite <https://willcox.az.gov/>

Una queja puede ser presentada con la oficina de Derechos Civiles del Departamento de Transporte de Arizona (**ADOT**). Atención: Title VI Program Manager, 206 S. 17th Ave MD 155A Phoenix AZ, 85007 o con la Administración Federal de Transporte (**FTA**). Atención: Title VI Coordinator, 1200 New Jersey Ave., SE Washington DC 20590

This notice is posted online at <https://willcox.az.gov/>. The above notice is posted in the following locations: City Hall, Fire Department, Public Works, and City Library.

Non Discrimination ADA/Title VI Complaint Procedures

These procedures provide guidance for all complaints filed under Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act of 1990 (ADA) as they relate to any program or activity that is administered by **CITY OF WILLCOX** including consultants, contractors and vendors. Intimidation or retaliation as a result of a complaint is prohibited by law. In addition to these procedures, complainants reserve the right to file a formal complaint with other State or Federal agencies or to seek private counsel for complaints alleging discrimination. Every effort will be made to resolve complaints at the lowest possible level.

- (1) Any person who believes he and/or she has been discriminated against on the basis of race, color, national origin, or disability may file a Discrimination complaint by completing and submitting the agency's Title VI Complaint Form.
- (2) Formal complaints must be filed within **180** calendar days of the last date of the alleged act of discrimination or the date when the alleged discrimination became known to the complainant(s), or where there has been a continuing course of conduct, the date on which the conduct was discontinued or the latest instance of the conduct.
- (3) Complaints must be in writing and signed by the complainant(s) and must include the complainant(s) name, address and phone number. The ADA/Title VI contact person will assist the complainant with documenting the issues if necessary.
- (4) Allegations received by fax or e-mail will be acknowledged and processed, once the identity of the complainant(s) and the intent to proceed with the complaint have been established. For this, the complainant is required to mail a signed, original copy of the fax or email transmittal for the complaint to be processed.
- (5) Allegations received by telephone will be reduced to writing and provided to the complainant for confirmation or revision before processing. A complaint form will be forwarded to the complainant for him/her to complete, sign and return for processing.
- (6) Once submitted **CITY OF WILLCOX** will review the complaint form to determine jurisdiction. All complaints will receive an acknowledgement letter informing her/him whether the complaint will be investigated by the **CITY OF WILLCOX** or submitted to the State or Federal authority for guidance.

(7) **CITY OF WILLCOX** will notify the ADOT Civil Rights Office of ALL Discrimination complaints within 72 hours via telephone at 602-712-8946; or email at civilrightsoffice@azdot.gov.

(8) **CITY OF WILLCOX** has 3 (three) business days to investigate the complaint. If more information is needed to resolve the case, the Authority may contact the complainant. The complainant has 3 (three) business days from the date of the letter to send requested information to the investigator assigned to the case. If the investigator is not contacted by the complainant or does not receive the additional information within 3 (three) business days, the Authority can administratively close the case. A case can be administratively closed also if the complainant no longer wishes to pursue their case.

(9) After the investigator reviews the complaint, she/he will issue one of two letters to the complainant: a closure letter or a letter of finding (LOF). A closure letter summarizes the allegations and states that there was not a Discrimination violation and that the case will be closed. An LOF summarizes the allegations and the interviews regarding the alleged incident, and explains whether any disciplinary action, additional training of the staff member or other action will occur.

(10) A copy of either the closure letter or LOF must be also be submitted to ADOT within **72** hours of that decision. Letters may be submitted by hardcopy or email.

(11) A complainant dissatisfied with **CITY OF WILLCOX** decision may file a complaint with the Arizona Department of Transportation (**ADOT**) or the Federal Transit Administration (**FTA**) offices of Civil Rights: **ADOT**: ATTN ADA/Title VI Program Coordinator 206 S. 17TH Ave MD 155A RM: 183 Phoenix AZ, 85007 **FTA**: Attention Title VI Program Coordinator, East Building, 5th Floor-TCR 1200 New Jersey Ave., SE Washington DC 20590

(12) A copy of these procedures can be found online at: <https://willcox.az.gov/>.

If information is needed in another language, contact

*Para información en Español llame:

Discrimination ADA/Title VI Complaint Form

Section I:		
Name:		
Address:		
Telephone (Home):	Telephone (Work):	
Electronic Mail Address:		
Accessible Format Requirements?	<input type="checkbox"/> Large Print	<input type="checkbox"/> Audio Tape
	<input type="checkbox"/> TDD	<input type="checkbox"/> Other
Section II:		
Are you filing this complaint on your own behalf?	<input type="checkbox"/> Yes*	<input type="checkbox"/> No
<i>*If you answered "yes" to this question, go to Section III.</i>		
If not, please supply the name and relationship of the person for whom you are complaining.		
Please explain why you have filed for a third party:		
Please confirm that you have obtained the permission of the aggrieved party if you are filing on behalf of a third party.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Section III:		
I believe the discrimination I experienced was based on (check all that apply):		
<input type="checkbox"/> Race	<input type="checkbox"/> Color	<input type="checkbox"/> National Origin
<input type="checkbox"/> Disability		
Date of Alleged Discrimination (Month, Day, Year): _____		
Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known) as well as names and contact information of any witnesses. If more space is needed, please use the back of this form.		

Section VI:		
Have you previously filed a Discrimination Complaint with this agency?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

If yes, please provide any reference information regarding your previous complaint.

Section V:

Have you filed this complaint with any other Federal, State, or local agency, or with any Federal or State court?

Yes No

If yes, check all that apply:

Federal Agency: _____
 Federal Court: _____ State Agency: _____
 State Court : _____ Local Agency: _____

Please provide information about a contact person at the agency/court where the complaint was filed.

Name: _____

Title: _____

Agency: _____

Address: _____

Telephone: _____

Section VI:

Name of agency complaint is against: _____

Name of person complaint is against: _____

Title: _____

Location: _____

Telephone Number (if available): _____

You may attach any written materials or other information that you think is relevant to your complaint.
Your signature and date are **required** below:

Signature

Date

Please submit this form in person at the address below, or mail this form to:

CITY OF WILLCOX

Caleb Blaschke

101 S. Railroad Avenue Suite B, Willcox, AZ 85643

(520) 384-4271

cblaschke@willcox.az.gov

A copy of this form can be found online at <https://willcox.az.gov/>

Discrimination ADA/Title VI Investigations, Complaints, and Lawsuits

If no investigations, lawsuits, or complaints were filed select the option below.

CITY OF WILLCOX has not had any ADA nor Title VI Discrimination complaints, investigations, or lawsuits in **2019**.

Complainant	Date (Month, Day, Year)	Basis of Complaint (Race, Color, National Origin or Disability)	Summary of Allegation	Status	Action(s) Taken	Final Findings?
Investigations						
1)						
2)						
Lawsuits						
1)						
2)						
Complaints						
1)						
2)						

Public Participation Plan

CITY OF WILLCOX is engaging the public in its planning and decision-making processes, as well as its marketing and outreach activities. The public will be invited to participate in the process whether through public meetings or surveys.

As a first-time applicant and an agency receiving federal financial assistance, **CITY OF WILLCOX** will utilize the following community outreach efforts and activities to engage minority and Limited English Proficient populations in the upcoming year.

- Expand the distribution of agency brochures
- Advertise public announcements through newspapers, fliers, or radio
- Post the Nondiscrimination Public Notices to the following locations:
 - Within transportation vehicles
 - Lobby of agency
 - Partner with other local agencies to advertise services provided.
 - Host public information meetings and or hearings.
- Add public interactive content to the agency's webpage for the public e.g. social media, to communicate schedule changes or activities.
- Host an information booth at a community event
- Update agency documents/publications to make them more user-friendly e.g. comment forms or agency brochures.

Limited English Proficiency Plan

CITY OF WILLCOX has developed the following Limited English Proficiency Plan (LEP) to help identify reasonable steps to provide language assistance for LEP persons seeking meaningful access to **CITY OF WILLCOX** services as required by Executive Order 13166. A Limited English Proficiency person is one who does not speak English as their primary language and who has a limited ability to read, speak, write, or understand English.

The plan details procedures on how to identify a person who may need language assistance, the ways in which assistance may be provided, training to staff, notification to LEP persons that assistance is available, and information for future plan updates. In developing the plan while determining the **CITY OF WILLCOX**'s extent of obligation to provide LEP services, the **CITY OF WILLCOX** undertook a U.S. Department of Transportation four-factor LEP analysis which considers the following:

The number or proportion of LEP persons eligible in the CITY OF WILLCOX service area who may be served or likely to encounter by CITY OF WILLCOX program, activities, or services;

<i>Category</i>	<i>Estimate</i>	<i>Percentage of Persons 5 Years & Over</i>	<i>Percentage of Persons 5 Years & Over With LEP</i>
Total Persons 5 years & Over	8,758	100%	---
English Speaking Only	5,760	66%	---
Limited English Proficiency	1,294	15%	15%
Spanish with LEP	1,294	15%	15%
Other Languages with LEP	0	0%	0

1. Demography: According to the U.S. Census Bureau, 2010-2014, American Community Survey five year estimates, 15 % of the City of Willcox's proposed service area is considered to be Limited English Proficient. This equates to 1,294 individuals five years of age or older who report speaking English less than "very well". The predominate language spoken by the LEP population is Spanish. Under the DOJ's Safe Harbor provision, it is necessary to translate materials when five percent or 1,000 persons, whichever is less, speak English less than "very well". City of Willcox translates vital documents, forms and public notices to meet this requirement.

2. Frequency: It is anticipated that the general public will come into contact with Willcox Dial-a-Ride frequently and all residents are welcome to attend public meetings. To facilitate public participation, Willcox Dial-a-Ride will post public meeting notices in English and Spanish on its website, in public places and in printed media in an effort to reach a large audience.

3. Importance: Transportation planning is vital to a community and directly affects the lives of those living in the service area. Recommendation on roads, sidewalks, and public transportation service projects are a focus of both the City of Willcox and regional partners such as SEAGO and CDBG. Projects completed directly affect the residents in the community. This includes the minority and low income populations, including the LEP population.

4. Resources: The Willcox Dial-a-Ride transit program will provide a transit guide in English and Spanish, including all non-discrimination policies and procedures. Willcox Dial-a-Ride will recruit Spanish speaking drivers and staff available to assist passengers and others who may have limited English proficiency.

CITY OF WILLCOX will provide a statement in Spanish and will for additional languages specific to the LEP community make up that will be included in all public outreach notices. Every effort will be made to provide vital information to LEP individuals in the language requested.

Safe Harbor Provision for Written Translations

CITY OF WILLCOX complies with the Safe Harbor Provision, as evidenced by the number of documents available in the Spanish language. With respect to Title VI information, the following shall be made available in Spanish:

- (1) Non Discrimination Notice
- (2) Discrimination Complaint Procedures
- (3) Discrimination Complaint Form

In addition, we will conduct our marketing (including using translated materials) in a manner that reaches each LEP group. Vital documents include the following:

- (1) Notices of free language assistance for persons with LEP
- (2) Notice of Non-Discrimination and Reasonable Accommodation
- (3) Outreach Materials
- (4) Bus Schedules (5) Route Changes (6) Public Hearings

CITY OF WILLCOX will ask the interpreter or translator to demonstrate that he or she can communicate or translate information accurately in both English and the other language. **CITY OF WILLCOX** will train the interpreter or translator in specialized terms and concepts associated with the agency's policies and activities. **CITY OF WILLCOX** will instruct the interpreter or translator that he or she should not deviate into a role as counselor, legal advisor, or any other role aside from interpreting or translator. **CITY OF WILLCOX** will ask the interpreter or translator to attest that he or she does not have a conflict of interest on the issues that they would be providing interpretation services.

CITY OF WILLCOX provides notice to LEP persons about the availability of language assistance through the following methods:

- Posting signs in intake areas and other points of entry
- Statements in outreach documents that language services are available from the agency
- Working with community-based organizations and other stakeholders to inform LEP individuals of the Recipients' services, including the availability of language assistance services
- Announcements at community meetings
- Signs and handouts available in transit vehicles
- Agency websites

CITY OF WILLCOX monitors, evaluates and updates the LEP plan through the following process:

CITY OF WILLCOX will monitor the LEP plan by conducting an annual Four-Factor analysis, establishing a process to obtain feedback from internal staff and members of the public and conducting internal evaluations to determine whether the language assistance measures are working for staff. **CITY OF WILLCOX** will make changes to the language assistance plan based on feedback received. **CITY OF WILLCOX** may take into account the cost of proposed changes and the resources available to them. Depending on the evaluation, **CITY OF WILLCOX** may choose to disseminate more widely those language assistance measures that are particularly effective or modify or eliminate those measures that have not been effective. **CITY OF WILLCOX** will consider new language assistance needs when expanding transit service into areas with high concentrations of LEP persons will consider modifying their implementation plan to provide language assistance measures to areas not previously served by the agency.

CITY OF WILLCOX trains employees to know their obligations to provide meaningful access to information and services for LEP persons and all employees in public contact positions will be properly trained to work effectively with in-person and telephone interpreters. **CITY OF WILLCOX** will implement processes for training of staff through the following procedures:

CITY OF WILLCOX will identify staff that are likely to come into contact with LEP persons as well as management staff that have frequent contact with LEP persons in order to target training to the appropriate staff. **CITY OF WILLCOX** will identify existing staff training opportunities, as it may be cost-effective to integrate training on their responsibilities to persons with limited English proficiency into agency training that occurs on an ongoing basis. **CITY OF WILLCOX** will include this training as part of the orientation for new employees. Existing employees, especially managers and those who work with the public may periodically take part in re-training or new training sessions to keep up to date on their responsibilities to LEP persons. **CITY OF WILLCOX** will implement LEP training to be provided for agency staff. **CITY OF WILLCOX** staff training for LEP to include:

- A summary of the **CITY OF WILLCOX** responsibilities under the DOT LEP Guidance;
- A summary of the **CITY OF WILLCOX** language assistance plan;
- A summary of the number and proportion of LEP persons in the **CITY OF WILLCOX** service area, the frequency of contact between the LEP population and the agency's programs and activities, and the importance of the programs and activities to the population;
- A description of the type of language assistance that the agency is currently providing and instructions on how agency staff can access these products and services; and
- A description of the **CITY OF WILLCOX** cultural sensitivity policies and practices.

Non-elected Committees Membership Table

The City of Willcox is a first-time applicant. The development of the Transit Advisory Committee (TAC) is pending a City Council authorizing Resolution. Prior to beginning operations a TAC shall be established by Resolution. The Transit Advisory Committee will be appointed by Mayor with the consent of the Council. The Transit Director/Manager shall be part of the committee membership that shall also include representation from the elderly and disabled community, local businesses, regional transit agencies, and the medical community. Members of all represented demographic groups will be encouraged to express interest in being appointed to this committee by completing an interest card, which will be available on our website and Transit office. Willcox will post publishing notices recruiting TAC membership. Notices for public meetings will be posted in transit vehicles and by word of mouth the drivers notify riders of meetings and encourage them to participate.

Monitoring for Subrecipient Title VI Compliance

Describe how you monitor your subrecipients. This can be through site visits, submissions of Title VI Plans annually, or training and surveys.

The City of Willcox will not have subrecipients and will NOT monitor subrecipients for Title VI compliance.

Title VI Equity Analysis

A subrecipient planning to acquire land to construct certain types of facilities must not discriminate on the basis of race, color, or national origin, against persons who may, as a result of the construction, be displaced from their homes or businesses. "Facilities" in this context does not include transit stations or bus shelters, but instead refers to storage facilities, maintenance facilities, and operation centers.

There are many steps involved in the planning process prior to the actual construction of a facility. It is during these planning phases that attention needs to be paid to equity and non-discrimination through equity analysis. The Title VI Equity Analysis must be done before the selection of the preferred site.

Note: Even if facility construction is financed with non-FTA funds, if the subrecipient organization receives any FTA dollars, it must comply with this requirement.

CITY OF WILLCOX has no current or anticipated plans to develop new transit facilities covered by these requirements.

Fixed Route Transit Provider Analysis

Fixed Route: Public transit service (other than by aircraft) provided on a repetitive, fixed-schedule basis along a specific route, with vehicles stopping to pick up passengers.

A subrecipient providing fixed route service, as defined above, must determine the distribution of transit amenities or the vehicle assignments for each mode in a non-discriminatory manner. The subrecipient must develop policies to ensure service is not distributed on the basis of race, color, or national origin.

Effective practices to fulfill the Service Standards requirements include developing written policies covering each of the following service indicators: (can be expressed in writing or in table format – see Circular Appendix G & H pp. 87-91)

CITY OF WILLCOX is not a Fixed Route Transit Provider

Board Approval for the Title VI Plan

The City of Willcox's Title VI Plan will be presented the Willcox City Council no later than its September 2020 meeting. The plan will be updated with a copy of the Council approval at that time.

APPENDIX C PUBLIC ENGAGEMENT PLAN

PUBLIC ENGAGEMENT PLAN – WILLCOX 5311 IMPLEMENTATION 2020

INTRODUCTION

The City of Willcox (City) is an incorporated municipality located within the Sulphur Springs Valley in southeastern Arizona. The City is generally located at the intersections of State Route 186 and Interstate 10. Adjacent communities include Dos Cabezas to the east, Kansas Settlement to the south and Cochise to the southwest. The City was established in 1880 as a whistle-stop for the Southern Pacific Railroad under the name of The Town of Maley. However, in 1889 the City was renamed Willcox in honor of General Orlando B. Willcox. The City incorporated in 1915. As an incorporated municipality, the City provides infrastructure and services in support of its citizens. With seven elected council members, the community has a strong-manager system of governance. The Mayor and Vice Mayor are elected by seated Council members.

In 2019, SEAGO received a planning grant through the Arizona Department of Transportation (ADOT) to develop a transit plan (Plan) to determine the value of transit services in and around the Willcox area. Presently, a limited dial-a-ride program operates in the region through ViCap (Volunteer Interfaith Caregiver Program) located in Sierra Vista (70 miles to the southwest). Rides are limited to the elderly and disabled and receives financial support from the ADOT 5310 program and SEAGO's Area Agency on Aging program. The first phase of the Transit Plan studied the feasibility of City owned and operated public transit and identified that the unmet need warranted continued planning toward implementation. Recommendations included an area dial-a-ride option as a viable response to the identified unmet need. Based on the Plan, the City determined that it will undertake this second phase of planning to outline steps toward implementation of a public transit system that enhances the quality of life for its residents and promotes economic development through transit services that brings customers to Willcox's retail and service industries.

As required by federal regulation, the City of Willcox wishes to ensure broad and diverse input throughout the development of an Implementation Plan, including those of transit/transportation providers, municipal and county governments, transit riders, the elderly and disabled, health services organizations, economic development entities, community advocates, and other stakeholders. Additionally, the City is interested in understanding the fiscal and environmental impacts a transit system and the impact on rural residents, minority groups, and those who may be marginalized by income status.

Overall Implementation Plan Objectives:

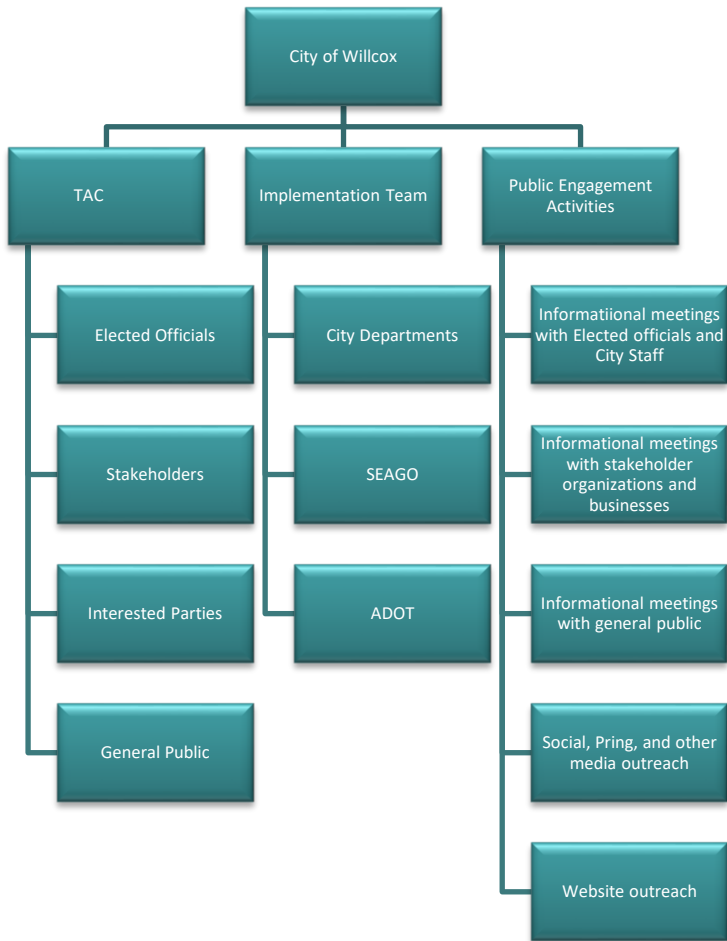
- Produce an implementation plan for the purposes of designing, budgeting, and preparing to operate public transit services in the Willcox area.
- Identify administrative, operating and capital needs for the delivery of a dial-a-ride system that is efficient, effective, safe, reliable, and eligible for federal, state, and other funding

- Develop implementation strategies that consider and improve sustainability, preservation, mobility, safety, innovation, economy, health, and equity for the system and its current and future ridership.
- Provide guidance for effective and efficient, future investments in the public and human services transportation system.

PUBLIC ENGAGEMENT PLAN (PEP)

Public engagement is a problem-solving approach, which brings together community members and planners to discuss complex issues facing the community and its residents. The goal of this PEP is to allow the public and other community members opportunities throughout the planning process to influence its outcome. The PEP reflects ways to identify and contact the community, inform them of the planning goals and objectives, and involve them in the Plan's recommendations. The PEP includes tasks that will identify the affected public, creating a database of businesses, health care entities, school organizations, church groups, environmental and cultural organizations, special interest groups, ethnic organizations, low-income serving entities, advocacy groups, and transit/transportation providers and provide opportunities for these representatives to gather information and provide feedback and guidance throughout the planning process. By actively seeking participation of communities and their stakeholders, agencies, individual interest groups, and the general public throughout the plan development process, the City expects to determine how best to implement a transit program that is mutually beneficial for providers, stakeholders, and the public.

ORGANIZATIONAL STRUCTURE FOR PEP PLAN



IMPLEMENTATION TEAM

The Team consists of key City, SEAGO, and ADOT staff

- Caleb Blaschke, City Manager, Mr. Blaschke will act as the project leader and is responsible for the oversight of Plan development.
- Chris Vertrees, SEAGO Transportation Manager – Mr. Vertrees acts as the Senior Planner and is responsible for all planning content and documentation
- Melanie Greene, SEAGO Transit Planner – Ms. Greene is responsible for the development of the Plan and will carry out all public engagement activities, collect public input, and draft the planning report.
- Connie Gastelum, SEAGO Mobility Manager – Ms. Gastelum will serve as liaison between human services and transit providers in the region and assist with public engagement activities as a Spanish/English translator.
- Aubrey Perry, ADOT 5311 Transit Program Manager – Ms. Perry will provide planning assistance and be responsible for approval of the Plan on behalf of ADOT

To ensure public engagement goals and objectives are addressed in a timely manner, the Team will meet on a bi-weekly basis to monitor progress, coordinate activities, identify strategic issues with development and next steps. The Team is tasked with producing materials to be presented to specific audiences and the engagement activities to ensure that feedback is summarized and addressed as appropriate in the Plan.

IMPLEMENTATION PLAN ADVISORY COUNCIL (TAC)

The TAC is made up of individuals representing a cross section of elected officials, stakeholders, interested parties, and the general public.

TAC representatives are drawn from the community as well as representation from the unincorporated regions of the county included in the service area. Including members from underrepresented populations including low-income, seniors, transit riders, and ethnic groups is a priority for the TAC.

The initial TAC meeting will kick-off Plan activities and will include an informational session that defines the purpose, structure, and responsibilities of the TAC.

TAC purpose: Recommend how transit and transportation administration, operations and investments are made and the potential service, incorporating efficiency and effectiveness that meets the needs of the public and the provider. The TAC will be a key vehicle for continuous public engagement. As such, it will bring the interests and concerns of a broader public to the planning process. It will advise the Team by identifying issues and transportation solutions critical to various constituencies.

TAC structure: Facilitated by key TEAM members, the TAC will determine how often it will meet (at least quarterly). Meeting sites will be available to members electronically and accessibly promoting understanding of local conditions and assure greater participation among members living and working in more remote locations. Agendas and information will be provided to each member prior to the meeting. Member attendance will be recorded.

TAC responsibilities:

- Assist in developing the service implementation strategies
- Identify existing conditions and future scenarios
- Identify special interest groups and individuals who represent under-represented individuals/groups for purposes of public engagement outreach
- Promote partnerships with constituents, stakeholders, and the public
- Work to develop a general understanding or agreement on future goals
- Review and comment on draft Plan materials
- Advise on final recommendations to the City of Willcox Council and ADOT

TAC membership will include representatives from:

- The service area
- Transit providers
- Human Services transportation providers
- Health Care
- Business
- Low-income population
- Senior population
- Disabilities population
- Schools/College
- Transit riders
- Chambers of Commerce
- Federal and State departments
- Municipal and County Government
- Cultural, environmental, and social service representatives

PUBLIC ENGAGEMENT EVENTS & ACTIVITIES

In an effort to include diverse audiences, the Team will hold public engagement events and activities targeted to specific audiences including elected officials and government staffs; stakeholder organizations and businesses; the general public (interested individuals and leaders representing a sector of the public); and existing transit/transportation providers.

These events will be structured to garner information on current and expected future conditions, elicit responses to effectiveness or efficiency of potential service strategies, and gather recommendations for inclusion in the Plan.

Events and activities will be held at times and places that are most conducive to attendance of the targeted audience. As an example, public events may be held in various places in the service area that are easily reached and are commonly recognized as safe, neutral spaces that encourage broad participation. Event and activity times also will be targeted to audiences. General Public events will be

held after typical work hours, on weekends, and/or part of other scheduled public events such as festivals, fairs, and other public gathering events.

Events may be structured as meetings where information regarding the Plan is shared and feedback and recommendations are encouraged. Other events may include informational brochures and surveys, while others may include a more formal focus group activity. Where appropriate, printed materials and surveys will be provided in both English and Spanish (Spanish is the primary second language in the region as determined by the four-point analysis conducted in the Title VI Plan for the City and SEAGO).

Events and activities will be marketed broadly through electronic notifications, print media, social media, websites, and networking through TAC membership.

A stakeholder database will be generated and updated to assure broad, diverse audiences to which events and activities can be marketed.

Information gathered through public engagement events and activities will be collected and analyzed by the TEAM, reviewed by the TAC to inform recommendations, and appropriately archived in support of the Plan.

PUBLIC ENGAGEMENT AUDIENCES

Elected officials and government staffs:

The Team will invite elected officials from the service area as well as State and Federal officials whose departments have a stake in transit planning. Also invited are key staff members from the City who may have information, insights, and recommendations for the Plan. Staff members, whose support will be relied upon for administration, operations, procurement, policy development, partner agreements, and implementation of any resulting service will be essential to the Plan's development and outcomes.

Stakeholders:

The City is keenly aware of the diversity of stakeholders, their independent needs, and their essential engagement and input in developing the Plan and subsequent implementation of any public transit service. Stakeholders include human and health services organizations and advocates, businesses, cultural and ethnic groups, religious organizations, schools and colleges, environmental groups, economic development entities, transit riders, and others who may be recommended by identified representatives. Building on the Phase 1 Transit Plan outcomes, these audiences may be engaged separately or as a group with significant efforts to identify unmet needs, impact potential, resource and partnership opportunities, and barriers toward success of outcomes identified by the Plan. The Team will utilize existing association and collaborative group meetings to share information including the University of Arizona Extension Office's Healthy Communities forums which bring together similar stakeholder constituents to discuss issues relating to healthy communities. One such group, Willcox Healthy Communities, meet monthly in Willcox and will welcome presentations and information gathering for the Plan.

General Public:

The Team will provide public engagement opportunities for the general public in locations throughout the service area. Utilizing electronic, print, and radio media, the public will be encouraged to learn about the planning process and offer personal feedback that will inform the Plan's recommendations. The Team will seek unique opportunities to reach the public where they gather including public events such as fairs, festivals, and cultural events and at local establishments such as libraries, health clinics, restaurants, and schools. The public will be invited to follow and provide input via a City owned web-based portal and, if resources are available, a direct mail campaign may be implemented in select communities. As is typical for transit public input, members of the public often are unfamiliar with transit needs unless their families are directly impacted. Meeting with the public will allow the TEAM to gauge early public interest in service planning and their willingness to utilize public transit once implemented.

Transit/Transportation Providers:

The Team has a long-established relationship with existing, federally assisted transit and human services transportation organizations. These include FTA supported 5307, 5311, and 5310 providers in neighboring regions whose service may play a role in connections for riders. The Team also will seek out private transportation providers including non-emergency medical, long-term care and assisted living providers, Uber/Lyft and other web-based providers, taxi services, shuttle services, and business-related commuter services. Combined, these entities represent most transit/transportation services available in the service area. These agencies also are essential to identifying gaps in service both geographically and in ridership (type of riders that may be underserved such as veteran's groups, seniors, persons with disabilities, etc.)

Utilizing existing service (presently only one whose service will end upon implementation of the service being planned) data delivery that includes the service area including rides, service areas, service hours, cost per ride, cost per mile, ride duration, capital inventory, and current and projected budgets and resources, will inform the Plan and clarify whether implementation efforts will result in a sustainable system that is efficient and effective. Providers also will provide insights into potential barriers to the planned service and any other considerations useful to the planning process.

EXPECTED OUTCOMES OF PUBLIC ENGAGEMENT

The following expected outcomes are presented to highlight the resulting impact of the PEP once implemented.

- Outreach and educational programs will be developed and implemented to increase awareness and understanding of the Plan;
- Underrepresented communities and individuals will be educated about the Plan, its purpose, need, and how it benefits them and their communities;
- Underrepresented individuals will have an increased opportunity to participate in the planning process;

- Partnerships will be developed with key community members and organizations to disseminate education materials and information;
- More local support for implementation of the service strategies recommended in the Plan;
- Documentation of public concerns and opportunity for input; and
- Better use of resources as evidenced by effective, results-oriented meetings.

MONITORING PUBLIC PARTICIPATION

To ensure that a high degree of public involvement is sustained over the course of the planning process, metrics for each of the public outreach mechanisms will be monitored on a regular basis and mid-course corrections made to enhance levels of engagement should declining participation be noted. Ultimately, the goal is to give members of the public the opportunity to influence the direction and shape of the Implementation Plan. All comments will be categorized and summarized to preserve a public record of all feedback. These summaries will be shared with the Team, TAC, City Council, and other interested parties, posted to the website, and used on social media to generate more discussion.

APPENDIX A – GOVERNMENT CONTACTS

City of Willcox Council Members

City of Willcox City Manager

City of Willcox Public Safety

City of Willcox Public Works

Cochise County Board of Supervisors representative

Arizona Department of Transportation - 5311 Manager

SEAGO – Transportation Manager

APPENDIX B – STAKEHOLDER GROUPS

Health Care providers – clinics, hospital, home health care providers, mental health providers

Human Services providers – veterans’ groups, homeless advocates, food bank, low-income housing advocates/providers, employment security organizations, senior centers

Schools – public K-14 and charter schools

Business – retail, industry, service

APPENDIX C – TRANSIT PROVIDERS

ViCap – dial-a-ride provider that will cease operations once planned system is implemented

Non-emergency medical providers

Chiricahua Clinic – medical transportation for appointments at the clinic

Independent provider(s) that presently provide Lyft/Uber or taxi type service

APPENDIX D – TAC MEMBERS

TAC members will include representative(s) from

City of Willcox – Elected official(s) and staff member(s)

Cochise County

SEAGO

Healthy Communities – Willcox Forum

ADOT

ViCap

Northern Cochise Hospital

Chiricahua Clinic

Willcox Chamber of Commerce

Willcox Senior Center

Cochise College - Willcox

Public Transit rider(s) from within the service area

APPENDIX E TAC RESOLUTION DRAFT

RESOLUTION NO. 13-937

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF WILLCOX, COCHISE COUNTY, ARIZONA, PROVIDING FOR THE ESTABLISHMENT OF A TRANSPORTATION ADVISORY COMMITTEE (TAC), AND SETTING FORTH TERMS AND MEMBERSHIP APPOINTMENT PROCEDURES, DUTIES, AND PURPOSE OF THE COMMITTEE.

WHEREAS, with the support of a broad number of county-wide stakeholders, the City of Willcox established the Willcox Area Transit public transportation system to benefit the community and surrounding areas in facilitating public transit; and

WHEREAS, garnering and maintaining community support is an important part of developing, growing, and sustaining, and effective rural public transit system; and

WHEREAS, grant funding was instrumental in accomplishing the transportation project, and accompanying grant guidelines call for the establishment of a Transit Advisory Committee composed of diverse membership made up of local government representatives, local businesses, the medical community, as well as agencies serving senior and persons with disabilities; and

WHEREAS, the City of Willcox, by virtue of its Charter, establishes that the Council, by ordinance or resolution, may create or abolish boards, commissions, and committees of the City; and

WHEREAS, a resolution establishing the Transit Advisory Committee and setting forth terms and membership appointment procedures, and duties and purpose of the committee will promote continuity of membership and the organized transition of authority within the committee as well as ensure that the committee represents the community's and the City's transit needs.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the City of Willcox, Arizona as follows:

1. Existing Committee Members

Whenever a new Mayor takes office, existing Transit Advisory Committee (TAC) members shall be allowed to complete their term before reappointment or before a new member is appointed.

2. Membership and Appointments

The TAC shall have at least five (5) members and no more than ten (10) members who shall be appointed by the Mayor and City Council. Members may be non-residents of the City of Willcox, Arizona. The committee can recommend to the Mayor and City Council, through the Transit Manager, prospective committee members for consideration. The recommendation shall not be binding on the Mayor and Council. The Transit Manager shall be part of the committee membership that shall also include representation for the elderly and disabled community, local businesses, the medical community, and other transit/transportation providers.

3. Appointment Terms

The current membership, when confirmed, shall serve staggered four (4) year terms, with terms expiring on June 30. In order to create and maintain a system of staggered terms, one half of members will have a term that expires June 30, 2022 and one half of members will have a term that expires June 30, 2024.

4. Resignation and Vacancies

Any member may resign at any time by giving written notice of such resignation to the Transit Director. Any vacancy occurring in the committee may be filled by appointment as noted in Paragraph 2, and said appointee shall serve out the unexpired portion of the term. Any member may be reappointed for a subsequent term.

5. Purpose and Duties of Committee.

The TAC shall advise the Willcox Area Transit program on all the overall aspects of the operation of the system. This advisory role shall ensure that the service responds to changing local needs, commenting on service quality and effectiveness, soliciting community participation, helping the system achieve financial sustainability, and any other transit related issue or topic. TAC members will be the ambassadors of the transit program and serve as the Transit Manager's eyes and ears in the community.

6. Meetings

The TAC shall meet at least quarterly and shall submit minutes of the meetings to ADOT. In case of an absence, members shall be authorized to assign a representative from their respective organizations to participate and vote at meetings on that members' behalf. Any committee member absent more than three consecutive meetings, without an excuse acceptable to the majority of the committee, shall be considered to have vacated his or her position on the committee.

7. Service without Pay

TAC members shall serve without pay. Members may be reimbursed for expenses authorized in advance by the City Manager.

8. Amendment and Revocation of Prior Resolutions

Any prior related Resolution in conflict with this Resolution is repealed by this Resolution and superseded to the extent of any conflict.

9. Severability

Should any section, clause, or provision of this Resolution be declared invalid or unconstitutional by a Court of competent jurisdiction, the invalidity of unconstitutionality will not affect the validity of the remaining provisions.

PASSED AND ADOPTED by the Mayor and Council of the City of Willcox, Arizona on this ____ day of _____, 2020

Mayor Signature

Attest:

City Clerk

Approved as to Form:

City Attorney

***TRANASIT PROGRAM
(DRAFT)***

*Passenger rules of conduct
&
Frequently asked questions*



CITY OF
WILLCOX
ARIZONA

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What size shopping carts are allowed on the bus?

Shopping carts must be of the following dimensions or smaller:

13 inches wide x 12 inches deep x 21 inches tall. They must be collapsed when not in use and may not be used in place of a walker.



Dimensions:

13 inches x 12 inches x 21 inches

9

Rules Continued...

6. **Behavior-A driver may refuse service to any individual who threatens the safety and comfort of the other passengers.**
7. Payment of Fares-All passengers are required to pay the appropriate fare when they board the bus. **Drivers do not carry change.** It is the passenger's responsibility to have exact change when boarding the bus. The bus driver will refuse service for non-payment.
8. Monthly Passes-Passengers who purchase monthly passes are required to **show the bus driver their current pass each time they board the bus.** If a passenger cannot produce their pass, the bus driver will require payment prior to boarding the bus.
9. Children-All children ages 12 and under must be accompanied by a parent or guardian on the bus. It is the parent or guardian's responsibility to make sure that children stay seated at all times while on the bus. Infants and toddlers must be held in the parent or guardian's lap during transit. Changing of diapers is not permitted on the bus for the safety of the child and for sanitary reasons.

I need to take my pet to the veterinarian. Can I bring my pet on the bus?

Small pets can be transported on the bus as long as they are in a rigid, plastic pet carrier and prior arrangements have been made by speaking to the dispatcher at **Willcox XXXXXXXX Department (520) XXX-XXXX**

Soft carriers are not permitted because they are not leak-proof.



OK

NO

FAQ's



Can I bring a baby stroller on the bus?

Yes, but the stroller must be folded up during transit and you must hold your baby in your lap during transit. This is the safest way for your baby to ride on the bus. Large or non-collapsible strollers may be allowed if space is available. If space is not available, the bus driver will pick you up on the next trip.

I was walking to the bus stop and the bus passed by even though I waved at them. Why didn't they stop for me?

The buses are only allowed to stop at the designated bus stops for safety reasons. It is the passenger's responsibility to be at the bus stop before the bus arrives. We recommend getting to the bus stop at least 10 minutes prior to the scheduled pick up time.



How much does it cost?

Insert Fare Structure

Do the drivers carry change?

No, the drivers do not carry change. It is the passenger's responsibility to have exact change before boarding the bus.

Willcox Transit service is provided:

Insert SERVICE SCHEDULE to include Holiday Schedule

**FREQUENTLY
ASKED
QUESTIONS?**



How do I catch the bus?

Schedules are available at **Willcox XXXXXXXX Department (520) XXX-XXXX**

Willcox Transit Dispatcher will be available to guide you .

Insert Bus Schedule



Why can't I bring my meals on the bus?

Despite the best intentions, accidents do happen and food and drinks often get spilled when carried on the bus. When this happens, it is mandatory that the bus driver stop the bus and clean the spill before service can continue. We do this to make sure passengers do not slip and fall as a result of the spill. Cleanup can delay service for an entire trip, therefore, we do not allow drinks without a screw-top lid or any food on the bus. Please eat your lunch and drink your fountain drinks before boarding the bus.



FAQ's

What is your policy on service animals?

Effective March 15, 2011, **service animal means any dog that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or any other mental disability.**

Other species of animals, whether wild or domestic, trained or untrained, are not service animals for the purposes of this definition. Service animals are required to be leashed or harnessed except when performing work or tasks where such tethering would interfere with the dog's ability to perform. Dogs whose sole function is "the provision of emotional support, well-being, comfort, or companionship" are NOT considered service dogs under the ADA.

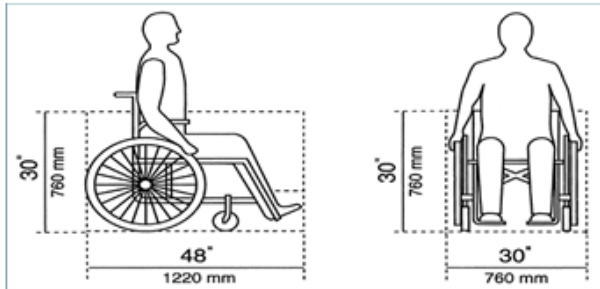


10. Wheelchairs—Passengers who use a wheelchair must have their footrests attached to their chair in order to board the bus. The bus driver will help with boarding and exiting the bus. Wheelchairs must also face forward during transit under ADA guidelines.
11. Mobility devices—Walkers, canes, crutches, wheelchairs and braces are the only mobility devices allowed on the bus. Mobility devices must be folded if they are capable and held by the passenger during transport. They must not be kept in the aisles. Shopping bags may not be secured to walkers as this situation presents a safety hazard.
12. Solicitation—Solicitors of any kind are not to sell papers, merchandise or solicit any funds for any purpose aboard the buses, or at any bus stops.
13. Tobacco—Chewing tobacco and smoking in and around the bus is prohibited.

I use a wheelchair. Can I board the bus?

All buses are designed with low floor and/or equipped with ramps to accommodate disabled passengers. The bus driver will deploy the lift/or ramp before you board and will provide assistance boarding and exiting the bus. The bus driver will secure your wheelchair once you are inside the bus. For safety reasons, the wheelchair must face forward. If you have a power chair, it must be powered off during transit. If you have a wheelchair that folds, you may choose to do so and sit in a seat. All wheelchairs must be equipped with a footrest. **Willcox Transit** can accommodate the ADA standard wheelchair with dimensions of 30 inches in width and 48 inches in length weighing up to 600 pounds when occupied. Larger wheelchairs will be permitted if they can be secured in the bus.

STANDARD ADA WHEELCHAIR DIMENSIONS



I was waiting at the bus stop and the bus never came. What happened?

Sometimes a bus may run late for reasons beyond our control. For example, buses can break down and it can take up to an hour to get another bus to take over the route. To find out if your bus is running on schedule, you can call **Willcox XXXXXXXX Department (520) XXX-XXXX**

They will let you know when to expect the bus.

Why was the bus late?

There are several reasons why the bus could be running late. Traffic volume and unforeseen accidents on the route can delay a bus a few minutes. It also takes a few minutes for our drivers to assist disabled passengers on and off the bus. We try our best to remain on schedule but please be patient if we run a few minutes behind. If you have an important appointment to attend, plan on traveling at least an hour earlier than usual in case we have unexpected delays.



For more information contact

Transportation Office at:

(520) XXX-XXXX

I have a complaint. Who do I talk to?

If you have an issue that can't be resolved by the

Driver, please come to the **Willcox XXXXXXXX** Department and speak to the dispatcher. All complaints are reviewed by the Supervisor and handled on a case-to-case basis. Your safety is our top priority at . If you wish to remain anonymous, you can call :

(520) XXX-XXXX

Service Complaints must be mailed to:

Transit Manager

City of Willcox/

Address



What do I do with my walker on the bus?

Walkers must be collapsed while in transit. Bags cannot be tied to the walker because it makes it unstable. If you have trouble managing steps, you can ask the bus driver to deploy the ramp for you so that you can board or exit the bus with ease.

I am disabled and I travel with a personal care attendant. Do they need to pay a fare as well?

Personal care attendants do not need to pay an additional fare as long as they remain with you at all times. If the personal care attendant wishes to get off at a different stop, then they must pay the regular fare.

I am disabled and I cannot make it to the bus stop. Can I get picked up by my house?

Appointments for dial-a-ride service must be made 24 hours in advance by calling **Willcox Transit (520) XXX-XXXX**.

The service is available **INSERT Bus Service Schedule**

Example:

Monday through Friday, 8:00 am to 3:00 pm, with limited availability on Saturday. Appointments can be made by calling Douglas Rides between 8:00 am to 5:00 pm, Monday through Friday. All appointments are made on first-come, first served basis, up to 7 days in advance. For more information, please call . **Willcox Transit (520) XXX-XXXX**.

FAQ's



The bus driver can refuse transportation if they feel a passenger has too many bags as it becomes a hazard to the other passengers. The bus driver cannot help load or unload the bags on the bus, so please only bring what you can carry on the bus. The bags must be placed on your lap or under the seat behind our feet. Bags cannot be kept in the aisles.

Can I put my bags on the seat next to me if it is empty?

The safest place to place your bags is in your lap or under the seat behind your feet. This ensures that all items are secure during transport and also keeps the buses sanitary for all passengers.

How do I register for the SEAGO Area Agency on Aging Transportation Program?

In order to qualify for this service you must complete a SEAGO application/registration form, must be over the age of 60, and must provide proof of residency. Once approved, participants are provided an ID card/pass that allows them to ride for free.

For more information, please contact:

(If awarded AAA Funding)

Willcox XXXXXXXX Department (520) XXX-XXXX

How do I schedule dial-a-ride service?

Appointments for dial-a-ride service must be made 24 hours in advance by calling:

Willcox XXXXXXXX Department (520) XXX-XXXX

Insert Schedule

I don't know what my schedule is tomorrow. Can you hold my usual appointment time (s) until I call you?

Willcox XXXXXXXX can not hold your typical appointment time until you call. All appointments are made on a first—come, first served basis.

Willcox XXXXXXX complies with Title VI of the Civil Rights Act of 1964. Service will be provided without regard to race, color, sex or disability. To file a civil rights complaint, contact:

ADOT Civil Rights Office

1135 N. 22nd Avenue

Mail Drop 154A

Phoenix, AZ 85009

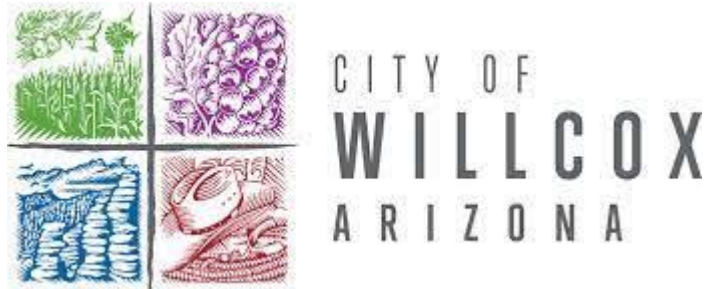
(602) 712-7761

Additional Questions, Comments, Concerns and Suggestions can be forwarded to:

City of Willcox

Transit Program

Address



Willcox Transit

VEHICLE MAINTENANCE PLAN

The mission of the Transportation Program is to provide the safest, most efficient and reliable transportation service in the industry. The Transportation Program strives to assure that all the vehicles utilized in the provision of service meet or exceed Department of Public Safety operational standards, and maximize vehicle life.

Service Provider

All repairs and maintenance for the transit vehicles are performed internally by City of Willcox maintenance staff under the guidance of the Public Works Department. The repairs are done at the City yard. Responsibilities of the maintenance staff include all scheduled preventive maintenance duties, industry standard inspections, as well as applicable government mandated inspections and certifications. All vehicle records are properly maintained and a spreadsheet is used to track maintenance data on each vehicle. Approved vendors will provide additional work and major engine repair, including warranty service.

Daily Vehicle Inspections

Specific procedures are outlined and monitored to ensure that all vehicles are inspected prior to a vehicle going into service each day and a post-trip inspection at the end of the service day. Drivers will perform a comprehensive checklist of essential maintenance elements and record the results on the pre-trip inspection form. The inspection form includes inspection of wheelchair lifts. If a defect identified will cause further damage or presents a safety hazard, the vehicle will not be placed into operation and must be reviewed by Transit Manager or Dispatcher. Minor defects will be listed on the repair order for correction during the PM process.

Preventive Maintenance Schedule

City of Willcox utilizes the vehicle manufacturer's suggested severe usage maintenance guidelines. Different maintenance procedures are performed at specified mileage increments, i.e. daily driver inspections (Pre and Post Operation Inspections) assuring the vehicle is road-worthy.

At each stop for fuel drivers will:

- Check the engine oil and transmission fluid levels and add as required.
- Check the windshield washer solvent and add if required.
- Clean the windshield and wiper blades as required.
- Check tire pressure and overall tire condition.

Once a month drivers will:

- Check tires and look for unusual wear or damage.
- Inspect the battery and clean and tighten terminals as required.
- Check the fluid levels of the coolant reservoir, power steering, and transmission and add as needed.
- Check all lights and all other electrical items for correct operation.
- Inspect and clean the wiper blades. Replace as necessary.

At each oil change mechanics will:

- Inspect the exhaust system.
- Inspect the brake hoses/lines.
- Rotate the tires.
- Check coolant level, hoses, and clamps.
- Inspect and replace belts as needed.

Every **3,000 miles (or manufacturers recommended mileage)** vehicles are taken to **City of Willcox Maintenance Facility**. Maintenance personnel will change oil, replace oil filter, check fluid levels, lubricate steering linkage, check internal and external lights, check all accessory equipment, all glass, tire pressure and overall tire wear, and inspect wheelchair lift.

Each mileage increment after that:

At 6,000 miles, 12,000 miles, 18,000 miles, 24,000 miles different procedures of vehicle maintenance are prescribed as recommended by manufacturer's suggested severe usage maintenance guidelines. Procedures such as the radiator and coolant system, changing rear axle fluid, inspecting brake linings along with driveline u-joint and front-end alignment, are checked at 12,000 miles. At 24,000 miles the rear differential is opened, gears checked and re-lubricated, alternator diode checked, and windshield wipers are changed.

Each procedure includes the basic 3,000 mile service. During the PM schedule service, the mechanic will document all defects found and will have all defects listed on the repair order and corrected prior to returning the vehicle to service.

Vehicle Breakdown

In the event of vehicle breakdown, a spare unit will be maintained ready to leave the City's facility immediately. The Transit Manager and/or Dispatcher will be responsible for identifying the best alternative to safely resume service. The vehicle involved with the breakdown will be scheduled for repair and a record maintained to prevent future incidents.

Dispatch System

The City of Willcox and the Willcox Transit system uses cell phones for communication with drivers in all programs. Dispatchers may be located at City Hall, may be Public Safety dispatchers, or may be contracted using other transit dispatch services.

The Pre-Trip Inspection

The pre-trip inspection should be carried out on a daily basis before the vehicle is placed into service. Each day the driver or other qualified staff should walk around the vehicle to make sure that no new defects have arisen since the last time the vehicle was in service. **It is imperative that the wheelchair lift be cycled each day prior to use.** Before the inspection begins, a copy of the inspection checklist will be available. The checklist will help the driver in performing the inspection in a logical sequence and assist the driver in doing a complete and thorough inspection of the vehicle.

Procedures for a Pre-Trip Inspection

Begin your inspection with the engine turned off.

1. Walk around the vehicle to inspect the body for damages. Look for any dents or cracks in the windshield or mirrors that might exist. Adjust all of your mirrors to make sure that you can see what it is you need to see within your safety zone. Is the vehicle leaning to one side? If so, there may be a problem with the suspension.
2. Look underneath the vehicle. Inspect the ground for puddles that could indicate anything from oil or transmission fluid to gasoline or brake fluid leaks. Inspect the undercarriage for loose parts.
3. Start the engine. Check the appropriate gauges and warning lights (oil gauge, alternator light). Turn on the heater/defroster/air conditioner fan(s) to make sure they are working. Turn on the headlights and the four-way flashers; this should turn on all exterior lights. Check to see that the dash lights are on and both the high and low beams on your headlights are working. Walk around the vehicle to check each lamp.
4. Check the condition of all tires including the spare. Look for cracks, bubbles, or nicks in the tire and measure the tread depth (need to replace if down to 1/16 of an inch), and pressure of the tires. The amount of air carried may be found on the tire sidewalls.
5. After thoroughly examining the exterior of the vehicle, check under the hood. Begin by turning off the engine. If, during your inspection, you find any item requiring maintenance, report it immediately.
6. Inspect the batteries. Check the fluid levels. Look for loose cable connectors. Tighten if loose and look for corrosion on the post connectors.
7. Examine the belts and hoses. **Remember the engine could be hot.** When pushed in the middle between pulleys, any belt should not compress more than one-half inch. Twist the belt and look for cracks and excess wear. Rubber hoses need a similar test. Squeeze the hose, if any hose appears spongy, hard to squeeze, brittle, or has cracks, report it immediately.
8. Fluid levels need to be measured. Make certain that the radiator fluid, oil, power steering, and windshield washer fluid reservoirs are filled. The transmission fluid should be checked when the engine is warm.
9. The final stage of the pre-trip inspection takes place inside the vehicle. Inspect the inside of the vehicle for loose objects and cleanliness.

10. Inventory all equipment to make sure that it is not only properly stowed so that it does not become a missile in case of an accident, but that it is functional.
11. Make sure that seatbelts and safety restraints are available and functioning.
12. Examine all regular and emergency doors to make sure they are functional and not obstructed or otherwise damaged. The time to find out the emergency door does not work is **before** you put the vehicle in regular service.
13. **Cycle the wheelchair lift.** Pay special attention to the wheelchair securement system and how it operates. Double check safety barriers and make sure the lift runs smoothly throughout the entire cycle. Checking the lift may require you to move the vehicle to gain sufficient room along side or behind your vehicle

The pre-trip inspection will help ensure a long service life for the vehicle and fewer inconveniences for the driver and the passengers.

Drivers are responsible for vehicle fueling and post-trip inspection of their individual vehicles.